UNIVERSITY OF LUSAKA

SCHOOL OF POSTGRADUATE STUDIES

AN ASSESSMENT OF THE ROLE OF ENTREPRENEURIAL ACTION IN INFLUENCING GROWTH OF RURAL FARM ENTERPRISES: A CASE OF SELECTED DISTRICTS IN ZAMBIA

BY

FRANK MUMBI KAYULA

PHD 6821006

SUPERVISORS:

PROFESSOR JUVENALIS M. TEMBO

PROFESSOR SICHALWE M KASANDA

Thesis submitted in fulfilment of the requirement for the degree of Doctor of Philosophy of the University of Lusaka

2018

An Assessment of The Role of Entrepreneurial Action in Influencing Growth of Rural Farm Enterprises: A Case of selected districts in Zambia

DECLARATION

I hereby declare that this thesis, *An assessment of the role of entrepreneurial action in influencing growth of rural farm enterprises: A case of selected districts in Zambia,* represents my own research work, and was written in accordance with the University of Lusaka Senate rules. I further declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work and that the thesis has not previously been submitted for any degree at this or any other university.

Signed: 

Date: 22nd May, 2016.

To: The Dean, School of Postgraduate Studies and University Management, UNILUS
This thesis, written by Frank Mumbi Kayula, and entitled *"An assessment of the role of entrepreneurial actions in influencing growth of rural farm enterprises: A case of selected districts in Zambia",* having been approved in respect to style and intellectual content is referred to you for consideration as basis for awarding a doctorate of philosophy in rural entrepreneurship.

I/We have read this thesis and recommend that it be approved.

Name: Professor Juvenalis M. Tembo
1st PhD Research Supervisor
Signature: _____
Name: Professor Sichalwe M Kasanda
2nd PhD Research Supervisor

Signature: _____

Date of PhD defence: 20th July, 2016

The Thesis by Frank Mumbi Kayula is approved.

Name: _____
Dean of School of Postgraduate Studies
University of Lusaka (UNILUS)
Signature: _____

COPYRIGHT

CONTACT DETAILS

Distributor	University of Lusaka P.O Box 36711 Lusaka, Zambia Plot No. 37413, Off Alick Nkhata Road, mass Media +260 211 233407, 258409 Email: ictar@zamnet.zm or HODpostgraduate@ictar.ac.zm Website: www.unilus.ac.zm
Author's Address	Frank Mumbi Kayula Post.net 367, P/B E891, Mandahill Lusaka Zambia +26095 550 6945 Email: kayulafm@gmail.com
Supervisors' address	**Professor Juvenalis M Tembo** Copperbelt University P.O Box 21692 Kitwe, ZAMBIA Email: dr_jmtembo@yahoo.com Telephone: +260 0955 or 0966 853179 **Professor Sichalwe M. Kasanda** Lusaka Open Business College Plot 24, Katima Mulilio Road. Lusaka Email: kasandasm@gmail.com Telephone: +260974003330

ACKNOWLEDGEMENT

I would like to first and foremost thank Professor Pinalo Chifwanakeni who helped me to complete my studies through his inspiration and the confidence he rendered to me. I am greatly indebted to the rector for giving me an opportunity to study when I had inadequate resources to engage in a rigorous study. Even as I endeavoured to liquidate my obligation with the university, it will never equal the opportunity lavished on me by the professor.

I would also like to sincerely thank my supervisors Professor Juvenalis M Tembo and Professor Sichalwe M Kasanda, who gave me invaluable guidance and allowed me to think through my work. I am equally grateful to Mr. Longa Kafula, the coordinator then for postgraduate studies for his constant enquiry on how far I had gone with my thesis. This made me work hard to conclude the study. I am indebted also to all those that gave me guidance, moral support and inspiration like Dr Christine Mushibwe, Dr Lewis Chilufya, Professor Maxwell Chibelushi Musongole, Ms Rodah Nchinga and my fellow PhD candidate and study-mate Engineer Richard Kasongo. My interaction with them gave me opportunity for valuable sharing and insights into my studies.

My sincere gratitudes are rendered also to the Ministry of Agriculture staff of Kapiri Mposhi (Ms Audry Liswaniso), Monze (Mr Kuelly Tembo) and Rufunsa (Mr Peter Mwamba) who helped during data collection in their agricultural camps. I also thank Dr Stanley Ngosa, Dr Emmanuel Chileshe and Dr L Ndhlovu the then District agricultural coordinators for the three districts respectively who gave authority for me to work within their districts of jurisdiction.

Lastly I would like to give gratitude to the Zambian small-scale farmers some of whom called me professor whenever I was giving a sharing on agriculture even before I studied for a PhD. They encouraged me to study on to accomplish my dream to help them fulfil their dream of growing their farm enterprises to competitive levels within the business environment and gave me impetus to seek more knowledge. I also thank the farmers who supplied information for this study to be done successfully.

DEDICATION

I would like to dedicate this work firstly to my wife Gladys Mubinde Chansa and my children who eagerly waited for me to complete my studies. This gave me inspiration to study on. I would also like to dedicate this thesis to my late father and mentor Mr Hustings Mumbi Kayula and my late mother Ms Mary Katondo Kayula, who constantly told me that they had hope in me for the best.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

Human actions involved in identifying and exploiting opportunities for start-ups and enterprise growth have been studied for some time now (Bird & Schjoedt, 2009; Gartner, Carter, & Reynolds, 2010). But how these actions are triggered and what role they play particularly in rural enterprise growth is a matter that has remained relatively un-researched. Despite the understanding that enterprise growth/failure is an outcome of the entrepreneurial processes, which are emergent from a complex interaction within and between the entrepreneur, the environment, the enterprise and the product or service (Bouchikhi, 1993), many rural farm enterprises have largely remained small with little revenue for many years. In this study, a mixed design based on non-parametric and thematic data analysis and approaches were employed to explore the appreciation and experiences of one thousand one hundred and seventy-two (1172) rural farmers on the role of entrepreneurial actions in growing rural farm enterprises. The data collected were analysed with assistance of the SPSS software. Study results postulated that entrepreneurial actions among rural farmers appeared to be triggered by certainty or assurance of resources to use for a valued entrepreneurial decisions. It was further found that entrepreneurial actions among non-entrepreneurial persons may not benefit the persons to grow their enterprises. The implication of these findings are that the rural farm entrepreneurs need to be engaged in groups that enhance knowledge sharing besides enhancing their self-driven access to discretionary production resources within short period of time of muting an entrepreneurial action. The study also proposed a framework for entrepreneurial studies, policies and practice.

Key words: *Entrepreneurship*, *entrepreneurial action*, *rural entrepreneurship*, enterprise *growth* and *rural farm enterprise*.

CHAPTER ONE: BACKGROUND TO THE STUDY

"As a small-scale farmer, I have been very concerned that we (small-scale farmers) do not seem to be graduating from where we are to the next level" (Malekano, 2009).

1.1 INTRODUCTION

The study examines the causes of growth or stagnation of rural farm enterprises in the context of the theory of entrepreneurial action. Entrepreneurial action determines growth of enterprises (McMullen and Shepherd, 2006). Klein and Klein (2001) ague that that pertinent decisions become useful when acted upon to give desired results. For example, the 2,532,800 metric tons of grain produced in Zambia in 2012/13 season (Ministry of Agriculture, 2013) are an indication that producers made decisions to engage in grain production and acted upon these decisions to produce the said output. Similarly, action on decision to grow one's enterprise is necessary in order to actually grow the enterprise in size, level of production or number of employees. However, small-scale farmers, who constitute 90% of the farmers in Zambia, have remained small for decades (Malekano, 2009). The smallholder farmers have remained small in spite of the huge investment in the rural areas by government, Non-governmental organisations and the private sector. This begs the question: 'what factors affect the growth or stagnation/failure of small-scale rural farm enterprises?

Agriculture is known as one of the best ways of improving incomes and reducing poverty. A one per cent (1%) per annum increase in agricultural growth, on average, leads to a 2.7 per cent increase in income of the lowest three income deciles in developing countries (World Bank 2007; De Janvry and Sadoulet 2009). The World Bank (2007) further showed that investment in agriculture is 2.5 to 3 times more effective in increasing the income of the poor than is non-agricultural investment. For this reason, the research endeavoured to ascertain ways that would enhance farm enterprise growth as a contribution to the growth of rural economies.

The agricultural sector plays a pivotal role in the economic growth of Zambia too. This is envisaged from the high number (80%) of the population that directly benefit from

the sector for their livelihoods. The agriculture sector in Zambia accounts for 67% of the employed, 25% of the total export and 22% of the GDP (Central Statistics Office, 2011a). Over 90% of the farmers are smallholder (Ministry of Agriculture and Livestock, 2010) and live in rural areas. Consequently, the Zambian government, like other African countries with similar agricultural challenges, has realized the need to develop the rural sector, where the majority of people live, in order to grow the national economy (Ministry of Finance and National Development, 2006, IFAD, 2011). The government of Zambia has been investing substantial amounts of money in the agriculture sector with a view to grow the rural economy (Ministry of Finance, 2006). With the liberalization of the economy in 1991, entrepreneurship has been the driving force in growing the agricultural sector. However, the smallholder farmers, on whom over 70% of the government budgetary allocation to the agricultural sector is spent, through the Farming Input Support Programme (FISP) and the Food Reserve Agency (FRA) maize purchasing programme have largely remained stagnant with very few moving from smallholder category into medium and large scale farmers in the last four decades (Govereh et. al, 2006; Ministry of Agriculture & Livestock, 2010; Malumo, 2013). Although resources have for a long time been directed to rural areas for rural development, the rural areas in Zambia have largely remained stagnant in terms of desirability for a dwelling place for the past forty years (UNDP, 2011; World Bank Group in Zambia, 2011). There appears to be a disconnect existing between the level of investment in rural areas and the growth that has been scored as observed from physical evidence of infrastructure and livelihoods.

This scenario demands understanding as to why the farmers would fail to grow in the light of the support given. This study uses the theory of entrepreneurial action to understand the entrepreneurial factors that drive or stagnate growth of the rural farm enterprises. The study focuses on the entrepreneurial actions because the past 40 years have seen different institutions support the rural farmers with entrepreneurial skills and training, support to farm enterprises by providing cheap inputs and access to market, providing an entrepreneurial environment, but only an insignificant number of smallholder farmers can be cited to have grown into larger producers.

In view of the above it became imperative that an investigation into what drives growth or stagnation of rural farm enterprises be conducted within the context of entrepreneurial action. An *entrepreneurial action* is 'an activity or behaviour that is carried out or done intentionally with a view to get an innovative business venture established, expanded or closed' (McMullen and Shepherd, 2006). Entrepreneurial actions are final determinants of the establishment, growth or closure of an enterprise. While the destiny of a business idea may be determined by the entrepreneur, product type, entrepreneurial environment and type of enterprise (Shane, 2003), ultimate direction and growth outcome of the enterprise is determined by entrepreneurial actions (McMullen and Shepherd, 2006). It is evident that ideas without actions are but dreams (Klein and Klein, 2001). The difference between a business dreamer and an entrepreneur is that entrepreneurs act on their business dreams.

Several scholars have studied and argued on importance of entrepreneurial action. Some such studies have analysed the entrepreneurial action in nascent ventures and especially among non-farm enterprises (Pasanen, 2003). Since entrepreneurship affects all organizations regardless of size (Cuervo, et al., 2007), this study investigated growth in existing smallholder enterprises in the agricultural sector in rural areas because they are the majority of the Zambian population (Central Statistics Office, 2011b) and would create a bigger impact on rural economy if solution was found for enterprise growth. The study sought to establish what makes rural farmer entrepreneurs behave in a manner that grows (or stagnates) their farm enterprises and how entrepreneurial actions may be manipulated to grow rural farm enterprises.

1.2. STATEMENT OF THE PROBLEM

Zambia has recognized the importance of rural farm enterprises to its economy and has accordingly invested heavily in the sector as a way of improving the rural economy. However, the sector has not grown in correspondence to what has been invested in it. Despite the investment and entrepreneurial lessons that has been done among rural farm entrepreneurs, rural farm enterprises have largely remained stagnant operating within the small holder farm subsector for more than four decades without appreciable

growth. It is therefore necessary to establish the reasons for this lack of or inadequate growth.

The agriculture sector is considered very important to the economy of Zambia largely due to the more than 80% people that depend on the agricultural sector for livelihoods. Despite the huge average government expenditure, in excess of two hundred fifty billion kwacha over the past years, the agricultural sector's contribution to the GDP has been stagnant in reference to pre- and post-market reform (Ministry of Finance and National Planning, 2006:12). Although these amounts have increased significantly over years, poverty still hovers above 77.9% in the rural areas (Central Statistics Office, 2012) and rural agricultural enterprises are generally stagnant with many small-scale farmers remaining small agricultural producers over lengthy periods with little growth among them. Small-scale farmers have generally failed to grow their agricultural enterprises despite huge public and private investments in the agricultural sector on provision of inputs for rural agriculture, besides fund allocation to rural infrastructure and other social programs every year for the past four decades. Although there has been massive investment in the rural areas, the smallholder recipients of the input support and market access, entrepreneurial trainings and supportive environment for their enterprises (RuralNet Associates, 2007) have to a large extent failed to grow in status from small to medium or even large scale producers. The business trainings that covered four main areas, namely: entrepreneur personality, networking, business growth experienced and business management practices (see details on appendix 7), were meant to improve on farming as a business among the smallholder producers.

This study envisaged that access to inputs and availability of market for the produce is sufficient to help smallholder farmers to grow their enterprises beyond being perpetual beggars for inputs for their enterprises. The study further assumed that appropriate market outlets are available for the enterprises to dispose off their products for them to gain an income for reinvestment. The study set out to establish entrepreneurial actions that drive (or constrain) growth of rural agricultural enterprises

and the extent to which these actions may be manipulated to initiate or enhance growth of rural agricultural enterprises.

1.3. RESEARCH OBJECTIVE

1.3.1. Primary objective

The main objective of this study was to determine the role of entrepreneurial action in rural farm enterprise growth as perceived and as experienced by smallholder rural farmers.

1.3.2. Secondary objectives

i. Identify entrepreneurial actions that drive (or constrain) growth of rural farm enterprises.
ii. Investigate the extent to which entrepreneurial actions impact on growth of rural farm enterprises.
iii. Categorize entrepreneurial actions according to their capacity to grow rural farm enterprise.
iv. Establish how growth-oriented entrepreneurial actions are triggered.
v. Determine how rural farm entrepreneurs may make use of entrepreneurial actions that are growth oriented

The research study contributes to the understanding of business and entrepreneurial actions and how targeting these phenomena differently may result in enterprise growth. The results of the study also fills in the policy gaps on rural enterprise growth which is most likely one of the solutions for Zambia to attain a sustained growth in income among majority of its population in rural areas. The study endeavours to answer questions such as:- what entrepreneurial actions would enhance growth of rural enterprises, what configuration of entrepreneurial actions should be in place to support a successful rural based enterprise to grow and what is the critical mass of entrepreneurial actions that will sustain growth in a rural enterprise.

1.4. KEY RESEARCH QUESTIONS

The main research question was: 'What is the role of entrepreneurial actions on rural farm enterprise growth?' To further refine the search for the solutions to the main question, five other questions were developed as indicated below. The first question was answered through literature review while the last four were answered through both literature review and a research study that gathered empirical evidence.

i. Which entrepreneurial actions drive growth (or stagnation/failure) of rural farm enterprises?
ii. To what extent do entrepreneurial actions impact on rural farm enterprise growth?
iii. Which entrepreneurial actions impact much on rural farm enterprise growth?
iv. How are growth-oriented entrepreneurial actions triggered?
v. How should rural farm entrepreneurs harness entrepreneurial actions to grow their enterprises?

1.5. HYPOTHESIS

The study was premised on the ten entrepreneurial actions and their contribution to business growth. These are discussed in details under the literature review. The following ten (10) hypotheses with their alternate hypotheses were set for the study to be tested at 95% confidence level, using the Pearson's r:

1. H_0 There is no relationship between time allocated on a business and growth of the business.
   H_1 There is some relationship between time allocated on a business and the growth of the business
2. H_0 There is no relationship between information gathered on a business and growth of the business
   H_1 There is a relationship between information gathered on a business and growth of the business
3. H_0 There is no relationship between networking on business matters and growth of the business

H_1 There is a relationship between networking on business matters and growth of the business.

4. H_0 There is no relationship between being alert on a business and growth of the business.

   H_1 There is a relationship between being alert on a business and growth of the business.

5. H_0 There is no relationship between risk taking on a business and growth of the business.

   H_1 There is a relationship between risk taking on a business and growth of the business.

6. H_0 There is no relationship between hard work on a business and growth of the business.

   H_1 There is a relationship between hard work on a business and growth of the business

7. H_0 There is no relationship between delegation of work on a business and growth of the business.

   H_1 There is a relationship between delegation of work on a business and growth of the business.

8. H_0 There is no relationship between business planning and growth of the business

   H_1 There is a relationship between business planning and growth of the business

9. H_0 There is no relationship between self-reliance on a business and growth of the business.

   H_1 There is a relationship between self-reliance on a business and growth of the business

10. H_0 There is no relationship between membership to famer group and growth of the business.

    H_1 There is a relationship between membership to a farmer group and growth of the business.

1.6. DEFINITION OF CONTESTED CONCEPTS

In order to give a common understanding of what this research is all about and how it is conducted, it is prudent to start with the definitions that give nuance to the main

terms and phrases used in the text. The terms used are explained in their alphabetical order and not necessarily in accordance with the importance attached to them in the text.

1.6.1. Action

Action is behaviour or activity that is carried out with some degree of intention or awareness (Berglund, 2005). This definition distinguishes intentional from unintentional behaviour or involuntary action. Entrepreneurial action emphasizes intentional as opposed to unintentional or involuntary actions. The connotation of intent embeds important aspects of planning for enterprise development. The common definition connotes visible activity. However, in this study, action also includes invisible activities taking place in the mind.

1.6.2. Entrepreneur

The word entrepreneur has changed meaning since its inception. Whereas the initial usage of the word, 'entrepreduer' referred to any exchange of goods and money for profit (Lewin, 2011; Hoselitz, 1960), the meaning changed when Schumpeter reintroduced it in the business language with a connotation of 'constructive destruction' (Schumpeter, 1934). Different definitions have also been ascribed to the phenomenon depending on the discipline within which it is receiving attention (Stocks, Wilson and Mador, 2010:4-19). Recently, Mungule (2015) listed 23 definitions of the same construct and concluded that much of the differences in the definitions were only in the use of different words that practically meant the same thing and that this was caused by differences in the sources of theoretical conceptualization, ambiguity of the concept and lack of adequate tool to measure the phenomenon. Berglund (2005) concludes that although arguments still rage on who entrepreneurs are, most scholars agree that entrepreneurs do things differently whether for profit or for social purposes. Another general philosophical divide and argument is against restricting the use of the word entrepreneur to selective business persons. Schumpeter (Lindgren and Packendorff, 2003) and Kuratko and Audretsch (2009) distinguished between entrepreneurs and small business owners by suggesting that entrepreneurs were those that discover or initiate a new business venture and take risk to build it for profit

(or social benefit). There is some emphasis supplied on innovation to distinguish *copy entrepreneurs* (Shane and Venkataraman, 2000) from *disruptive entrepreneurs* (Schumpeter, 1934). As may be noted, this study leaned more on the latter connotation because this is what brings about change for the better in the socio-economic environment.

It is necessary to take cognizance of the notion that any entrepreneurship process, whether it be making new product/service or market, or developing new methods and processes, may only be considered entrepreneurial *ex post facto* or after the effect of such a process. Steve Jobs' touch screen was only considered as one of the results of an entrepreneurial process after it hit the market and disrupted the market status. Equally, Bill Gates' Microsoft product was only considered a result of entrepreneurial process after its impact on the market. Entrepreneurship may therefore be thought of in retrospect or with hindsight. This is based on the concept that not all new ventures are entrepreneurial (Carland et al., 1984:357) and that not all business owners are entrepreneurs (Hamilton & Harper, 1994:15). This philosophical understanding of entrepreneurs makes it hard to define subjects for entrepreneurship research, because one has to determine from past actions of business persons and or determine their entrepreneurial disposition before including them in any study.

1.6.3. Entrepreneurship

Entrepreneurship has been defined in many ways by different disciplines that have an interest in the phenomenon (Misra and Kumar, 2000; Mungule, 2015). Although there is no generally accepted definition of entrepreneurship (Mungule, 2015:26), the phenomenon has been attributed with growth of economies (Kind and Leoning, 2008) vindicating its usefulness in an economy. The definition of entrepreneurship phenomenon generally includes processes of initiating new businesses (Bird & Schjoedt, 2009) or process of manipulating products or services and/or the environment (Kuratko, et. al, 2005b) by use of business intuition and human relations and skills to realize some profit.

This definition gives credence to four factors or a four-faceted framework within which entrepreneurship may be studied, analysed and evaluated namely: Entrepreneur or *Human factor*, *Environmental factor*, the *Enterprise itself* and the Enterprise P*roduct/Service* (4Es of entrepreneurship) that are discussed further in chapter two which discusses the theoretical and conceptual framework.

The above four factors also affect entrepreneurial action which is defined in subsection 1.5.4 below. From the preceding, *entrepreneurship* in this study was defined as:

> 'An innovative process by which *entrepreneurs* create, grow or close *enterprises* and/or *products/services* within a selected *environment* for profit or social benefit.' (Own definition, 2015).

1.6.4. Entrepreneurial action

According to Kuratko, Hornsby and Bishop (2005a), entrepreneurial action is a set of new actions used by businesses to exploit entrepreneurial opportunities that rival organizations have not noticed or exploited. McMullen and Shepherd (2006) on the other hand propose entrepreneurial action to mean the creation of new products or processes, the entry into new markets or the creation of new ventures. Both definitions do not isolate what an entrepreneurial action is. Rather, they look at the outcome of actions.

Whereas the definition by McMullen and Shepherd (2006) is process oriented, Kuratko, Hornsby and Bishop (2005a) offer a more operative definition. This study proposes to recast and work with an operative definition that describes an entrepreneurial action as an activity (Alvarez, 2005; Kuratko, Hornsby and Bishop, 2005a) or behaviour that is carried out or done intentionally (Berglund, 2005) with a view to innovatively establish, expand or close down a business or social venture (McMullen and Shepherd, 2006). This definition is a fundamental shift from focus on a mere 'process' and what others have coined as trait based to emphasize entrepreneurial 'behavioural' or 'action'. It is important to note that an entrepreneurial action responds to a judgmental decision (Kaplan and Schwartz, 1975) about a

possible opportunity for profit or social advancement (Berglund, 2005). This study uses entrepreneurial action in the sense of behaviour and not traits.

1.6.5. Enterprise Growth

The word ‘’growth in all its connotations refers to spatial occupation as well as numerical increase or expansion of an item of inspection (Mao, 2009). Enterprise growth has been measured all over the globe through three main angles: number of employees, amount of investment and amount of income and turnover (Shane, 2003). In this study therefore, enterprise growth refers to spatial and numerical increase as seen in an enterprise whose number of employees, amount of investment and amount of income and turnover has gone up over a period of time exceeding three consecutive operational periods, in this case calendar years. The parameters (timeframe, labour rate of increase and turnover) used to measure growth are based on the Organization for Economic Cooperation and Development (OECD) measure for growth (Anyadike et al., 2009). In this sense, the study was inclusive for enterprise growth based on both organic growth (pertaining to the initial enterprise) and growth by acquisitions (pertaining to purchases of other enterprises and merging them to existing ones). A three-year reference period was used for measuring growth. Farm enterprises depending on family labour only were considered as having no employee due to the tendency of not paying for family labour and therefore a poor reflection on economic contribution of the enterprise to job creation.

1.6.6. Smallholder farmer entrepreneur

The phrase ‘smallholder farmer entrepreneur’ has been applied to farmers engaged in activities in a rural space for profit (Korsgaard, Muller and Tanving, 2015. In this study a smallholder farmer entrepreneur was applied to *any farmer in rural areas that grew between one and five hectares of crop with a view to sale some of the produce for a profit and had previously initiated and implemented some new idea relating to their farm enterprise*. This definition was developed basing on the Ministry of Agriculture and Livestock categorization of farmers by size of land used for crop production. This therefore restricted the study to crop farmers only and left out livestock farmers whose farm sizes could not be classified basing on size of land usage. The usefulness of this

classification to the study lay in applicability of results of the research to growing rural farm enterprises as understood by the Ministry mandated to manage the agricultural sector from public point of view.

It should, however be pointed out that the classification of farmers basing on land size is defective and not inclusive of all types of agricultural enterprises like non-crop enterprises. A classification based on monitory value may assist in including all farm enterprise types and allow for comparisons across different farm enterprise types.

1.7. STUDY LOCATIONS

The study considered cases in three purposively selected rural farming communities in Zambia: Kapiri-Mposhi, Monze and Rufunsa (see figure 1 below). The three districts were chosen to represent typical rural areas along the line of rail and off the line of rail. Furthermore, the three districts cover three different provinces representing the three ecological zones in Zambia (Zone 1 with below 500mm annual rainfall, Zone 2 with 500-1200mm annual rainfall and Zone 3 with above 1200mm annual rainfall). Monze farmers have a history of farming on relatively large farms with an importance attached to livestock production. According to RuralNet Associates (2007), the average farms in Monze are about four hectares and above. Kapiri-Mposhi on the other hand is a typical peri-urban farming district with an average of two and half hectares of farm holdings (Ibid), but with a mix of horticultural crops, field crops and small livestock production. These enterprises are sometimes also intermixed with trading in 'tuntembas'- small makeshift businesses. Rufunsa is a typical rural farming community with relatively very small farm holdings averaging

Figure 1: Research study locations

around one hectare. The study in Monze was concentrated around Manungu community, while the Kapiri Mposhi study site was in Lukomba area. The study in Rufunsa was done in Rufunsa 'Boma' itself.

1.8. SIGNIFICANCE OF THE RESEARCH

Rural farm enterprises form the bulk of business entities in many developing countries (Liedholm, 2001). These enterprises are affected by many factors in their quest for growth (Zorya, 2006). Fan, Zhang and Rao (2004) have shown how, among other factors, agricultural research, extension services, education, rural infrastructure and food availability are important drivers of agricultural growth. However, all these may be considered as preconditions for growth, because in themselves, they may not grow the enterprises. What is planned may not necessarily give what is anticipated (Ahujah, 2007:11) especially when action has not taken place (Vecians, 2007). Actions taken by entrepreneurs, after decisions to grow are made, stand out as final determinants of whether the enterprise will grow, stagnate or close altogether. As such, understanding entrepreneurial actions that grow rural enterprises is cardinal to learning how rural farm enterprises grow. Until recently, scholars in entrepreneurship just affirmed the importance of new small businesses in triggering growth of local economies in rural areas but such relationships had not been conceptually organized into measurable correlations (Kushalakshi and Ragurama, 2014).

Entrepreneurial action is an important phenomenon to the theory of entrepreneurship (Vecians, 2007:133) in enterprise growth evaluation because it assures implementation of entrepreneurial activities. Without entrepreneurial action, business ideas and intentions to start or expand businesses remain just ideas and intentions respectively (McMullen and Shepherd, 2006). Entrepreneurial action is a pathway to implementing business ideas and plans. An understanding of what entrepreneurial actions contribute to rural farm enterprise growth and what triggers such entrepreneurial action(s) is therefore important. This is because such knowledge will help grow rural enterprises and aid in growing the rural economy. It is prudent to know the role of entrepreneurial action on rural farm enterprise growth in order to contribute to *inter alia*:

i. Reduction in the stagnation and rate of failure of smallholder rural farm enterprises to grow into medium and large scale farm enterprises.
ii. An increased number of enterprises that materialize their intentions to grow sustainably.
iii. An increase in number of entrepreneurial activities among rural farm enterprises.
iv. Growth of rural economies through increased entrepreneurial activities.
v. Help in reduction of rural poverty.
vi. Creation of more green jobs to reduce on the increasing youth unemployment rate.

These achievements will contribute to social economic growth of rural communities and subsequently the national economy. The multiplier effect is assured by the large population that is engaged in and benefit from the farm enterprises in both rural and urban areas in Zambia.

The 2010 national living conditions survey results (CSO, 2012) indicates that incidence of poverty was still highest in the rural areas at 77.9 % compared to 27.5 % in the urban areas. Furthermore, the average income (K1, 917) in urban areas was more than two times that in the rural areas (K664). If incomes could be increased through increased successful entrepreneurial activities, the general living standards could be increased in the rural areas and subsequently the whole nation.

The status quo, where a greater part of the population depends on the agricultural sector for employment and livelihoods (Central Statistical Office, 2012), gives Zambia an opportunity to improve its broader economic growth by improving entrepreneurial activities in the rural and agricultural sectors. Many development practitioners have agreed that agriculture is a driver of rural economic development for countries with population that is dependent on agriculture (IFAD, 2011; IFAD, 2013). An understanding of what makes rural enterprises grow or stagnate is therefore considered helpful to properly grasp what should be done to improve the growth rate

of smallholder farm enterprises. Since over 65% of the population was found to be rural and over 90% of the rural population depended on agriculture for a livelihood (Central Statistics Office, 2012), an increase in number of rural farm enterprises growing into larger scale producers would subsequently lead to an improvement in livelihoods of many rural dwellers.

Knowing critical factors that regulate the relationship between entrepreneurial action and growth of rural farm enterprises will no doubt significantly contribute to enhancing growth of rural enterprises and thereby provide a lasting solution to unemployment and low standards of living in rural Zambia. The decrease in paid employment by one percentage point to forty-six (46) between 2006 and 2010 makes this study an all the more urgent issue to contribute to some checks on any further decline in the standards of living of rural people (Central Statistical Office, 2012).

Although the research study does not distinguish between high-growth enterprises from other enterprise types, the results are expected to significantly contribute to overall MSME growth. The distinction between high-growth enterprises and other enterprises was not done because it was rare to find many rural farms among smallholder farmers with more than ten employees, which factor would qualify the enterprises as high-growth (Pertersen and Ahmad, 2007).

Results of this research are useful for reference and support to the theory of enterprise growth, rural entrepreneurship and entrepreneurial action. Beyond academic use, the study results will feed into policy formulation and redesign to address issues that will enhance growth of the rural agricultural sector where majority of the population will derive social and economic benefits. Specifically, the results will enable policy makers to make targeted interventions among smallholder farmer entrepreneurs as opposed to the general approach to MSMEs. This research results will also be of benefit to the existing body of knowledge on drivers and constrainers of enterprise growth. It may also put a difference between motivational speeches that drive entrepreneurial activities and entrepreneurship, as a body of knowledge that give an empirical explanation for enterprise growth.

The results will also contribute to the understanding of farm enterprise growth phenomenon and assist rural development practitioners and government to engage rural farm entrepreneurs in a manner that will grow rural enterprises in general, farm enterprises and subsequently grow the rural economy. The importance of the study cannot therefore be over emphasized in Zambia where majority of the population reside in the rural areas.

Finally, the findings will contribute to better understanding of entrepreneurial action and may in turn help in implementing more informed actions in enterprise development.

1.9. SCOPE OF STUDY

The major determining factor on type of enterprise to include in the research was the increase in hectares from lower levels of hectarage to higher hectarage in the Zambian context. In this regard, a smallholder farmer was anyone cultivating less than five hectares of crops, a medium farmer cultivating five to twenty hectares and a large-scale farmer was one cultivating above twenty hectares of field crops. However, it must be mentioned that due to few farmers having cultivated land beyond five hectares, in the target areas like Rufunsa and Kapiri Mposhi, some farmers whose farm size put to production increased within the small holder bracket were included in the study even if they did not go beyond the five hectare limit in growth. Farmers whose farm size increased from one hectare to two or three hectares for example were included. The focus was on growth rather than the farm size really. In this regard, all farmers whose farm enterprises had grown in size and maintained their enterprises above the previous smaller levels for at least three years in the past, were considered subjects for the study.

This study was an assessment of the role of entrepreneurial action on the growth of rural farm enterprises in selected districts of Zambia. Research variables were restricted to entrepreneurial actions and rural farm enterprise growth.

1.10. PHILOSOPHICAL UNDERPINNINGS OF THE STUDY

Like many scientific investigations, this study was based on specific philosophical constructs. The general approach of the study was towards subjectivism: the doctrine advanced by Rene Descartes (1596–1650*)* which theorizes that *'knowledge is merely subjective and that there is no external or objective truth'*. Subjectivism differentiates entrepreneurs from businessperson by identifying entrepreneurs as alert to opportunities (Kirzner, 1979:48; Mises, 1996) and innovative (Schumpeter, 1934); the two traits that qualify entrepreneurs as perceiving things differently from other people. The philosophy of subjectivism fitted well with this study as it related to and emphasized entrepreneurial behavioural contribution to enterprise growth. It is without argument that matters of behaviour are highly dependent on individuals, their internal locus of control and their background or experience through formal and informal learning. As such, although external factors do affect behaviour, this is only so when these factors are internalized and become part of the characteristic habit or precursor to the habits of a human being.

The study leaned on the epistemological assumption that an entrepreneur differs from a firm manager or owner manager of a firm. Thus, it was supposed that the response of an entrepreneur to changes in environment and nature of enterprise will differ from the response of the owner manager who may not be an entrepreneur (Kirzner, 2000). In this regard, the selection of study subjects begun by identifying respondents that were perceived to be entrepreneurs in their approach to their enterprise management. Suffice it to say it was not easy to isolate entrepreneurs from owner managers because firstly, anyone doing business in Zambia is referred to as an entrepreneur and secondly, there is no clearly agreed criterion for identifying entrepreneurs from owner managers. This, as Gartner (1988:26) argues, does not mean that there are no characteristic behaviours that identify entrepreneurs. But behaviour may only be ascertained after the action. For this study, subjects had to be assessed for behavioural characteristics and practice of an entrepreneur (See chapter four for details of the research method).

Some aspects of the study were handled from a constructivist view point, particularly those relating to understating of entrepreneurial concepts. The definition of an *entrepreneur*, the understanding of *entrepreneurial action* and the concept of *enterprise growth* for example were built from previous constructs by analysing and grouping different ideas from many scholars into an acceptable suggestion of hypotheses.

1.11. ASSUMPTIONS

Ahujah (2007:42) muses that "theories and hypothesis are built on assumptions", which according to Boulding (1956:11) "may be or may not be realistic". Theory built on any assumption should nonetheless enable accurate prediction. The study was based on the following assumptions:

i. That it is human nature to *desire success* and that *enterprise growth is an ultimate goal* for many engaged in entrepreneurship.
ii. *Successful outcomes of entrepreneurial actions are contextual to the environment of an entrepreneur*. However, replication of the study may help get results that produces conjectures that may be useful in other environments
iii. *Entrepreneurship actions are observable*. This makes it possible to evaluate results from implemented action.
iv. *Entrepreneurship is good and beneficial to those engaged in its processes*. Therefore others may desire to copy the processes and benefits and become more entrepreneurial. Such an atmosphere will contribute to growth of the rural economy.
v. *Entrepreneurs take actions that will benefit them socio-economically*. As such entrepreneurs will take any action that may grow, stagnate or close an enterprise as long as that action gives them some socio-economic benefit.

1.12. LIMITATIONS

The study was constrained by resources and contacts that could be useful to further understand the prevailing situation in the rural areas. Among the challenges met were the following:

i. There were inadequate resources to meet all necessary costs for the research. The researcher did not have adequate funding for lengthy stay and frequent movements to the research sites. With adequate funding, more areas and distant areas from the line of rail could have been included in the study. Nevertheless, the sampling procedure, the increased number of focused group discussions and replication of the study in three agro-ecological zones were considered sufficient to generalize the results.

ii. The time available to the researcher for the work was inadequate. This was due to the competing activities meant to raise money for the research. Three to five days would be spent in each of the research sites every four months. But this was not as much time as the researcher would have liked to spend in the research sites. Despite this apparent inadequacy, the procedures and processes followed were generally adequate for what would be required for a study of this nature.

iii. Response rate among the stakeholders was not encouraging. Particularly government offices were difficult to get responses from despite the introductory letters shown to the staff. Apparently, many government staff did not appear to have the information on record as good as the nongovernmental organisations and the private sector. Record keeping was apparently inadequate in the public sector when compared to the private sector and NGOs.

Difficulties in receiving questionnaires for the hundred personal interviews were also experienced.

iv. Respondents' limitation to maintain written records meant that some of the historical events and financial expenditures and revenues were kept in memory.

Although challenges encountered did not impede the quality of the research per se, they had some influence on speed of the work and the sample size that could be reached.

1.13. ORGANISATION OF STUDY REPORT

The presentation of the study was organized to give a flow from inception, research design, data collection, data analysis, discussion and recommendations. The outline for the report presentation is as follows:

i. Chapter one

This chapter sets the tone and gives the introduction to the research study. The chapter defines the research problem, gives the objective for the research and gives the scope of the study.

ii. Chapter two

The second chapter reviews various literature relating to entrepreneurial action and enterprise growth. The chapter also gives further focus and the general direction of the study.

iii. Chapter three

Chapter three provides for contextual placement of entrepreneurial actions and enterprise growth within the general discourse of entrepreneurship. The chapter highlights the theories and the conceptual framework within which the study was undertaken.

iv. Chapter four

The fourth chapter outlines the research methodology that was followed for the study and justifies why the methodology was considered appropriate for the study. The chapter further explains what and defends why the data collecting instruments were chosen and used. The methodology also discusses how the data were captured and analysed.

v. Chapter five

The fifth chapter covers the findings and analysis of the research findings. The chapter presents the findings of the study from personal interviews, focused group discussions and observations on the respondents' perceptions and experiences about roles of entrepreneurial actions on rural farm enterprise growth.

vi. Chapter six

The sixth and last chapter presents the discussion, conclusion and recommendations based on the study findings. Chapter six also includes the discussion of the study

findings directing the discussion to answer the key research questions. The chapter also proposes concepts that may be useful in understanding of rural entrepreneurship through appreciation of roles of rural entrepreneurial action on rural farm enterprises.

vii. References

References were used and have been presented right after the last chapter for proof of source of borrowed ideas. Suffice it to say, references were supported by many other contacts in writing and discussions that have not been included, but due acknowledgement was given under the title acknowledgements, to persons that supported and had some influence on thought process and design of the study.

viii. Appendices

The final part carries the appendices with all necessary information that has not been included in the narration.

CONCLUSION

Chapter one sets the background to the research study. The chapter gave the reason for the study and outlined the delimitations of the research. With the course of actions for the study outlined, the next chapter will consolidate the underlying concepts upon which the study hinged its discussions. Chapter two therefore looks at the literature on entrepreneurial action and enterprise growth theories.

CHAPTER TWO: LITERATURE REVIEW

2.1. INTRODUCTION

The concept of an entrepreneur has broadened since its inception by the originator of the concept of entrepreneurship, Cantillon, in the 17th century (Lewin, 2011:2). Different connotations have been ascribed to the understanding of an entrepreneur because the concept is viewed from varied professional backgrounds (Stokes, Wilson and Mador, 2010). Subsequently, the theory of entrepreneurial action like the word entrepreneur, may be understood from many professional connotations like business, sociological and psychological constructs. In the same vein, the theory of entrepreneurship is an appendage of many and diverse schools of thought, and may be conceptualized from different perspectives.

This wide array of conceptualization makes it difficult to define a population of entrepreneurs (Brockaus, 1982) unless the researcher is very specific in describing the target group. This study analyses the growth-oriented entrepreneurial actions and their impact on rural farm enterprise growth. The term entrepreneurship in this discussion is restricted to innovative processes to business (Kuratko and Audretsch, 2009). The literature review is, therefore, confined to the evaluation of existing scholastic and practitioners' views of the concepts of rural entrepreneurship, entrepreneurial action and enterprise growth. Literature covered includes journals, books, research presentations and reports. However, since the setting of the study is in rural areas, the notion of rurality is also discussed in brief. The literature review starts with a broader view of entrepreneurship and narrows down to entrepreneurial action and relates it to enterprise growth.

In reviewing rural entrepreneurship, a look at current understanding of entrepreneurship is foundational to better appreciate perspectives on rural entrepreneurship. The literature review therefore examines the existing theory and practice on entrepreneurship and entrepreneurial action while enterprise scholarly concepts on growth are reviewed separately and later related to entrepreneurial action.

Each subdivision is reviewed with generic perceptions concluded within the discussion, but the chapter on literature review ends with a conclusion giving the reviewers perceptions on the relationships among the concepts of rural entrepreneurship, entrepreneurial action and enterprise growth. The conclusion also gives direction to the study from the insights developed from the three focus concepts of rural entrepreneurship, entrepreneurial action and enterprise growth.

Although enterprise growth has been studied highly (Pasanen, 2003), there is no known empirical study that has specifically focused on growth of rural farm enterprises. While the phenomenon of entrepreneurial action fills literature, a comprehensive identification of such actions has eluded both scholastic and practitioners' scripts, besides a conceptual listing of traits and operative components of the definition of entrepreneurial actions. This is because entrepreneurial actions are treated as traits as opposed to locomotive and psychomotive phenomenon as discussed under concept of entrepreneurship in sub part 2.6 below.

In this study, therefore, Badal and Streurs' (2012) ten entrepreneurial traits that help entrepreneurs to grow their businesses have been used. Badal and Streur (2014:6) advanced their conceptualization of the traits by linking them to entrepreneurial behaviour. Having understood the connectedness between the traits and the entrepreneurial actions, this study used Badal and Steur's (2012) list of traits as proxies to evaluate what role entrepreneurial actions would play in rural farm enterprise growth (See Appendix 8). A list of entrepreneurial actions could require sufficient replication to validate applicability of supposed results of combination of the listed entrepreneurial actions. This is because the entrepreneurial actions that may lead to success of one enterprise in one location may not necessarily lead to success of a similar enterprise in another location (Lussier & Pfeifer 2000; Low & Abrahamson 1997).

This literature review also undertakes an analysis of entrepreneurial action concept as it impacts on farm enterprise growth in a rural setting. As such it is not only prudent to

understand what other scholars think and say on rural entrepreneurship, enterprise growth and entrepreneurial actions, but it is also cardinal that these variables are examined empirically in a rural setting where the results of the study will be applied.
The literature review discusses five important concepts that are considered influential on the study of rural farm enterprise growth. The review begins by defining the economy of rural areas where the study was conducted. This gives the environmental context in which the evaluation of the role of entrepreneurial action on rural farm enterprise growth took place. The review also considers some of the existing enterprise growth theories and determinants of enterprise growth in a broad sense. This understanding of the two concepts provides basis for comparison between the existing knowledge and practice with what the study found out. The review also discusses existing understanding of entrepreneurial actions and concludes after referencing what others have surmised about entrepreneurial action and growth.

2.2. THE ECONOMY OF RURAL AREAS

The concept of rurality is not easy to define because of its relativity. What could be a rural area in a developed country could easily qualify for a town in a developing country. However, some rural development practitioners (Organization for Economic Cooperation and Development –OECD, 2002; Knickela, et. al, 2008; Todaro and Smith, 2011:65-71) have listed the following as common defining features of rural places:

i. Generally highly dependent on natural resources for livelihoods
ii. Low population density
iii. Generally have basic structures
iv. Have few amenities with slow life
v. Generally have homogenous ethnic groups
vi. Low in diversity of economic activities
vii. Located away from bustle and hustles of country administrative centres.
viii. Have higher interdependence of households

The role of rural economies in economic development is no longer a topic for dispute

(Pato and Teixeira, 2013), but it is a reality that is necessary to provision of job opportunities, income generation, poverty reduction and general improvement of livelihoods through assured income distribution (Boateng, 2011:7, Kayula, 2014). Rural areas, though not densely populated, account for majority of population in most regions of the world. More than half of the population of the European Union lives in predominantly or intermediate rural areas (European Commission, 2010:22). Asia is equally dominated by rural populations (Todaro and Stephen, 2011). Africa has more than 70% of the population living in the rural areas (Anríquez and Stloukal, 2008).

The rural areas in Zambia support over 60% of the national population and account for 80% of employees (Central Statistics Office, 2012:6-7). The Zambian statistical office further indicates that 56% of those employed in the rural areas are in the agricultural sector. The agricultural sector is in short, the main driver of economic activities in the rural areas in Zambia. About 90% (Aregheore, 2009:9) of those engaged in agriculture in the rural areas are small-scale farmers whose production system has been characterized by low productivity, poor access to capital and generally low quality produce (Ngoma, 2013). Much of the agricultural sector is dependent on rains and sales raw products with very little value addition. The agribusiness sector is not fully harnessed. Until recently the simplistic economic outlay made the rural area in Zambia unattractive for young people who have been seen to shift to urban areas in search of lucrative and white collar jobs.

Despite the robust agricultural growth rate of more than 10% in some years in the past decade poverty levels have largely remained stagnant in rural areas of Zambia (Ministry of Agriculture, 2013:10). The Zambian government and cooperating partners have progressively invested relatively huge amounts of money in the rural areas. In order to improve productivity and food security among small holder farmers, the government of Zambia introduced the fertiliser support program (FSP) latter changed into the Farming Input Support Programme (FISP).

Over K3,164.10 billion has been invested over the past eleven years to support fertiliser and seed for a total of 4,951,170 beneficiaries under the FISP (Ministry of

Agriculture, 2014). As figure 2 below shows there has been a steady increase in allocation to the agricultural sector over the past ten years except in 2014 (See also appendix 5). Over 70% of the fiscal allocations to the agricultural sector have been used under the FISP implemented by Food Reserve Agency (FRA) in collaboration with the Planning Division of the Ministry of Agriculture and Livestock. However, general production and productivity, particularly among small holder farmers has been comparably the lowest in the region.

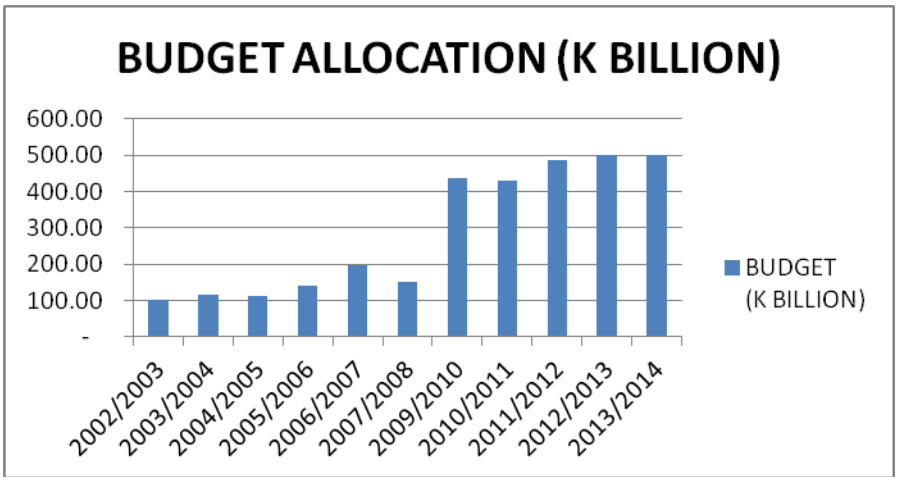


Figure 2: Budget allocation to FISP between 2002 and 2014

Source: Ministry of Agriculture, 2014

Figure 3 below further shows the impact of the farming input support programme (FISP) on maize yields. It may be observed that to some extent, FISP has contributed to the increase in the staple food yield increase. However, the figure also shows that there is poor correlation between the expenditure on FISP and maize yield. This has been attributed not only to inconsistency and disintegrated manner in which FISP is implemented but also to low commercialization of agriculture among small holder farmers (Haggblade and Plerhoples, 2010) besides the impact of climate change.

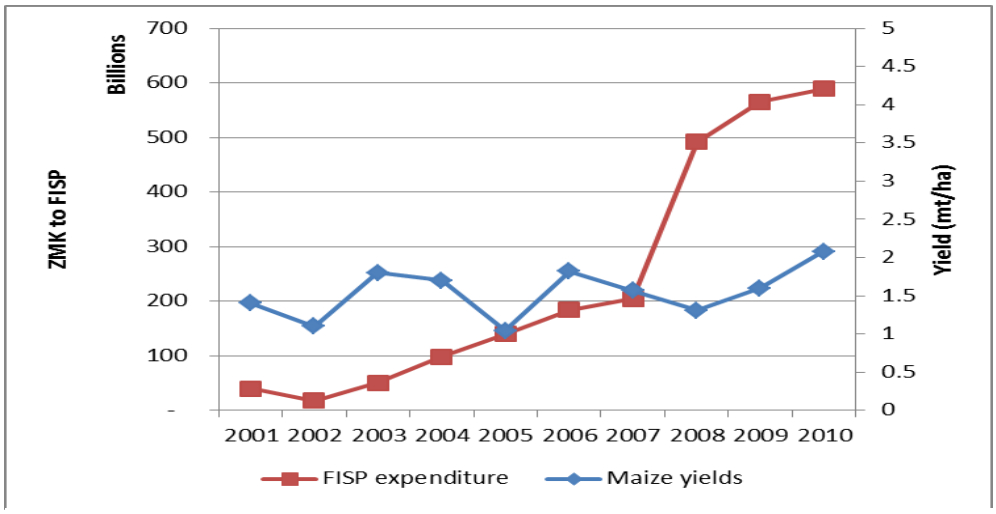


Figure 3: FISP expenditure & maize yields between 2001 and 2010

Source: ACF/IAPRI, 2011

The past two decades have seen a move of the Zambian rural economy towards a mix of agricultural production with industrial operations such as mining and some processing. Like in other countries, there is a general paradigm shift in the approach to rural development from single purpose to multiple purpose approach. Government is creating industrial clusters and value chains in the agricultural sector that are driven by multi-sectoral groups (Ministry of commerce, trade and industry, 2013). The government of Zambia is adopting the concept of industrial based rural development (See table 1 comparing old and new rural development approach). However, the focus on rural farm enterprise commercialization for growth that would support rural industries with raw materials is still poor. There are also poor linkages between production sub-sector of agriculture (in terms of what the sector produces) and the industry (in terms of what industry needs for manufacturing and processing).

Table 1: Approaches to rural development

FOCUS	OLD	NEW
Objectives	Integrated Rural process development	Integrated industrial clusters development
Target Sectors	Health or Education or Agriculture	Various sectors (including Agriculture, MCTI and Labour)
Entry point	Agriculture	Value chain clusters
Key actors	Government, farmers	Government, private sector, farmers
Main tools	Subsidies	Investments

Source: Adapted from OECD (2006).

As may be observed investment in rural areas is high on government agenda. However, unless this investment is done through private sector hands and unless the investment focuses on areas in which majority of rural dwellers are engaged (agriculture), the investment efforts may not adequately address the development needs of the rural areas and the country. With the emerging inclination to entrepreneurship in the country, rural entrepreneurship is one way to go to address economic growth in the rural areas. The agricultural sector is vital to poverty reduction in Zambia (Oxfam, 2013). The cardinal role of the agricultural sector may be seen from the number of Micro, Small and Medium entrepreneurs as table 2 shows.

Table 2: Distribution of MSMEs by sector

SECTOR	PERCENT MSMES
Agriculture	70%
Wholesale and retail trade	21%
Manufacturing	3%
Hospitality industry	2%
Other sectors	4%

Source: Ministry of commerce, trade and industry, 2013

A study on how to improve business in the agricultural sector will therefore benefit rural areas and the entire national economy.

2.3. RURAL ENTREPRENEURSHIP

Rural entrepreneurship defines the environment and the entrepreneurial processes involved in rural enterprise establishment, management and growth. Although Cantillon, who is considered as the 'father' of entrepreneurship, first applied the concept of entrepreneurship with examples of traders buying farm products to sale in populated towns (Lewin, 2011), the rural farm sector in developing countries have not benefited much from entrepreneurship studies (Pato and Teixeira, 2013; Wortman, 1990). Rural entrepreneurship concept has been slow to evolve theories that would advance rural economies (Pato and Teixeira, 2013). Most of the studies that have been done on rural entrepreneurship have gained ground as an avenue for revitalizing and growing the rural economy (Petrin, 1994). In order to conceptualize rural entrepreneurship concept, under which potential enterprise growth enhancing entrepreneurial actions were tested, a brief discussion on entrepreneurship concept gives invaluable insights.

2.3.1. Entrepreneurship

There is need to contexturized the discussion on entrepreneurship in this paper because the theory of entrepreneurship is one of the most diverse and differently understood by many people (Gartner, 1988; Stocks, Wilson and Mador, 2010). The differences stem from different professional and practitioner contexts, giving rise to many professional definitions of the phenomenon (Stocks, Wilson and Mador, 2010:4-19; Baran and Velickait, 2008). The theory of entrepreneurship is an outgrowth of the concept of an entrepreneur which term was introduced into economic literature by Cantillon, popularized and made common in writings in the 19th century by the French economist Jean-Baptiste Say (Hamilton and Harper, 1994) and revolutionized to become a catchword and theory used for economic advancements by the Austrian economist, Joseph Schumpeter (Swedberg, 2007).

According to Shane and Venkataraman (2000), entrepreneurship is the process of creating and discovering new products or services, production processes; new strategies and organisational forms, and new markets for products and inputs that did not previously exist.

The theory of entrepreneurship has since grown to cover both small and large corporate organisations, new and established organisations, individual prowess vs institutional networking, as well as business and social establishments (Lindgren and Packendorff, 2003).

Lindgren and Packendorff (2003) attribute to Schumpeter the first attempt to distinguish between routine business activities and innovative activities and the isolation of the latter activities to call them entrepreneurship. It is worth noting that from this perception, not all businesses processes may be considered entrepreneurial in nature (Ahmed and Hoffman, 2008:9). This study is built on the construct that entrepreneurship is not about routine business practices (Dayan, Zacca and Benedetto, 2013; Mair, nd), but rather about starting and growing innovative business ventures managed by risk takers who are visionary, hardworking, alert to changes in business environment and profit oriented.

Despite many definitions of entrepreneurship appearing to favour the path of relegating entrepreneurship to start ups, there are inherent connotations referring entrepreneurship to the process of adding to existing products, services and procedures within the definition (Shane and Venkataraman, 2000). Entrepreneurship should not therefore be confined to the process of starting successful innovative business ventures only, but should embrace processes such as expanding existing markets, business systems and the process of increasing on products and services.
It is prudent to suppose that even though there is such diverse conceptualization of entrepreneurship by various professions, it may be surmised from existing definitions that:

‘*Entrepreneurship is a process of identifying business opportunities*

and starting new business products/services, markets and processes for profit or social satisfaction.' Author, 2015.

This definition will be used in the rest of this study. Successful entrepreneurship may therefore be described by growth of the novel or existing enterprise into a bigger profitable or socially satisfying venture that sometimes take over extended portion of existing market (Mair, n.d; Shane and Venkataraman, 2000).

2.3.2. Concept of rural entrepreneurship

The theory of rural entrepreneurship was brought to the fore by Wortman who delved into doing research around the concept when it was considered to be relatively new in the study of entrepreneurship theories (Wortman, 1990:329). Despite coming to the fore with the growing paradigm shift from promotion of rural economic development through foreign business investment (exogenous theories) to inclusion and strengthening of local businesses and entrepreneurs (endogenous theories), rural entrepreneurship research has been slow and largely limited to developed countries (Pato and Teixeira, 2013). The role of rural entrepreneurship in economic development is no longer a debatable issue (McElwee, 2005; Cuervo, Ribeiro, and Roig, 2012). Other studies have concluded about the positive contribution of entrepreneurship to economic development (Mbuta, 2007; Phillipson et. al., 2011). What just needs to be confirmed in a national economy would be level of contribution of rural entrepreneurship to the broader national economic development and to be able to tell whether an economy is based on entrepreneurship or macroeconomics (Sherief, 2011). Markley & Dabson (2008:3) observe that there is a perceptible conceptual swing from emphasis on attracting foreign business investment into targeted geographical areas as a development strategy to inclusion of fostering local business development. This position offers opportunity for growing local economies with local entrepreneurship. To this vein various issues on rural entrepreneurship have become topical in publications and research studies to support evidence based decision making on matters of rural development.

The definition of rural entrepreneurship is not as easy as it may appear. Wortman

(1990:330) attempted to differentiate between urban and rural entrepreneurship by giving structural connotations to the definition. This however, just takes cognizance of the differences that exist between entrepreneurship in urban areas and that in rural areas. The differences may also be an indication that entrepreneurship in the urban and rural environment requires different approaches to enhance business capacities. There is a need to ascertain the characteristic features of rural entrepreneurship in order to address pertinent issues as efforts are expended in growing a rural economy. Ahmad, Yusoff, Noor and Rami (2011:3) define rural entrepreneurship as abilities by any person dwelling in the rural area and contribute to wealth creation in the area. Hoy (1983) on the other hand considers rural entrepreneurship by defining the characteristics of entrepreneurs in rural areas as 'innovative, risk taking, independent, achievement oriented, self-confident, optimistic and hard-working'. Taking an entrepreneur as 'one who initiates and/or funds a new commercial undertaking' (Microsoft dictionary, 2006), rural entrepreneurship may be defined as

> "*A process of creating a new organisation with new product or existing product from elsewhere for an existing or new market and passing on the product to consumers in an innovative way in a rural setting*".

It is becoming increasingly noticeable that rural entrepreneurship is important for its contribution to local economic development and national economic growth. Degei and Martin (2009) argue that rural entrepreneurship should involve use of natural resources. This is definite in developing countries whose populations are largely rural and dependent on natural resources.

Impact of entrepreneurship on economic growth is a well-studied phenomenon. According to Brown & Thornton (2011), Cantillon founded the theory of economics on the basis of entrepreneurship in the mid-1700s. It is not the objective of this study to delve into details of what entrepreneurship is. Nonetheless, it is prudent from the foregoing to set a foundational framework in which determinants of enterprise growth (rural or otherwise) may be classified.

Rural entrepreneurship may therefore be understood as innovative, production or procurement and sale of products to existing or new markets in the rural areas. This may include primary, secondary and tertiary industries. The study will restrict itself to the primary (farming) industry in which most of the rural populations are engaged. But first the paper reviews literature on enterprise growth and entrepreneurial action before reviewing scholarly positions on the relationship between entrepreneurial action and growth.

2.4. ENTERPRISE GROWTH THEORIES

Growth is a complex phenomenon that defines improvement to entities to different levels. The growth of an enterprise describes changes that take place in the status of an enterprise for the better. Although business growth is not always the most desired phenomenon (Nickter and Goldmark, 2005:2), its achievement provides landmark reference for success and increased value of any enterprise. Enterprise growth may be defined as change in status (generally volume of products, number of outlets and employees, structural organisation, market size, age and income) of an enterprise for the better (Gasse, 1998). As a socio-economic construct, and because it may not be the same for different enterprises (Gupta, Guha and Krishnaswami, 2013) enterprise growth has no worldwide accepted single measure. Enterprises may not grow the same way because as Papadaki and Chami (2002:11) found out in their research, some enterprise owners are in business as a substitute for paid income. Growth of such enterprises may depend on satisfaction of the owners on the income levels.

To determine enterprise growth and to classify entrepreneurs in different levels of success, many scholars and practitioners in entrepreneurship make use of number of employees, turnover, investment levels, profit levels and market share (Stocks, Wilson and Mador, 2010; Gupta, Guha and Krishnaswami, 2013).

Growth has been studied from various angles with some proponents like Rostow (1960); McGuire (1963); Christensen & Scott (1964); Steinmetz (1969) and Greiner (1972) emphasizing structural dimension such as growth stages, while others examine enterprise growth from process expansion point of view.

One of the greatest contributors to enterprise growth theory, Penrose (1959), argued that enterprise growth may be viewed from two major perspectives: Entrepreneurial and managerial angles. According to Penrose (1959), entrepreneurial growth refers to growth through innovation and imagination, while managerial growth refers to practical business idea implementation bringing out the notion that generally managers implement. McMahon (1998), however, viewed growth theories from four perspectives:

i. Industrial or static equilibrium theories,
ii. Stochastic or antecedent theories,
iii. Strategic management theories and
iv. Growth stages or life-cycle theories.

According to McMahon, static equilibrium theories are publicized by industrial theorists who think of enterprise growth in terms of economics of scale and reduction of long run unit costs to ultimately end in large firms. Stochastic model theorists on the other hand converge their idea of enterprise growth around many factors that precede growth of the enterprise. The strategic management view is based on personality traits of the entrepreneur. The growth stages theory is the most common conceptualization of enterprise growth.

Enterprise growth has been explained by growth stages and by the way entrepreneurs make decisions following the organisational life cycle- theory of evolution of firms (Greiner, 1994). Scholars differ in the number of stages of a business lifecycle, but do generally agree on the basic stages of enterprise growth.

Although Churchill and Lewis (1983) amplified on the growth stages theory, their argument also provides weaknesses of the structural representation. For example, growth stages models assume that small businesses pass through the phases as they grow. This may not be true for all enterprises as some may skip or even revert back to lower phases as they grow. The models also fail to capture the early stages of the

business such as development of business idea and resource mobilization. Churchill and Lewis (1983:3) argue furthermore that growth stages models fail to account for many factors that are critical to business growth such as value addition, number of locations for the same business and technology advancement in the business. Table 3 below highlights some of the factors that affect the different stages of enterprise growth. These factors form the antecedents of entrepreneurial action and do affect the decision making and entrepreneurial action undertaken for enterprise growth.

Table 3: Growth stages and some impacting factors

GROWTH STAGE	OPERATIONAL FACTORS	SITUATIONAL FACTORS	BEHAVIOURAL FACTORS
CONCEPTUAL STAGE	Lack of income	Religion, Competition, New market	Socialization process, Networks
START UP	Resources, Business Plan, Enterprise type	Competitors, customers demand, policy, Location	Intuition, Risk taking,
GROWTH OR EXPANSION STAGE	Product type, management style,	Policy, networks, market, Location,	Innovation and creativity, Networking,
MATURITY STAGE	Management style, Resources	Competitors, Location	Innovation,
RE-GROWTH/ DECLINE	Resources, Business Plan	Customer preferences, Location	Self-awareness,

Source: Kayula, 2014

Mao (2009) on the other hand describes enterprise growth in three dimensions of time, stability and explicit outlook. According to Mao, time measures age, while stability

measures how the object moves from disorganized to organized state. The explicit outlook measures production, volume of sales, market share and number of employees.

Gupta, Guha and Krishnaswami (2013:1187) suggest that growth paths may be linear and predictable or opportunistic and unpredictable. This means growth patterns do differ depending on manager of the firm (Gupta et.al, 2013), environment, Government interventions, age of firm, type of product or service and number of employees.
Growth of enterprises may be classified as organic or acquisitional (Pasanen, 2007). Organic growth defines the natural process of increase in income, labour or physical size of an enterprise. Growth by acquisitions refers to additions of similar or divers enterprises to the existing one. Enterprise growth is important as it measures success (Storey, 1994). Enterprise growth may be measured through changes in employment, revenues, profits, assets, productivity and market share (Gasse, 1998). Growing an enterprise is one sure way of ensuring its survivability (Liedholm, 2001:7) and should therefore be considered worth further study.

All the different growth theories converge on changes that take place in size, employment numbers, investment level and turnover. This study was focused only on changes in employment, revenues and productivity. This was because of the nature of the rural enterprises studied, whose market share and assets could not be easily quantified nor grouped for a fair and effective comparison due to their small sizes and huge variation in what is owned among the entrepreneurs. The cases dealt with had very small assets as compared to large scale farmers whose farms are highly mechanized. A specific study just to compare assets would be necessary to analyse changes in asset base with enterprise growth.

2.5. MAJOR DETERMINANTS OF ENTERPRISE GROWTH

Papadaki and Carmi (2002:3) argue that growth is stimulated by purpose for which the entrepreneur wants to grow the enterprise. These teleological theories have grown into motivational programmes that stimulate individuals to be creative. However, motivation alone may not be sufficient to turn an individual into an entrepreneur.

Motivation is part of the inherent desires for action, but without the actions the value of motivation remains unproductive.

You's (1995) argument that the firm's size is determined by the efficient use and allocation of resources is essentially an argument for the importance of decisions in determining growth of an enterprise. It is through choices and decisions that available resources are allocated to particular enterprises. As Papadaki and Chami (2002) contend, choice other than just motivation for reward, is one of the overarching factors that aid in enterprise growth. The decisions and intentions eventually culminate into entrepreneurial action (Bird and Viski, 1994; Dayan, Zacca and Benedetto, 2013). Wrong decisions may translate into wrong entrepreneurial actions and subsequently enterprise growth, failure or success. Other factors like firm age (Pasenen, n.d) and crime (BenYishay and Pearlman, 2011) affect strategic plans to grow an enterprise and should be considered as important elements in enterprise growth.

According to Gupta, Guha and Krishnaswami (2013:5), growth is a function of entrepreneurial decisions and actions in a given environment. An entrepreneur has greatest impact on the growth of an enterprise depending on the prevailing business environment and inherent capabilities.

One may seek to expand the existing business or diversify into new business altogether. Other options would be to merge different businesses or to expand market share.

Although Alverez and Barney (2007) have established the dependence of enterprise growth on entrepreneurial action, they have not provided a clearly defined empirical list of entrepreneurial actions that may lead to enterprise growth. The big question still remains, 'what entrepreneurial actions may lead to enterprise growth?' And this is covered in the next section.

2.6. CONCEPT OF ENTREPRENEURIAL ACTION

According to Vecians (2007), "action is central to most theories of entrepreneurship.

The theory of entrepreneurial action does not only explain how and who makes enterprises to succeed, but also elucidates why action is an inevitable determinant of whether the enterprise grows, stagnates, shrinks or closes altogether (McMullen and Shepherd, 2006; Klein and Klein, 2001). Entrepreneurial action is in this sense a cardinal constituent in the progression of steps leading to decision implementation. Frese defines action as goal-oriented behaviour (2009:446). Action allows for entrepreneurial interventions that change the course of an enterprise (Covin and Slevin, 1991:8). Without action on decisions made, such decisions are as good as not in existence as far as enterprise growth is concerned.

It is important to establish from the onset that although entrepreneurial action is affected by many external factors, man is epicentral to business growth. Shaver and Scot (1991:39) allude to the importance of factors like the business environment, social networks, finance and public assistance to the entrepreneurial process as relevant antecedents to enterprise growth, but also argue that none of these will independently or severally create a successful venture without a human agency. By implication of the above argument, man's actions are an imperative to the organisation of all factors that affect enterprise growth. In other words, appropriate factors may exist that are necessary for business to grow. But if there is no human action everything will remain just as they are: conditions relevant for enterprise growth. And as Ernst, Krivoshlykova, Snodgrass, and Winkler (2004) contend the business environment; demand for service or product and the private sector supply response do invaluably restrict the patterns of businesses established and how these businesses grow. But without human action to harness the factors, opportunities will not be identified and ideas may not be implemented to get the desired profits and consequently growth will not take place. Human beings must of necessity decide and act on business ideas for business to start and grow. These actions may be classified as entrepreneurial or non-entrepreneurial.

Brown and Thornton (2011:106), in their analysis of Cantillon's Essai, argue that entrepreneurial decisions determine type of production, quantity of labour and the number of entrepreneurs in a given location or resource allocation in general. A critical

analysis of what is referred to as entrepreneurial action here actually refers to business actions. Business actions, referred to as non-entrepreneurial action in this document, are activities undertaken to procure or sell products relevant to the operation of a business. Such actions as buying fertilisers or selling milk; recording a purchase or receipting a sale are actions relevant for business operations and are classified as business actions or business transactions in this study. Entrepreneurial actions on the other hand direct enterprise establishment and growth (Mises, 2000; Schumpeter, 1947) through the urge in an entrepreneur to strategically combine business decisions and business actions, using inherent (natural or acquired) entrepreneurial instincts in combination with prevailing business environment. The differentiation of business actions from entrepreneurial actions helps practitioners and academia to focus on pertinent factors that drive the two for specific intended results. The intrinsic nature of an entrepreneurial action, which Kuratko, Hornsby and Bishop (2005a) describe as relating more to strategic processes, restricts its actions to combining resources and/or factors of production in innovative ways that create value while business actions relate more to procurement and processing of inputs and selling of outputs or products and services.

Despite the general focus of many studies on how entrepreneurial action may be applied to start-ups, the theory may apply to both start-ups and growing enterprises (Shane and Venkataraman, 2000; Mair, n.d). Some differences are anticipated in applicability and effect of entrepreneurial action because start-ups and growing enterprises are at two different levels of enterprise growth. Frese (2009) contends that entrepreneurial action is influenced by psychological undertones of the entrepreneur. The changing nature of psychological actions implies that entrepreneurial action at nascent stage of an enterprise may not of necessity be the same as those at enterprise growth stage. Gupta, Guha and Krishnaswami (2013) argue that entrepreneurial growth is different for different entrepreneurs. There is need therefore to understand how entrepreneurial actions affect enterprise growth as much as this phenomenon has been studied for starting a business. This is because the rule of subjectivism applies and each entrepreneur conceptualizes knowledge differently.

It is further observed that the human agency operates in the environment which will regulate what is and can feasibly be done. The environment has many facets that may impact positively or negatively on business growth. Some of the factors are considered here for the purpose of grouping the antecedents to business growth in lots that may easily be evaluated. Ahmed and Hoffman (2008:19) affirm that culture affects entrepreneurial behaviour. Culture defines the framework within which some decisions may be made. In the same vein, a rural entrepreneur may be expected to operate within certain cultural and regulatory frameworks. A Muslim and a Seventh-day Adventist for example may not engage in businesses that entail handling pigs, even if this could be the most lucrative venture.

Entrepreneurial action like any other general behaviour, is not only a result of the social processes that have shaped the thinking and response behaviour of an entrepreneur (Frankel, 2004; Giones, n.d), but it is also a product of available technology and freedom of choice (Oshima, 1962).

Other factors that influence entrepreneurial action are the policy and the legal framework. In his research summary on 'Barriers to Growth', Lee (2011) postulates that policy and legal framework do restrict the decisions and actions that may be undertaken by entrepreneurs. It therefore may be deduced that policy and the legal framework may impede enterprise growth by restricting or allowing certain decisions and entrepreneurial actions that may help enterprises to thrive.

An entrepreneur may be restricted by laws and regulations. In Zambia, it is against the law for a network of businesspersons to lend each other huge amounts of money unless they are operating under a formally registered financial institution (Cap 187 of 1994, article 17 and 127A read with definition of financial services). Yet informal support to each other within entrepreneurial networks is not uncommon. This support may not increase to substantial levels as their discovery would be inexpiable by existing laws.

From the above discussion, it may be inferred that entrepreneurial success is

determined by factors internal or external to the human agency. The internal factors may be described as genetic or trait in nature while the external include tangible and intangible elements that form the environment of an entrepreneur. This concept forms the basis on which this evaluation of the impact of entrepreneurial action on rural farm enterprise growth is done. In other words, the impact of entrepreneurial actions on enterprise growth could be said to be dependent on trait characteristics and environmental factors surrounding the entrepreneur.

It may be summarized that entrepreneurial action is not just a cognitive phenomenon, but it is also action and activity based. Misra & Kumar (2000:138) define entrepreneurial behaviour as 'a constellation of functions, activities and actions involved in the perception (cognitive) of opportunities and creation of organisations'. They (Ibid:149) further infer that entrepreneurial behaviour 'includes all *conscious behaviour executed* in the process of opportunity search, opportunity recognition, sense-making, organisation creation, product service launch exchange and growth' all of which are important variables in describing or defining entrepreneurship and an entrepreneur.

The above definition includes both cognitive and locomotive shift of positions from one locus to another in a bid to implement entrepreneurial decisions. Importantly and in the context which is used in the thesis, **entrepreneurial action** is defined as any **activity** entrepreneurs might **undertake** (Avarez & Barney, 2007; McMullen and Shepherd, 2006) to create new products/services, new ventures, establish new markets or new processes (Kuratko, Hornsby & Bishop, 2005a) through exploitation of entrepreneurial opportunities that rival organisations have not noticed or exploited (McMullen & Shepherd, 2006).

The above definitions emphasize the matter of **action** which in the thesis was split into cognitive action and locomotive action. The analysis of the entrepreneurial action endeavoured to assess which of the two classes of actions were of preference in occurrence (experience of the study subjects) and of paramount importance to their perception.

Berglund (2015:1) does not only posit that entrepreneurship is not just a feeling or idea or an orientation but he also builds on the argument by positioning 'action' as an important and central aspect of entrepreneurial action:

> "Entrepreneurs not only understand situations differently; they *also act* assertively to exploit such differences. …. Entrepreneurship is thus about perceiving things differently but also ***getting things done*** (Own emphasis). This combination of thinking and doing puts the *notion of action at the centre of entrepreneurship studies*"

2.7. PRACTICE OF ENTREPRENEURIAL ACTION AND GROWTH

Badal and Streur (2012) empirically identified ten entrepreneurial attitudes or talents that have profound impact on enterprise growth. On the premise, the argument in on what entrepreneurial actions are, is built re-wording the attitudes to depict action. The reworded attitudes or actions are listed with their assigned entrepreneurial dispositions in table 4 below.

Table 4: List of entrepreneurial actions and dispositions

SN	ENTREPRENEURIAL ACTIONS	ENTREPRENEURIAL DISPOSITION
1	Think creatively	Creative thinking
2	Seeking knowledge	Learner
3	Networking	Relation building
4	Comparing self with others	Self-awareness
5	Taking on challenges	Risk-oriented
6	Working hard	Self-starter
7	Delegating	Delegator
8	Advertising	Advocacy
9	Measuring progress (Plans)	Profit Oriented
10	Recoiling (Self-reliance)	Self-starter

Badal and Streur (2012)

The ten entrepreneurial actions may be classified as taking place in the mind or physically. For this reason, it is suggested here that entrepreneurial action may be described as psycho-motive and locomotive shift in human locus that has an effect on enterprise status. Through entrepreneurial action, entrepreneurs shift their mental and physical position of their being to combine factors of production in a way that encourages or discourages enterprise growth.

2.8. CONCLUSION

Growth is not an option for rural farm entrepreneurs who seek to continuously make profit from their enterprises and for a national economy that seeks to develop its rural areas. Rural farm enterprises, like any other enterprise types, grow, stagnate or shrink depending on entrepreneurial actions taken. These actions are influenced by antecedents that build an entrepreneur through interaction between organic and/or learnt behaviour with the business environment. Out of many entrepreneurial talents, scholars have identified ten as critical for entrepreneurial growth (Badal & Streur, 2012; Ko & Butler, 2007). These ten entrepreneurial talents may be used as proxy to study of entrepreneurial actions and have been called growth-oriented entrepreneurial actions in this study. The foregoing separates a business action from entrepreneurial action. Whereas the business action defines steps taken to implement business processes such as buying, selling, applying fertilisers to a growing crop, restocking the merchandise in a shop etc, an entrepreneurial action defines the characteristic urge to do business actions and combine resources in a strategic innovative way that may grow an enterprise.

The importance of entrepreneurial actions in enterprise growth is overwhelmingly evident in literature. An understanding of what entrepreneurial actions trigger rural farm enterprise growth and how these entrepreneurial actions are carried on among rural smallholder farm entrepreneurs is important in order to help the rural farm firms to grow.

CHAPTER 3 THEORETICAL AND CONCEPTUAL FRAMWORK FOR ENTREPRENEURIAL ACTION

3.1. INTRODUCTION

This chapter discusses the theoretical underpinning of the study and hypothesizes on the role of entrepreneurial action in rural farm enterprise growth. In this regard, the chapter gives the direction of the study by providing a theoretical and conceptual frame work for the understanding the entrepreneurial action role in rural farm enterprise growth.

3.2. THEORETICAL UNDERPINNINGS

According to Ahujah (2007:43), a theory is a statement which explains phenomenon and establishes cause and effect relationship between variables. Since the conception of an 'entrepreneur' in the 17th Century, the discipline of entrepreneurship has thrived on theories mostly drawn from other disciplines. This, according to Alvarez (2005) is because, the field of entrepreneurship continues to struggle with development of modern theory of entrepreneurship. This inadequacy, she argues, is because entrepreneurship is still a discipline with leanings on several other disciplines. It therefore is not an easy task to conduct a research study basing on theories that are purely from entrepreneurial background. As the discipline of entrepreneurship borrows conceptual underpinnings profusely from social sciences, psychology and business management, so does a study on entrepreneurial actions rely on the same sources for theories. In the search for entrepreneurial action roles in rural farm enterprise growth, the research study was premised on four foundational theories that relate to endogenous and exogenous antecedents to and motivations for entrepreneurial actions and enterprise growth and they included: *entrepreneurial action theory*, *theory of opportunity identification, information integration theory*, and *enterprise growth theory*.

Entrepreneurial action theory

According to Alvarez and Barneys (2007:126), the entrepreneurial action theory asserts that behaviour that facilitates the accomplishment of one's purposes is more

likely to occur than behaviour that does not facilitate the accomplishment of one's purpose. Understanding this theory is important for appreciating why some entrepreneurial actions may be more favoured than others. Given an understanding of ones' purpose for engaging in business, may evidently lead to a fair prediction of a likely behavioural choice of rural entrepreneurs. However, the combination of behavioural traits that tend to grow rural farm enterprises is a matter that needs investigation.

Theory of opportunity identification

The theory focuses on how opportunities are identified by alert entrepreneurs in an environment with disequilibrium of market information (Kirzner, 1979) without search opportunities (Gaglio and Katz, 2001:96). Gaglio and Katz (2001:97) explain further that alertness to opportunities is driven by 'dynamic, evolving mental models that represents an individual's knowledge and beliefs about how physical and social worlds work". The theory was relevant to the study because the study investigated entrepreneurial actions that are engaged in entrepreneurial opportunity identification and action.

Alertness and Knowledge gathering are some of the entrepreneurial actions that were assessed in the study. *Entrepreneurial action should of necessity to enterprise growth occur where entrepreneurial opportunities are identifiable*. Proper opportunity identification is useful in establishing and growing or even closing an enterprise. In this regard, McMullen and Shepherd (2006) muse that some opportunities do reduce uncertainty that prevent decision implementation and that inaction which is inhibited by uncertainty leads to missed opportunities to start or grow or even close enterprises.

Information integration theory

The cognitive aspects of decision making need some understanding of how information is sorted out in the mind to reach a decision. The information integration theory puts into perspective the entrepreneurs' treatment of information for decision making. According to Foster (2014), Norman H. Anderson (1976) was the first to describe and model on how a person **integrates information** from a number of

sources in order to make an overall judgment. Three functions are proposed: The *valuation function* (mapping of stimuli to an interval scale)*, the integration function* (combining the subjective values of the information) *and the response production function* (internal impressions are translated into overt responses)*.*

Cohen, Miniard and Dickson (1980) suggested two schools of thought on information integration: information-integration approach driven by social status as promoted by Kaplan (1975:162) and judgment and decision making governed by general cognitive algebra as promoted by Anderson (1976). This study leaned on Kaplan's social inclusion in understanding judgment because it was more practical and because entrepreneurs make decisions in specific environment (Mungule, 2015). The information integration theory was useful in classifying entrepreneurial actions into locomotive or cognitive actions and in the analysis of which type gave better performance in terms of contribution to rural enterprise growth.

Enterprise growth theory

Literature is replete with studies on enterprise growth (Gupta, et al., 2013). The theory of enterprise growth is one of the most studied in entrepreneurship with many suggestions on how enterprises grow. But all these may be understood from two perspectives: The *organisational life cycle* perspective, which sees growth as a natural phenomenon in the evolution of the firm or growth that comes as a consequence of *strategic choice* (Papadaki and Chami, 2002). Enterprise growth has been a concern for most entrepreneurs, business owners, business academicians and policy makers for some time now because of its role in job creation specifically, and its contribution to economic growth in general. This study discusses and suggests a framework for analysing the factors affecting rural enterprise growth from the strategic choice point of view with an emphasis on the endogenous growth theory.

The endogenous growth theory surmises that growth emanates from within the entrepreneurial environment of an enterprise through technology and human resource development (Aghion and Howitt, 1998; Plummer, Tonts and Martinus, 2014). The enterprise growth theory is necessary to explain behaviour based on entrepreneur's

capacity to initiate and sustain enterprise growth (Aghion and Howitt, 1998). This study relied much on the endogenous growth theory because of the perceived inadequacies in capacity among smallholder farmers to access external support (IFAD, 2011).

3.3. CONCEPTUAL FRAMEWORK

Entrepreneurship action and its antecedents provide an overarching structure for the analysis of enterprise growth. The framework in this study is based on Boyd and Vozikis' (1994) entrepreneurial action framework. Boyd and Vozikis' entrepreneurial action framework is used because it is broad based and it caters for various epistemological arguments on factors that drive entrepreneurial action and subsequently enterprise growth. Boyd and Vozikis present a strong argument for two main factors that influence intentions that lead to entrepreneurial action: the entrepreneur's personal history, personality & ability context on one side and the social, political & economic context on the other. They build on the two dimensions by purporting that each strand develops, respectively, into thought process of rational analytical thinking and intuitive holistic thinking to create intentionality when these are combined. The intentions, according to Boyd and Vozikis, progress into actions.

This paper suggests modification to Boyd and Vozikis framework by reclassifying the underlying antecedents to intentionality into personality traits and entrepreneurial environment. This paper argues that the personality traits and entrepreneurial environment (which may also be referred to as business environment) mediate and broadly define the context within which entrepreneurs develop their enterprises to successful models. Furthermore, the paper argues that there is a difference between *entrepreneurial actions* and *business actions* (McElwee, 2005:20; Berglund, 2005). Basing on these differences, it is finally proposed that business actions driven by entrepreneurial actions and based on *intentionality* are first aggregated into *chain-events* that the entrepreneur implements to grow the enterprise.

3.3.1. Antecedents of entrepreneurial action

In order to establish relationships between entrepreneurial action and rural enterprise growth, it is prudent to understand the foundation of enterprise growth energies. In the

light of the so many facets that contribute to entrepreneurial success (Gupta, Guha and Krishnaswami, 2013), there is no better starting point than action which is viewed as the very last stroke required to shift an enterprise from one status to another (Dayan, Zacca and Benedetto, 2013). The study is framed within the theory of entrepreneurial action which is defined as *an activity or behaviour that is carried out or done intentionally with a view to get an innovative business venture established, expanded or closed*. The entrepreneurial action framework advocated by Boyd and Vozikis (1994) offers a good starting point for the framework because it succinctly covers antecedents of entrepreneurial success, grouped in traceable sets of factors along the enterprise growth path.

The entrepreneurial action framework begins with an entrepreneur who is said to be cardinal in entrepreneurial processes (Dayan, Zacca and Benedetto, 2013) and narrows down to view the roles that entrepreneurial actions play on enterprise growth in a rural setting.

Boyd and Vozikis (1994) and Dayan, Zacca and Benedetto (2013) insist on including antecedents to entrepreneurial action in the framework in order to give a complete view of the entrepreneurial growth path to success. For this reason, the entrepreneurial framework suggested here includes a discussion on many other factors that affect entrepreneurial action.

A lot of work has been done on characteristics of a successful entrepreneur, characteristics of a good business and environmental conditions for successful entrepreneurship. Greiner (1994) identified five major dimensions as cardinal in affecting enterprise growth: age of organisation, size of organisation, stage of evolution, stage of revolution and growth rate of the industry. However, this listing does not consider impact of background of an entrepreneur which Grainer himself says is imperative for future growth:

> "My position .... is that the future of an organisation may be less determined by outside forces than it is by the organization's history." p 322.

The growth stages theory also suffers from its inadequacy to explain how the stages are reached or the growth path to each or subsequent stages.

Ahmed and Hoffman (2008:18) recognize six main factors as determinants of entrepreneurial success: *capital*, *technology*, *capabilities*, *market conditions*, *regulatory framework* and *culture*. These factors are good though they are not adequate individually to grow an enterprise to better the enterprise situation. As may be observed, the list essentially suggests internal and external drivers of entrepreneurial success.

Entrepreneurial success may also be viewed as a function of the push and pull factors of entrepreneurship (Shariff and Saud, 2009:130). The push factors shape the enterprise for production and include factors such as entrepreneurial skills, business environment, the enterprise and entrepreneur. The pull factors are the 'carrot' that attract the entrepreneur to engage in a particular enterprise because of the promising rewards and satisfaction attached to such a 'carrot'.

Authors like Islam (2009:7) have identified four key constraints among African women entrepreneurs relating to capital, business technical knowledge, capacity to run businesses and ability to compete on the global market. Baum et al (2001) on the other hand suggest a three-dimensional view of entrepreneurship (Entrepreneur, Enterprise and environment), while Stokes, Wilson and Mador (2010) propose the fourth perspective of product or service.

An analysis of all the above factors may lead to a classification of factors of entrepreneurship into the four aspects as outlined by Shane and Venkataraman (2000) and Baum et al (2001). *Entrepreneurship may therefore be viewed as a function of the entrepreneur, the enterprise, the entrepreneurial environment and the product or*

service. Consequentially, entrepreneurship may occur whenever there is a process or object change in either one or more of the four factors for profit or social benefit.

The four broad dimensions (the *entrepreneur*, the *enterprise*, the *entrepreneurial-environment* and the *product or service*) may be framed as sub-components of entrepreneurship; and may provide conceptual frame work for understanding and studying or conducting research in entrepreneurship.

It may be important at this point to not that the philosophical understanding in this study is that entrepreneurs are and behave differently from 'enterprise owners' or 'owner managers' (Shane & Venkataraman, 2000; Kuratko, Hornsby & Bishop, 2005; Lindgren & Packendorff, 2011), and the fact that recognition of any entrepreneurship process, whether it be making new product/service or market, or developing new methods and processes, may only be considered entrepreneurial *ex post facto* or after the effect of such a process. This understanding qualifies enterprise product/service, new processes and new markets to be viewed as antecedent of entrepreneurship and these are therefore discussed below to give an understanding on what creates or gives impetus to entrepreneurship.

3.3.1.1. Entrepreneur

There can be no entrepreneurship without an entrepreneur (Poon, et. al, 2006). An entrepreneur has been defined from so many facets to meet the many attributes expected by different professionals and researchers. Schumpeter (1934) has been credited with the publication of an entrepreneur as one that meets the characteristics of being innovative, creative, and risk taker.

Entrepreneurial traits are affected by how much the entrepreneur knows and how this knowledge is used. Mitchell et al. (2007) have spent some time analysing entrepreneurial cognition. In their research studies the seven scholars have examined why entrepreneurs think the way they do and why some people make better entrepreneurs. The study concluded what Baron (2006) underscored in his article that alertness to changes in environment and knowledge in entrepreneurship (Mitchell,

1994) were important in initiating business ideas. Cognition research has effectually arisen as one of the frameworks for consideration in research studies in entrepreneurship. Research in cognition of entrepreneurship recognizes the importance of knowledge and need to capacity build rural entrepreneurs with requisite information on entrepreneurship. Cognition of rural entrepreneurship is relevant to this research study as it forms the basis for understanding how rural entrepreneurs act and how they could be helped to act otherwise to enhance poverty reduction and rural economic growth. This context reinforces the importance of the entrepreneurial capacities to enterprise growth. It therefore can be postulated that the entrepreneur is one of the contexts from which entrepreneurship may be studied. An entrepreneur is solely responsible for actions taken to grow or stagnate the enterprise. Other factors that affect successful growth of enterprises may be classed under the enterprise, the environment and product./service.

3.3.1.2. Enterprise

An enterprise is the means by which an entrepreneur combines various resources to produce goods and services to satisfy the consumer demands at an acceptable profitable value or price or even achieve social satisfaction. Researchers, scholars, other professionals and practitioners in entrepreneurship have submitted a plethora of factors within the firm that affect enterprise growth. Enterprise size, and age have come out significantly as determinants of enterprise growth despite arguments that there is little or no correlations between size and growth rates (McMahon,1998). This could imply that size and age may not conclusively be considered as determinants of growth. Other factors are at play to affect growth of an enterprise as is highlighted below.

McMahon (1998) postulated that the growth rate of an enterprise is independent of its size and that variability of the growth rate decreases with increase in enterprise size. Other studies have shown that small enterprises grow faster than large enterprises and that most of the enterprises that close within the first five years of establishment are generally the young ones (Ahmad and Gonnard, 2007). Jacobs, et.al (n.d.) recommend modelling enterprises to grow them according to the desired future.

3.3.1.3. Environment

Past research has found out that most rural enterprises were run as sole enterprises or as family businesses. Businesses are capitalized from own resources and are started to raise income for the entrepreneurs and the families. In a localized study in Malaysia, researchers (Ahmad et al., 2011) delved into knowing how rural entrepreneurship is initiated and how rural businesses operate. The study concluded that there is need for government intervention in initial stages of starting an enterprise, otherwise the programmes may fail due to little financial capacities and poor knowledge on entrepreneurship. Where governments have intervened, progress on enterprise growth has been good.

Sheriefs (2007), in another Malaysian study, established that rural entrepreneurship is niche specific. Success of one approach may not necessarily mean success of the same approach in another rural environment. Specific studies have to be done for each rural set up on conditions necessary for success of rural enterprises growth programmes. On this basis this study may have to re-establish role of entrepreneurial action on enterprise growth and what causes rural enterprises to thrive or fail to thrive in Zambian context.

The importance of policy that supports rural entrepreneurship has been articulated by Goetz, Partridge and Deller (2009) who also advice that policy should regularly be evaluated for appropriateness and support for rural enterprises growth. Government policy can strengthen data collection for policy analysis.

Social capital in entrepreneurship is another concern in the environment of an enterprise for growth. The efficacy of social capital for enterprise growth has been adequately illustrated in the rural electric cooperative framework done by Herriot, Campbell and Shields (2008). All entrepreneurs rely on the networks that they create. The importance of these networks to local enterprise growth cannot be overemphasized. However, Herriot and his colleagues do not expound on how these networks may be initiated and consolidated to sustain the rural enterprises growth.

3.3.1.4. Product/Service

The genesis of Cantillon's entrepreneurial theory was based on products and services purchase from producers to sale to consumers (Brown & Thornton, 2011). As Frese (2009:442) posits, entrepreneurship is about organizing resources to produce novel products or services or to innovatively market the products or services. It may be hypothesized that there may be no entrepreneur where there is no product or service. It is the products and services that are manipulated and offered to consumers to create market disequilibrium (Schumpeter,1934; Peter, 2011) or equilibrium (Kirzner, 2000; Peter, 2011) in innovative ways.

Products and services contribute to determination of the direction of an enterprise towards growth depending on whether the goods and services are partially or fully accepted by the consumers. In the study of firm growth, Pasanen (2003:54) found that novelty of products and services contributed to success of enterprises in a short term than in a long term. This phenomenon has contributed to the strengthening of the research and development department of many successful phone companies like Samsung and Apple.

The innovation that accompany products and services are driven and accelerated by technology which in turn accelerates the changes that take place in the world of an entrepreneur.

In a study conducted with chain stores in Lusaka (Kayula, 2012), found that consistency in the supply and ability to meet the demanded quantity of products and services were considered cardinal to maintenance of customer relations with the supplier. An entrepreneur has need to meet the supply and quantity demanded by consumers to maintain customer relations and incomes. It may be concluded that products and services contribute to defining an enterprise as successful or not successful. Products and services with good market demand will support the growth of an enterprise.

In summary, it may be said that many factors and attributes affect the entrepreneur and the entrepreneurial environment. But all these factors may be grouped into those that pertain to the entrepreneur and those factors that surround the entrepreneur. As Boyd and Vozikis (1994) argue entrepreneurs are influenced to create intentions before they act on any decision by a host of factors that Baran and Verickaite (2008) classified under internal and external influences on an entrepreneur. The internal influences may also be called *entrepreneur personality* or entrepreneur orientation (Frese, 2009) and external factors may be classified as *entrepreneurial environment* (Meek, Pacheco and York, 2009).

Entrepreneurial personality comprises both *personality traits* and *human capital*. Personality traits may be described as inborn or learnt human characteristics that are products of many attributes such as need for achievement, locus of control, self-efficacy, innovativeness, stress tolerance, risk taking, passion for work and proactive personality. Human capital on the other hand is a product of personality enhancing features such as educational background, experience, mental ability and knowledge.

3.3.2. Context of the enterprise growth framework

Understanding enterprise growth is an important quest in both developed and developing countries because of its contribution to economic growth. On the other hand, failure to grow an enterprise leads to stagnation or collapse of the enterprise and subsequently to the failure to contribute to economic growth. Enterprise growth gives thrust to the entrepreneurial phenomenon to contribute to the growth of national economies.

Emerging knowledge, on roles of entrepreneurship in rural development, seem to suggest a paradigm shift from merely pushing hard infrastructure and physical support approach of entrepreneurship to inclusion of business based soft infrastructure approaches (Sherief, 2007). Entrepreneurship unlike many processes, may not be tagged as entrepreneurial while the process is going on until the process results are ascertained as entrepreneurial. Steve jobs became an entrepreneur only after he produced and put on the market his smart screen. This understanding is based on the

concept that not everyone engaged in business is an entrepreneur (Berglund, 2005). It follows then that for a process to qualify as 'entrepreneurship' the results of the process must first be ascertained and qualified to have come out of an entrepreneurial process. Entrepreneurship is therefore qualified in retrospect other than before the results of the process are seen. It may be said then that entrepreneurship is dependent on its outputs and much as it depends on its antecedents. This makes the analysis of process of entrepreneurial actions to grow enterprises a complex one because it embraces many facets as contributors to enterprise growth.

Just as there is no single and generally accepted framework for entrepreneurship development, there is no generally accepted framework for enterprise growth (Amit, Glosten and Muller, 1993; Wortman, 1990). Despite there being many professions contributing to understanding of the entrepreneurial processes (Stokes Wilson & Mador, 2010), there are few studies on growth paths of SMEs (Gupta, P., D; Guha, S. and Krishnaswami, 2013), particularly in rural communities.

Figure 4 below shows Boyd and Vosikis' entrepreneurship framework, which shows a process through which action is achieved via in entrepreneurship. The framework shows how antecedent build up to intentionality and action which McMullen and Shepherd (2006) as well as Klein and Klein (2001) argue that is the important last stage of a process before the enterprise experiences growth or failure.

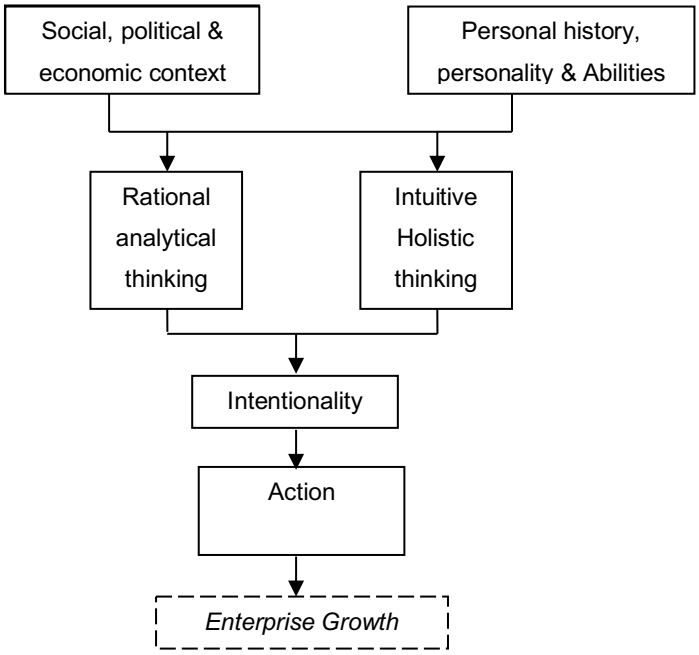


Figure 4: Conceptual framework for entrepreneurial intention & action

Source: Boyd and Vosikis, 1994

As shown in the framework above, entrepreneurial action (which is denoted by action in figure 4) does not emanate from one activity. Entrepreneurial action has several antecedents that build towards action and enterprise growth/failure. Let us take an example of how general action are processed to illustrate entrepreneurial action. If say a farmer wants to buy more fertilisers this year than the previous year, even if money to buy the commodity is available and the commodity is in stoke in the outlets; the farmer has to intend to travel, intend to hire a track to carry the fertiliser and hire labour to load and/or offload the fertilisers. The action of buying fertiliser is an undertaking of several strategic activities merged into a sequence of steps to be carried out with an urge to meet the desired need. The business action with its steps towards purchase of the fertiliser may not be entrepreneurial until the attributes of risk and innovation are embedded in the action taken in circumstances whose results are not certain. Therefore, several intended business actions are first aggregated into a chain of activities, influenced by internal and external forces then an action is executed.

Action is not taken as a single linear thread. Human beings think and act in multiples of two or more. This means whenever a person is thinking, the process of analysis

considers two or more items at a time. Similarly, entrepreneurial action is not a reaction on isolated single items. Two or more items are considered in such quick succession that they are assumed linked like a chain. A chain link begins before the previous link ends. An entrepreneur will take a risk and simultaneously connect to his/her network/ other actors in the value chain. These entrepreneurial-action-links needs must be identified and evaluated on their contribution to enterprise growth.

The process of combining these business activities and entrepreneurial actions are influenced by entrepreneurial antecedents included in the traits and environment of an entrepreneur. In order to establish impact of entrepreneurial actions, it is first required that an explanation be made on relationship between entrepreneurial traits and entrepreneurial action as used in this study.

This portion argues that entrepreneurial traits are conceptually different from entrepreneurial actions and that traits are 'genotypes' to human behaviour. Entrepreneurial theories have used concepts with psychological roots like 'trait' (Rotemberg & Saloner, 2000; Baum & Locke, 2004; Ahmed, 2010) or 'entrepreneurial orientation' (Frese, 2009) or 'entrepreneurial talent' (Badal and Streur, 2012) to explain enterprise initiation, enterprise growth, the role of an entrepreneur in entrepreneurship (Kautonen, Tornikoski & Kibler, 2009; Frese, 2009:438-439); and that entrepreneurial traits are different from entrepreneurial actions, because actions are influenced by traits (Berglund, 2005:3) and evidence of repeated re-actions ascertains a trait (Allport, 1929:370).

In psychology, traits are defined as *"inert orientations or dispositions' (*Mathews, Dearly & Whiteman, 2003:3*) 'that have capacity to drive or guide specific response to stimuli into characteristic channel'* (Allport, 1929:369-370) *or behaviour (*Frese, 2009:152). This definition puts a difference between behaviour or action on one side and traits or talents on the another, by implying that traits play a role in behaviour (Frese, 2009; Rauch & Frese, 2000) or better still that traits do influence (Mathews, Dearly & Whiteman, 2003:3) or are expressed in (Allport, 1929:369) behaviour. To

differentiate traits from behaviour or action, Amari & Marimaei (2012) argue that behaviour/action is the visible result of trait influence on behaviour/action.

In the thesis, the word descriptors of traits were used and activated by rephrasing them to give a connotation of action, with the understanding that traits are directly related to the behaviour/action which expresses them (Allport, 1929; Amari & Marimaei, 2012). Therefore, 'trait or disposition of alertness' was considered under the action of *being alert* and the 'disposition to delegate' was taken under the action of *delegating* and so on. It was not intentional to relate the two factors arbitrary but with the hindsight of what factor builds or may be seen in the other. Under the foregoing, it may be believed that traits are expressed in behaviour/action and that they mediate various cognitive and locomotor (psychomotor) processes towards action.

This study tests ten of the entrepreneurial traits identified by Badal and Streur (2012) phrased as entrepreneurial actions to ascertain how they contribute to rural enterprise growth. The ten entrepreneurial traits that were isolated by Badal and Streur include:

i. Creativity
ii. Knowledge seeking
iii. Networking
iv. Alert
v. Risk taking
vi. Hard work
vii. Delegation
viii. Advertising
ix. Measures progress
x. Self-starter

Researchers recognize that environment provides contextual determinants for behaviour (Glanz, Rimmer and Viswanath, 2008:402). This is why Lewin (2011) argues that entrepreneurship may not be learnt. Rather, an entrepreneur acts according to the prevailing environment to take advantage of the situation to start and grow their enterprises.

3.3.3. Growth oriented entrepreneurial action categories

The ten-growth oriented entrepreneurial actions suggested by Badal and Streur (2012) may be analysed to set them into class of action depending on whether the action is cognitive (C), locomotive (L) or Both (CL).

Cognitive entrepreneurial actions are analysed and executed in the mind. Locomotive entrepreneurial actions involve physical shift in positions of body, goods and services utilized as inputs to achieve predetermined output. An entrepreneurial action may be classified as both cognitive and locomotive if it uses both deep thinking and physical movement of body.

Table 5: Entrepreneurial action in action classes

SN	ENTREPRENEURIAL ACTION	ENTREPRENEURIAL DISPOSITION	ACTION CLASS
1	Creativity (time for business)	Creative thinking	C
2	Seeks knowledge	Learner	CL
3	Networks	Relation building	L
4	Compares self with others (Alert)	Self-awareness	C
5	Takes on challenges (Risk taking)	Risk-oriented	L
6	Works hard (hard work)	Self-starter	L
7	Delegates	Delegator	L
8	Advertises	Advocacy	L
9	Measures progress (Plans)	Profit Oriented	CL
10	Recoils (Self-reliance)	Self-starter	CL

Source: Kayula, F. M, 2014

Action is said to be a difficult phenomenon to measure. In the attempt to measure effect of entrepreneurial actions on enterprise growth it is unavoidable to consider causes of behaviour than behaviour itself. This research therefore examines ex-ante

and ex-post factors to entrepreneurial action that were deemed to influence enterprise growth.

Whereas Boyd and Vosikis (1998) aver that the antecedents may be grouped into two major strands of entrepreneurial environment and entrepreneurial traits, this study proposes a broader and all-encompassing framework that includes two other factors considered cardinal to complete the sources of influence on enterprise growth. Thus, it is suggested that enterprise growth influencing antecedents should include: the entrepreneur, the enterprise itself (business), the entrepreneurial environment (surrounds) and the enterprise product/service. The four antecedents may in fact be considered for a four-faceted framework within which entrepreneurship in general may be studied, analysed and evaluated *(4Es of entrepreneurship)*. It may further be averred that entrepreneurship is a function of these four factors and may be expressed in a simple non mathematic formula:

$$E = f(e, b, s, p)$$

Where:

E is entrepreneurship in general,

e = Entrepreneur

b = Business or Enterprise

s = Surrounds or entrepreneurial environment

p = Product/service or enterprise product/service

The formula provides a basic framework for understanding and learning entrepreneurship in general.

Entrepreneurship has been defined above as a process by which new process, new market, new products/services are created for economic or social benefit. The framework presented argues that entrepreneurship may not be ascertained to be entrepreneurship until after results of the processes are observed. The above formula presents antecedents that have received research attention in relation to entrepreneurship as a process (Stocks, Wilson and Mador, 2010:6-8). The conceptual framework for this study may therefore change as shown in figure 5 below:

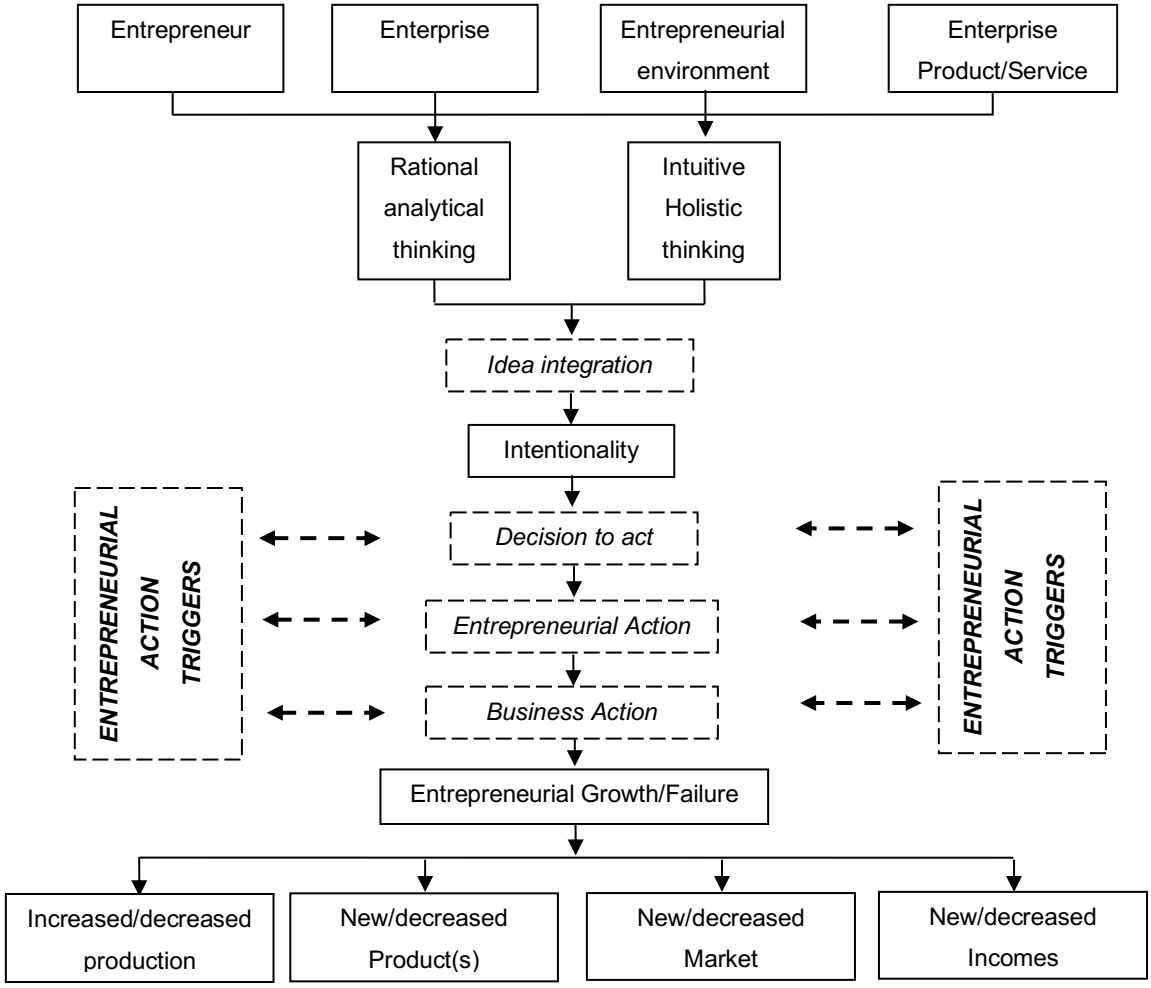


Figure 6: Entrepreneurial antecedents for enterprise growth

Source: Modified by Kayula, 2014

This study focused on entrepreneurial actions that are influenced by all the antecedents listed above to impact on enterprise growth. Intentions of the entrepreneur that stem from rational-analytical and intuitive-holistic thinking (Boyd and Vosikis, 1998; Bird, 1988) give propensity for desires created by the four entrepreneurial antecedent variables (Entrepreneur, Enterprise, Enterprise product/service and Entrepreneurial environment) to be decided upon for action. Under the foregoing, decisions to undertake entrepreneurial actions are mediated by the various antecedents and actions triggered by factors that are subject of the study. The integration of various ideas to create a given intention are formulated into decisions which may be acted upon immediately or may be kept latent until the

environment provides or facilitates opportunities through entrepreneurial action trigger factors to act upon the decisions. The entrepreneurial actions are under taken to implement risky decisions anticipating positive results from an uncertain future.

It may therefore be hypothesized from the above framework that entrepreneurial actions which grow or fail to grow rural farm enterprises are influenced by the make-up of an entrepreneur (entrepreneurial traits) and the situation at the time of making decision and taking action.

3.4. CONCLUSION

The conceptual frame work for this study leaned on four theories and on the conceptual framework initiated by Bird (1988) and enhanced by Boyd and Vosikis (1998) to include antecedents to intentionality.

Although the conceptual framework extended Birds and subsequently Boyd and Vosikis conceptualization of intentionality with its antecedents, this study focused its analysis of the entrepreneurial action role on rural farm enterprise growth. As such the modified conceptual flow has included the triggers of entrepreneurial actions that enable enterprise growth, stagnation or closure. The study therefore proposes that at decision making, the rural farm producer will be driven (depending on the antecedents and motivation) and pushed by personality disposition, to act as an entrepreneur (or as a business owner for copied entrepreneurship) to grow, stagnate or close the farm enterprise

CHAPTER 4 RESEARCH METHODOLOGY

4.0. INTRODUCTION

Chapter four explains the research method followed for the study. The chapter is subdivided into nine (9) sections each discussing different methodological processes followed during the research.

After the introduction in section one, section two discusses the research design while section three discusses the level of research control. The fourth section looks at validity and reliability of the research process and sampling procedure leading into data collection instruments which is discussed in section five of the chapter.
Delimitation and data analysis procedures are discussed in sections six and seven respectively. Assumptions are in section nine ending the chapter with section ten which looks at ethics.

4.1. RESEARCH DESIGN

The purpose of this research was to find out the roles of entrepreneurial actions in rural farm enterprise growth. An exploratory research was chosen for the study because the inquiry on the perceived relationship between entrepreneurial actions and rural farm enterprise growth was relatively new. Neuman (2011) strongly recommends exploratory research studies for new study areas because the research type leaves room for creativity, open mindedness and flexibility to take advantage of unexpected situations during the study. The exploratory research type also fitted well with this study because it was meant to generate general information and new conjectures upon which descriptive or explanatory research studies may be built in future. The study sought to understand how rural farm entrepreneurs perceive and have experienced the relationship between entrepreneurial action and rural farm enterprise growth was virtually new.

4.1.1. Research approach

Since the research study sought to understand how the rural entrepreneurs feel, think and act to grow their enterprises, a qualitative approach was used as the main avenue for data collection. Patton & Cochram (2002) and Meurer et al (2007) recommend qualitative studies where an in-depth understanding of events and decisions made by respondents is required. Hancock, Ockleford & Windridge (2009) also argue that qualitative research does help to develop a clear explanation of a social phenomenon under scrutiny. A qualitative approach was therefore considered useful for the study to ensure an in-depth understanding of the use of entrepreneurial actions for rural farm enterprise growth among the rural entrepreneurs. The qualitative research approach was also useful to the study because it availed detailed data collection for describing the feelings and actions of the respondents. Qualitative data approach does not only avail researchers with actual words that give better description and meaning of what respondents feel and experience than numbers under quantitative approach, but also gives better data for entrepreneurship studies through observations and questionings (Lindgren and Parkendorff, 2003). Observations of entrepreneurial practice, personal interviews with rural farm entrepreneurs and other key informants formed a cardinal part of the study.

To make the research results applicable to many situations, various combinations of tools and methods were employed. As Fouché and Delport (2002:81, in Maree (Ed), 2007:290) recommend, the study used some aspects of quantitative and much of qualitative data collecting tools to triangulate responses from respondents. Quantitative data were collected for investment levels and returns in the rural enterprises as well as to understand the extent to which persons had similar perceptions across the research sites. And as Bryman (1999:40-44) recommends, qualitative factors and quantitative factors that would make one research design widely applicable to other situations (*nomothetic*) than just to the research subjects were considered by strategic combinations of these research tools and methods. Although some quantitative tools were employed in data collection, the

study leaned much on qualitative data where quantitative approach was used to support the results from qualitative approach and vice versa (Creswell and Clark, 2011).

4.1.2. Research strategy

The research study was conducted among representative selections of rural farm entrepreneurs in Kapiri Mposhi, Monze and Rufunsa. According to Baggam (2008), a study that is done only among representatives of the study population may be qualified as a survey. It was designed as an *ex post facto* research because it endeavoured to describe how the variables under investigation have interacted in different rural farm entrepreneurs to achieve enterprise growth.

The research study was designed to include focused group discussions in each of the three rural communities in Southern Province (Manungu, Monze), in Lusaka Province (Rufunsa, Chongwe) and in Central Province (Lukomba, Kapiri Mposhi). Although case study research is one of the best methods to collect information relating to perceptions and feelings, it was thought that an increase in focused group discussions would complement data collected through other methods. Focused group discussion method of data collection was preferred because it afforded an opportunity to include a large number of respondents in the study and was easier to administer under the time available to meet with the research subjects. Several focused group discussions were held.

Nevertheless, the study areas were maintained to ensure coverage of three ecological and socio-economic regions of Zambia. The three communities were selected because they were growing agricultural and trading centres, and were representative of many rural communities in Zambia in terms of agricultural production and marketing experiences. A hundred key farm enterprises were selected in each location within which focused group discussions were also done.

4.2. METHODOLOGY ASSUMPTIONS

The following assumptions were taken into consideration for the study:

4.2.1. Intentionality and action

The study assumed that intentionality is an inevitable precursor of action. Whereas some scholars view intentionality as independent of action (Berglund, 2005:4), this study assumed that there is causal-effect relationship between intentionality and action. Entrepreneurial action was therefore viewed as a phenomenon that may not exist without intention.

4.2.2. Reliability of past farmer information on investment

It was assumed that respondents shared their information on past investment and returns truthfully and accurately. There were no written records for most of the data on investments returns. This posed a challenge to the study. The expenditure and income information was kept in memory and the information was usually a preserve of the head of the family or owner of the farm enterprise. In most cases, such information could only be released when confidentiality was assured. Although the information gave good conjecture in terms of direction of enterprise growth, it was not heavily relied on.

4.2.3. Continued government support to facilitate access to inputs

It was also assumed that government support for MSMEs in general and rural farm entrepreneurs in particular, will continue for the research results to be useful. The current government support to MSMEs is conducive for development of production and trade. Facilitation of access to inputs and markets should continue for rural farm entrepreneurs to successfully grow their enterprises if they use entrepreneurial actions appropriately, because growth may not occur without resources and market outlets. These facets are cardinal antecedents to enterprise growth. Research results will therefore be useful if precursors to growth and supporting environment are sustained.

4.2.4. Correctness of registers

The study relied on records of farmer registers as compiled by the agricultural extension officers for sampling. It was assumed that the records used were correct and current in terms of sizes of farm enterprises.

4.2.5. Representation

Although a simple random sampling was used when selecting the respondents for the interviews, it was nevertheless assumed that the respondents were representative of the entire sample frame.

The use of the Likert-type Scale to collect data in a largely qualitative study raised questions on how data would be analysed. This weakness in the study methodology was addressed by combining thematic and content analysis with Likert-type scale value assessment using SPSS.

4.3. RESEARCH SITES

Three sites were purposively selected to include the three ecological regions namely Region 1 (with less than 500 mm of annual rainfall), region 2 (with annual rainfall between 500 mm and 1200 mm) and region 3 (with above 1200 mm of annual rainfall).
Monze was selected for region 1, Rufunsa for region 2 and Kapiri for region 3.

Regional selection was important to take care of impact of rainfall variability to production and growth. The three regions also are affected by different socio-economic effects that needed to be tapered off by including respondents from the three regions. It must be mentioned that the only significance of selecting for regions and working with average results was to ensure that effect of weather conditions are included though to be measured in this study.

Selection of rural communities

The rural communities in each district were purposively selected on the basis of hive of rural farm entrepreneurial activities. All the selected districts were busy districts in agricultural production. Whereas over 98% of the population in Rufunsa was engaged in agriculture, Monze and Kapiri Mposhi had 92% and 90% of the population actively engaged in agriculture respectively (CSO, 2012). These statistics confirmed that

agriculture was core activity in these areas. The districts and communities were purposively selected to include study subjects from different ecological zones of the agricultural classification in Zambia. These were chosen not only because of ease of access by the researcher but also because the three represent the agro-ecological regions in Zambia. This consideration may make the findings of the study useful for understanding rural entrepreneurship in other parts of the agro-ecological regions other than the study sites.

4.4. RESEARCH SUBJECTS

The study targeted smallholder rural farmer entrepreneurs. Since entrepreneurs are philosophically different from owner managers of firms, preliminary interviews were necessary to pick on those that had exhibited entrepreneurial behaviour in the past. Potential study subjects were selected basing on the criteria with the following attributes:

i. *Personality traits* like risk taking, hard work, opportunity seeking and quick solution to challenges.
ii. *Networking aspects* like membership to networks, access to business information and self-motivation to attend network meetings.
iii. *Enterprise management activities* such as record keeping, having action plans, saves or belongs to saving group and creates market linkages.
iv. *Experienced enterprise growth* in form of number of employees, land size. Production and others.

The preliminary interviews were conducted to make a distinction between entrepreneurs and owner managers using a simple tool attached on appendix 7. Entrepreneurs were subjected to further interviews to learn how they had managed and grown their farm enterprises as discussed under data collection.

4.5. SAMPLING DESIGN

The sample frame consisted of the population of small holder farmers purposively selected from the farmer registers for experience in rural farm enterprise growth over five years, in the three targeted research sites in the three districts.

4.5.1. Sample size determination

Mason (2010) suggests that minimum acceptable scientific threshold for sample size is an imperative for a study sample to be considered representative of the population. There are a number of methods and procedures for calculating an acceptable sample size. The sample size for this study was determined using computer sample size determining software by qualtrics (2010). Other considerations for sample size included budget and time limitations by the researcher. For a combined population of eighteen thousand seven hundred and fifty (18750) in the three study sites, at 95% confidence level and +/- 5% margin of error, a sample of three hundred and seventy seven (377) was determined for the study. However only three hundred and nineteen (319) responded to the questionnaires giving a success interviews' rate of about 85%.

Farmers for focused group discussions were not sampled, but rather as many members of the population as possible were allowed to attend the focused group discussion because the population was almost homogenous in terms of the target- they were small scale farmers. It was assumed that possible bias would be reduced by having more participants from the target population. Focus group discussions were therefore, open to any willing small holder farmer in respective research sites. A total of eight hundred and fifty-three (853) smallholder farmers participated in the twelve (12) focused group discussions that were held.

4.5.2. Sample size distribution

The sample taken for the study was distributed among the district weighted in each district for agriculture and agribusiness activities as shown in table 6 below. For personal interviews, two phases of data collection were done. Phase one covered 299 respondents

interviewed on entrepreneurship and rural farm enterprise growth. Phase two sampling was done for selecting 20 individual households representing all the three study sites for a questionnaire on access to credit for rural farm enterprises.

Kapiri Mposhi was allocated a total of 125 out of which about 108 were interviewed, Monze 122 out of which 107 were interviewed and Rufunsa 110 out of which 104 were interviewed.

Table 6: Selected study districts with sample sizes

DISTRICT	AREA	ALLOCATED SAMPLE	INTERVIEWED SAMPLE
Kapiri Mposhi	Lukomba	125	108
Monze	Manungu	122	107
Rufunsa	Central	110	104
	Total	**357**	**319**

A total of one thousand one hundred and seventy two (1172) farmers were interviewed broken down into two hundred and ninety nine (299) individuals interviewed using a questionnaire on entrepreneurship and the guide, twenty (20) on access to farm loans and eight hundred and fifty-three (853) participants in the twelve (12) focused group discussions.

4.6. DATA COLLECTION

Collection of information for evaluation of the interaction between entrepreneurial actions and rural farm enterprise growth included pooling primary and secondary data. This also contributed to validation of the data collected from one methodology with that collected from another. As Law, Harper and Marcus (2003) argue, the key to triangulation is to see the same thing from different perspectives, and thus to be able to confirm or challenge the findings of one method with those from another.

4.6.1. Primary Data

To collect more primary data, interviews were conducted among farm enterprise owners and key informants using questionnaires. Two hundred and ninety nine randomly selected farm households had a questionnaire administered by the researcher and his assistants. The questionnaires were administered at the respondents farm holdings.

The primary data focused on information relating to knowledge, attitude and practices among rural farm entrepreneurs to rural entrepreneurship. Data collected included age of farm entrepreneurs, distance to market, attitude to farming as business, experience and perception in relation to entrepreneurial action and perceived growth over the past five years.

Focused group discussions were also held in the three research sites with about 853 farmers attending the three meetings held in each study site. Information collected included perception of respondents on what makes their farm enterprise to grow and the experiences the farmers went through regarding rural farm enterprise growth using entrepreneurial actions. The study also evaluated perception of the farmers in terms of what things they thought contributed to growth of their farm enterprise.

Primary data were necessary to find out how entrepreneurial action among rural farm entrepreneurs relating to rural farm enterprise growth.

4.6.2. Secondary Data

Secondary data collected patterned mostly to the review of previous reports and studies by the government ministries, NGOs, business development services providers and other development actors among the rural communities on rural farm enterprise performance. Secondary data generally reviewed what had been observed by other stakeholders in rural entrepreneurship and what had been concluded from observation of practice, attitudes and existing knowledge in terms of entrepreneurial action role on rural farm

enterprise growth. Content analysis was used to evaluate role entrepreneurial action on rural farm enterprise in the available data.

The necessity of secondary data lay in its inherent capability to contribute to building a strong case. Brodeor, Israel and Craig (2011) aver that secondary data does not only improve on the clarity of a problem, but also provides additional information to reinforce primary data collections. The secondary data gave information on evidence of what other players in rural communities have observed and established as belief and practice by the targeted group. Importantly secondary data also helped to validate information collected through other research tools used in this research by a process of triangulation.

4.6.3. Data collection tools

The tools used to collect data were selected for their relevance and appropriateness for the environment, type of data and expedience to collect the data. Since it was envisaged that the research results may be applicable to other communities other than the targeted communities, data collection tools embraced the need for triangulation of results.

i. Primary data collection tools

Structured questionnaire

A structured questionnaire was the principal tool used to collect primary data. The researcher adopted the recommendation by Yount (2006) that a Likert scale is one of the good formats for collecting data for subjective variables objectively. The research study endeavoured to explain entrepreneurial actions that are useful for rural farm enterprise growth. Actions being subjective, the researcher therefore adopted to use the Lickert-type scale in the format of questioning so that respondents could indicate what they felt or how they valued the entrepreneurial actions. In order to verify responses and to avoid '*response set'* Where respondents switch to giving same answers to a set of matrix questions, the Likert-type scale questions used in this study were iterated as recommended by Ruane (2005). Questions for each of the selected entrepreneurial actions were asked in pairs in a negative and positive sense. For example, in order to

ascertain attitude and practice towards entrepreneurial alertness two questions were asked as follows:

a. Although being alert to the business environment for opportunities is not easy, I consistently look for change to capture new approaches to my farming business.
b. Being alert to changes in business environment is very demanding and the process may make me concentrate on what is not useful for my farm business.

An alert farm entrepreneur may respond with '*strongly agree*' or '*agree*' to question (i) and may respond with '*strongly disagree*' or '*disagree*' to question (ii). As may be noted positive answers or negative answers to both questions in a set may be contradictory. Cases in which a respondent answered positively to both questions or negatively to both, were considered inappropriate and were marked '*Not sure*' of their responses. The study leaned more on content and thematic analyses but used the Likert-type Scale generated data, which was analysed using SPSS to obtain graphs, as a support for the results from content and thematic analyses. The inconclusive use of Likert scale data by not using econometric test could be considered a weakness in this study for which recommendations have been given for a follow up purely quantitative study. This is why a Likert-Type scale was adopted. It is further acknowledged that the Likert-type Scale, despite having strengths like being easy to construct, likely to produce a highly reliable scale and being easy to read and be completed by respondents; it has weaknesses that need to be considered in a study (Bertram, 2017). Likert-type scale, like Likert Scale gives the following biases: central tendency bias (participants may avoid extreme response categories); Acquiescence bias (participants may agree with statements as presented in order to please the researcher); Social desirability bias (Portray themselves in more socially favourable light rather than being honest); and difficult to reproduce similar results and to demonstrate validity (Bertram, 2017; Bryman, 2007; Neuman, 2006). However, these weaknesses were taken care of in the manner the Likert-type Scale questions were iterated.

The questions were asked to ascertain three main perspectives regarding growth-oriented entrepreneurial actions and rural enterprise growth: the entrepreneurs' perception on importance of the entrepreneurial actions to rural enterprise growth and attribution of the growth-oriented entrepreneurial actions to rural enterprise growth. The third angle related the experience with growth-oriented entrepreneurial actions as they related to enterprise growth.

Semi-structured questionnaire guide

Semi-structured questionnaires were used for focused group discussions because as an exploratory research, room had to be left for the respondents to give as much information as possible. These were designed with simple and straight forward questions meant to bring out entrepreneurial actions used and how these related to rural farm enterprise growth. As Law, Harper and Marcus (2003:273) argue, semi structured questionnaires were good for collecting qualitative and snap quantitative data in one meeting.

ii. Primary data collection methods

- **Interviews**

Personal interviews were conducted following a structured questionnaire, to examine the knowledge, attitudes and practices of the target subjects with a view to establish the status quo of rural farm enterprise performance as businesses and gather information on what the respondents perceived was the role of entrepreneurial action in rural enterprise growth. This helped to set a basis for correlating entrepreneurial actions to rural farm enterprise growth and subsequently to rural socio-economic development. Personal interviews were administered to selected two hundred and ninety nine (299) rural farm entrepreneurs with the help of the local camp extension officers from the Ministry of Agriculture and Livestock in respective districts and camps. Rural farm entrepreneurs were followed and at their own farms.

Follow up interviews were done among twenty (20) of the two hundred and ninety nine (299) rural farm entrepreneurs to find out how they benefited from financial institutions to manage their enterprises. The selection was weighted so that districts which were more active in farming as a business had more individuals interviewed. Kapiri Mposhi was assigned nine (9), Monze seven (7) and Rufunsa four (4) farmers. The interviews were done about seven (7) months after the first interviews. There was no reason other than availability of time and money for travel to the research site for the said interval.

The personal interview questionnaires were administered for each sampled household with the head or representative of the household or enterprise in both the first and the second household survey.

- **Focused group discussions**

Dowson (2013:87) defines a Focus group discussions (FGD) as a discussion group of interacting individuals with common characteristics or interest whose aim is to give greater understanding of attitudes, opinions, beliefs, behaviour and perceptions. Four FGDs were conducted in each of the targeted research sites. Again, the purpose of using multiple methods of administering questionnaires (structured questionnaires for interviews and semi-structured questionnaire for FGDs) within the same research sites was to provide for counter checking of responses as a way of reducing on errors (Law, Harper and Marcus, 2003). Law, Harper and Marcus (2003) further recommend FGDs to engage respondents for in-depth information and that FGDs are good even for people who cannot read or write to participate. Dowson (2013) encourages use of semi structured interview questions for FGDs because guide questions provide space for additional questions, probing for more information and researcher engagement with the group members.

Focus group discussions were held in the research sites with rural farmer entrepreneurs whose farm enterprises were registered to be between 1 and 5 ha on the farmers register. At least four focused group discussions were held in each community and with key

stakeholders in rural development at different times and on different issues relating to rural farm entrepreneurship. FGDs were held with different community groups throughout the study to get new data and clarify arising issues. Each community had the inaugural FGD to have a general overview on what the respondents thought about their enterprise growth in their surroundings. The main thrust was to get foundation information on how farmers understood enterprise growth, how they measured farm enterprise growth, what the farmers understood as key drivers and/or constrainers of farm enterprise growth and the practices that defined farm entrepreneurship.

iii. Secondary data collection

Secondary data were sourced from stakeholder reports like the annual work plans and reports as well as surveys and studies from government ministries, national and international NGOs, and from communities and local authorities. A content check was done to take note of such reports as entrepreneurial practices, observed growth and perception on growth of rural enterprises. Secondary data were considered and importantly so for this study because as Law, Harper and Marcus (2003) argue, secondary data helps to avoid duplication of study that has already been done and also adds to authority of the study.

Important among the secondary data sources consulted were the reports by Zambia Chamber of Small and Medium Business Association (ZCSMBA), Ministry of Commerce Trade and Industry (MCTI), Ministry of Agriculture and Livestock, Central Statistics Office (CSO), Indaba Agricultural Policy Research Institute (IAPRI), Food security research project and Agriculture Support Program. Most of the information was in activity reports and research studies. All data collected was consolidated and analysed for influence on rural farm enterprises growth. Focus was on whether there had been any farm enterprise growth observed and noted in the reports and if there was any attribution for the growth. Findings were documented systematically for validation with primary data from interviews and field observations. Of the four facets that constitute entrepreneurship (enterprise, entrepreneur, environment and product), the role of an entrepreneur in rural farm

enterprise growth received very little attention in secondary data referenced. Much attention was given to importance of good business environment, significance of an enterprise and the product to grow rural farm enterprises.

4.7. LEVEL OF RESEARCH CONTROL

According to Fox & Bayat (2007) and Malhotra (2010) research results may be affected by the level of control that the researcher may have on the research subject. They infer that researchers have more control on research subject under experiments as compared to ethnographic studies where researchers deal with emotional humans. Although there was a combination of data sources as indicated above, the research provided **low control** over the subjects of study because they were human beings that could be subjective and emotional. Furthermore, control was affected by the fact that activities that were targeted had either occurred before the interviews or were done by different and independent persons within the same enterprise. Nonetheless, the triangulation at various levels of the research study helped to regularize the data to give acceptable conjecture from the data analysis. Validity of the results was enhanced by triangulation through use of different data collection tools and by conducting a post research validation exercise with the communities.

4.8. VALIDITY AND RELIABILITY

The research study was designed with the view to share the results with other academicians and practitioners for application in other environments with similar situations. For this reason, validity or as Lincoln and Guba (1985) puts it for qualitative studies, credibility of the tools and transferability of results had to be assured despite use of the Likert-type Scale which is assumed not to easily provide for transferability of results. The researcher endeavoured to meet this requirement by triangulation of data collection tools and methods; prolonged engagement with study subjects and persistent observations of behaviour. Following Guba's (1981) and Shenton's (2003) definition of validity as accurate and trustworthy record of the phenomenon under scrutiny, the researcher used procedures that are known to reduce researcher influence and biasness

by recording details and explaining the processes in details. Data were also collected using different methodologies from randomly sampled study subjects. Additionally, the questionnaire was designed with iterative questioning and used the Likert-type Scale with opposing but complimentary questions as explained above.

Merriam (1998) refers to reliability as the extent to which findings of one study may be applied in other situations (external validity) or as Shenton (2003) explains, it is the extent to which similar results may be obtained by following similar study procedures. Lincoln and Guba (1985) stress the need for results to speak to dependability i.e. results should be consistent and repeatable. To achieve reliability, the process of the study was explained in details so that it can be replicated. The research study was also conducted on a sample of the population assumed to be representative enough for the findings to be applicable to the wider population. Finally, the research study was subjected to external audit i.e. other professionals (supervisors, external examiners and a viva voce plenary) went through the study to ascertain compliance with the required for the study.

4.9. DELIMITATION OF THE STUDY

Delimitation was based on five broad areas:

i. Identify entrepreneurial actions that drive (or constrain) growth of rural farm enterprises.
ii. Investigate the extent to which entrepreneurial actions impact on growth of rural farm enterprises.
iii. Categorize entrepreneurial actions according to their capacity to grow rural farm enterprise.
iv. Establish how growth-oriented entrepreneurial actions are triggered.
v. Determine how rural farm entrepreneurs may make use of entrepreneurial actions that are growth oriented

The research study focused on socio-economic activities done in the selected research sites and narrowed down to the farm enterprises and the entrepreneurs managing the farm business ventures. The history of one selected enterprises in each target community

and actions by owner entrepreneurs were analysed to configure the flow chart from inception of the business idea to the operation and growth.

The study took particular interest in the amounts invested and how these have grown, the employees and the challenges these businesses have gone through and the entrepreneurial actions that were used commonly by the entrepreneurs whose farm enterprises had grown in terms of farm size, total output, investment levels and in some cases labour. The study also considered rural farm entrepreneurs' access to credit for reinvestment in their enterprises.

The study was therefore limited to one selected community each in Kapiri Mposhi, Monze and Rufunsa. It was also limited to small holder farmers who happen to be the majority in the rural areas.

4.10. DATA ANALYSIS

The study used the mixed methods approach. Creswell (2013) suggests four methods that may be used to analyse data collected using the mixed research approach: *Convergent Design* (that mixes the results of qualitative and quantitative approach); *Explanatory Sequential Design* (that starts with quantitative data collection and analysis leading into the qualitative data collection and analysis; *Exploratory Sequential design* (which starts with qualitative data collection with results leading into a quantitative data research study; and the *Advanced design* (that combines the one of the three basic designs with other data collecting techniques). This study followed the Convergent Design under which the data from both research approaches were analysed separately for quantitative and qualitative results. The data were analysed in three ways: Quantitively using SPSS for Spearman's correlation coefficient and secondly descriptive statistical frequency output. The third analysis was done for qualitative data using thematic analysis.

4.10.1. Quantitative data analysis

Quantitative data were analysed using Spearman's Correlation because the data were non-parametric. SPSS was used to run the Spearman's correlation to determine the relationship between the ten entrepreneurial traits treated as dependent variables against the growth of rural farm enterprises that was treated as an independent variable.

The data collected from the two hundred and ninety nine respondents were first sorted out and structured for entry in the Statistical Package for Social Sciences (SPSS). The data, which were first cleaned by checking through for any unanswered questions and ambiguities, was coded in preparation for entry in the SPSS template that was prepared in advance. The respondents were assigned codes and similar answers on the Likert-type Scale were also assigned codes each to aid analysis using SPSS software to generate descriptive statistics and frequencies. 'Strongly agree' was coded as 1; 'agree' as 2; 'disagree' as 3; 'strongly disagree' as 4 and so on. 'No response' was coded as 88 while 'not sure' or incompatible answers were coded as 99. By clicking *Analyse*, followed by *Correlation* and selection of *Bivariate*, correlation tables were presented after a further step of selection of *Variables* and clicking for a *Two-tailed Spearman's analysis*.

Similarly, to generate a combo of quantitative and qualitative descriptive statistics including histogram, bar charts and frequency tables, a click on *Analyse* followed by *descriptive statistics* was done. Histogram for quantitative data while other outputs were done for qualitative data. The generated histogram, bar charts and frequency tables were further analysed in the context of the study objectives. The data were also checked for cross tabulations. It should be mentioned here, however, that the two non-parametric qualitative analyses were used as complimentary to strengthen the results from thematic and content analyses. An fully parametric study has been recommended for a follow up to this largely qualitative study.

4.10.2. Qualitative data analysis

Two qualitative data analysis techniques recommended by Nueman (2011) and Dawson (2013) were used to examine the data. These were *content analysis* which was used to analyse farmers' records and secondary data, and *thematic analysis* which was used to examine data collected through focused group discussions. Relational content analysis was deemed appropriate for analysing data in this research because one of the major objectives of the study was to find out any role that entrepreneurial actions played to grow rural farm enterprise. A relational content analysis was therefore suitable to identify associations between the variables under investigation from secondary sources of individual and organizational publications including Boateng (2011), Goetz et. al (2009), Islam (2009), Mbuta (2007) for Ministry of Commerce Trade and Industry study, Govereh et. al (2006) for Food Security Research Project, European Union (2010) and Central Statistics (2011a).

Thematic analysis was used for data collected to pick out common threads relating to actions and processes that were perceived to contribute to growth. Thematic analysis was useful for the study because the researcher worked with ten selected entrepreneurial actions relating them to rural farm enterprise growth. The ten entrepreneurial actions formed thematic threads and where used as cognitive categories for analysing what the respondents thought about and experienced on the entrepreneurial actions in relation to rural farm enterprise growth. This relationship was established more from individual household questionnaires.

Quantitative tools were used as indicated above to support qualitative tools that are subjective and give possibility researcher bias in data collection. Further, as Dawson (2002) and Kumer (2002) point out, thematic analysis has weaknesses of quality results dependence on the analytical capability of the researcher. The researchers further surmise that value of data may be lost if the researcher fails to document and keep the data properly. These shortcomings were taken care off by carefully documenting every discussion both on paper and on recorder. The researcher also cross-checked themes

and codes constantly and got confirmatory feedback from study subjects to ensure the study was on course. There were also constant consultations with the research supervisor and other experts to ensure technical and information accuracy.

The resulting tables and graphs were further analysed in the light of theoretical knowledge and quantitative results to establish importance and relationships between variables under investigation. The data collected from FGDs and secondary data were written in note form. These notes were analysed for themes around enterprise growth, actions taken, perceptions on actions taken and how the action related to enterprise growth.

Thematic areas included

i. Entrepreneurial actions
ii. Antecedents to entrepreneurial actions
iii. Growth promoting factors

The results were juxtaposed under the discussion of findings. For example, interviewed groups indicated that “without access to FISP, farmer found it hard to implement their plans”. This was compared with number based results from the individual household questionnaire in a the discussion of results.

4.11. ETHICS

As a matter of principle and credibility, the researcher tried by all means to adhere to accepted research ethics in conducting this study.

4.11.1. Access to research findings

The communities and particularly respondents were at liberty to make use of the research result to upgrade their socio-economic welfare. It was planned to publish the results with copyrights reserved with UNILUS as the institution sanctioning the research. As long as due acknowledgement is given to the researchers and the institution holding the rights to the document and its content, anyone may refer and/or use the results for advancement of any community.

4.11.2. Voluntary participation

There was no undue pressure on the subjects of the interviews to engage in the study. Respondents voluntarily participated in the study and were free to reserve the right to divulge any information for the study.

4.11.3. Confidentiality

Privacy and confidentiality to personal opinions and responses were maintained, the situation will remain so as requested by the source of information.

4.11.4. Protection of researcher and respondents

All respondents were assured protection by not divulging sources of information that could be regarded as critical and injurious to their welfare and safety. Although the study was purely for academic purpose, it was intended from the beginning that findings could be used by wider networks of development agencies. Whatever the case, in the bid to seek utilization for any new knowledge, due care was taken not to divulge any sensitive information that may injure the reputation or do any bodily harm to providers of such invaluable information. Similarly, the researcher was protected only as far as the research subjects were also protected and information used for academic purpose only. Conclusion could be divulged for policy inaction, but the subjects were to remain anonymous.

4.11.5. Fidelity of results

The researcher adhered to research results without altering or deliberately fiddling with results to suit the notions and postulates of the researcher. In this sense the results hold the credibility they deserve and are open to validation by any one.

4.12. CONCLUSION

The research methodology chosen was useful for the qualitative data collected. The bulky data collected during FGDs, observations and the partial case studies were too much to

handle. There was need for systematic grouping of data during the data collection. Data collected through FGDs, observations and case studies were therefore mainly used to counter check outcomes from the individual household interviews.

On the whole, the one thousand one hundred and fifty-two (1152) research subjects interacted with gave valuable information within the research design followed. Despite the low research control, triangulation of data collection tools and methods gave reasonably good information to form conjectures that may be acceptable as representative of the population and useful for other environments with similar concerns as the research sites. The findings that are recorded in the following chapter may therefore be said to be representative of the sample frame.

CHAPTER 5 FINDINGS AND DATA ANALYSIS

5.1. INTRODUCTION

Chapter five forms the core area of the study that outlines the research findings and the discussion. The chapter has four sub-chapters that include the introduction to the chapter, findings, data analysis, discussion and a summary of the chapter. The findings are aligned with information captured to answer the four key research questions. Each of the findings is followed latter in discussion. The chapter provides information for finding answers to key questions:

i. Which entrepreneurial actions drive growth (or stagnation/failure) of rural farm enterprises?
ii. To what extent do entrepreneurial actions impact on rural farm enterprise growth?
iii. Which entrepreneurial actions impact much on rural farm enterprise growth?
iv. How are growth-oriented entrepreneurial actions triggered?
v. How should rural farm entrepreneurs harness entrepreneurial actions to grow their enterprises?

5.2. FINDINGS

5.2.1. Response rate

One hundred (100) small holder farmers were interviewed in two of the three districts (Kapiri had 99) besides the total attendance of eight hundred and fifty-two (852) persons for the twelve (12) focused group discussions held in all the target districts.

Although there was a hundred percent response to the personal interviews, some respondents did not reply to some of the questions, particularly in the demographics section. Some respondents were apprehensive about revealing their age and the ownership of the farms. These parameters were not very critical at this stage for the study.

5.2.2. Demographics

Gender

About 67% of the respondents in the personal interviews were males and 33% were females. Almost all the women interviewed were single parents, except for twelve who were bread winners even though they were married.

Age

The majority (44.5%) of the respondents were between age 35.5 and 50.5 years (see table 7). About 35.1% of the respondents were classified as youths because they were below 35.5 years of age. Three-point seven percent (7.7%) of the respondents were above sixty (66) years of age. This finding is good for productivity as majority of the population may be considered energetic and active for entrepreneurial activities. A population is said to be economically healthy if 15 to 65 years of age constitute the majority of the population (Todaro and Smith, 2011).

Table 7: Age of respondents

		Frequency	Percent	Cumulative Percent
Valid	<20.5	23	7.7	7.7
	20.5-35.5	82	27.4	35.1
	35.5-50.5	133	44.5	79.6
	50.5-65.5	38	12.7	92.3
	>65.5	23	7.7	100.0
Total		299	100.0	

Distance from market

Of the two hundred and ninety nine respondents interviewed, only 33.3% farmed within 20 Km of the market for their products. Overall there were more (34%) farmers living in the 21-50 Km distance from the market. The study further revealed that there were

relatively more males farming within fifty km from the market compared to women. About 36% of the respondents who lived between 21-50 km bracket from the market were females compared to 64% men. The majority (68%) of men lived within 50Km of the market compared to 32% females in the same distance from markets. (see table 8 below).

It was further found that farms closer to the market were utilized to capacity compared to those in distant areas. However, the sizes of farms near the market were continuously reducing in size compared to those far away from the market.

Table 8: Sex and distance from market cross tabulation

		Distance from Market							
		<20 Km	**21-50 Km**	**51-100 Km**	**>100 Km**	**Don't know**	**No response**	**Not sure**	**Total**
Sex	Male	70	65	11	4	45	2	3	200
	Female	29	36	4	1	27	2	0	99
Total		**99**	**101**	**15**	**5**	**72**	**4**	**3**	**299**

It was interesting to note that farms near the market tended to be bigger than those far away from the market, an indication of the importance of market for expansion of the farms. Although reduced distance to physical market seemed to contribute to farmers growing more of their farm products, it was rather an assurance to sale the products that played a big role in increased production and thereby size of the farm enterprise. The distance from market is reasonably fine for market access and would contribute to enterprise growth when other factors are constant.

Labour

Although labour is highly required in farm enterprises to achieve high production, only eight-point seven percent (8.7%) of the respondents had between six (6) and ten (10) employees compared to eighty-six-point three percent (86.3%) who had less than five employees. (See table 9 below). The captured labour information however included family labour that was in most cases not paid for.

Table 9: No of workers per farm

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	<5	258	86.3	86.3	86.3
	6-10	26	8.7	8.7	95.0
	11-20	2	.7	.7	95.7
	>51	3	1.0	1.0	96.7
	No response	10	3.3	3.3	100.0
	Total	299	100.0	100.0	

Ownership of farms

Farm enterprises were managed on farm properties whose ownership sometimes had impact on what product or service was done. As table 10 below indicates, farms in the study area were owned by individuals (54%) or families (44%). A couple of farms were owned by groups while some respondents did not reveal the owners of the farms.

It was learnt that land ownership was an important indicator of wealth owned in all the three study sites. Land in Zambia was slowly becoming valuable with prices attached to it. This developing scenario made people in rural areas suspicious of anyone asking about land.

Table 10: Farm property ownership

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Own Farm	161	54.0	54.0	54.0
	Family Farm	132	44.0	44.0	98.0
	Group Farm	2	.7	.7	98.7
	No response	1	.3	.3	99.0
	Not Sure	3	1.0	1.0	100.0
	Total	299	100.0	100.0	

5.2.3. Determinants of growth in rural farm enterprises

The sub-chapter gives results of the study regarding the influence of the ten growth-oriented entrepreneurial actions on growth of rural farm enterprises. Inevitably, the sub-chapter will also highlight factors that may negate growth in rural enterprises.

The presentation of findings is made in three perspectives.

i. Firstly, highlights are given on how respondents classified the growth-oriented entrepreneurial actions in terms of *importance* to rural enterprise growth.
ii. Secondly, the discussion presents the *perceptions* of the respondents with regard to the *influence* on enterprise growth of the ten growth-oriented entrepreneurial actions.
iii. Lastly, the discussion presents the *experience* respondents have undergone with their farm enterprises growth over the last five years in relation to the ten growth-oriented entrepreneurial actions.

Before presentation of findings it is prudent to show an understanding of factors that influence decision to grow rural enterprises.

5.2.4. Factors influencing decision to grow rural enterprises

When asked on what factors influenced their choice on selection of what business action to implement, 50% of the rural farm entrepreneurs indicated that benefits from the action were the major driving factor followed by marketability of the product/service. Benefits were looked at as any positive claim or advantage that added to the wellbeing of their farm enterprises or their person. Such impact as improved access to decision makers in government or even mere recognition in society counted highly to rural farm entrepreneurs as benefits. About 41% indicated that they made choice on what action they took on the basis of how marketable the product of the action was. As figure 6 below shows, only 8.7% based their decisions to take an entrepreneurial action because it was culturally acceptable as sensible for business engagements.

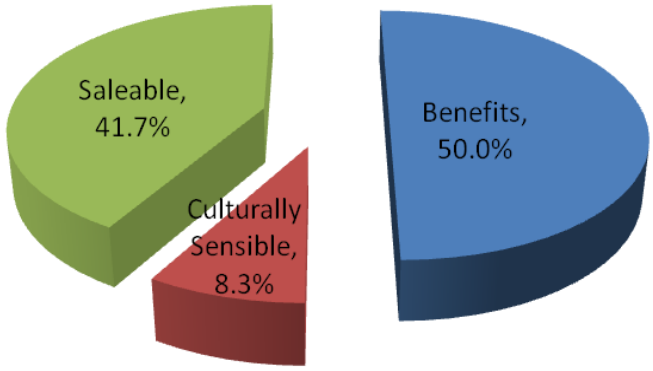


Figure 6: Push & Pull decision factors to grow farm enterprise

There were several factors that came out as affecting the growth of small-scale farm enterprises in the study areas. The focused group discussions revealed that there is a complex combination of factors that seem to tie the small-scale farm entrepreneurs against growing their enterprises. Most of these related to the business environment as prioritized in table 11 below:

Table 11: Other factors that affect enterprise growth

FACTOR	FREQ
i. Poor access to finance	5
ii. Uncertain market for produce	6
iii. High cost of inputs	2
iv. Inadequate business skills	2
v. Poor technical knowledge on best farm practices	2
vi. Government regulations that restrict open markets	2
vii. High dependence on external help o	1
viii. Inadequate innovation	0

As may be observed from table 11, some of the factors greatly contributing to failure by rural farm entrepreneurs to implement their entrepreneurial ideas were uncertain market for the produce followed by poor access to finance. High cost of inputs, inadequate business skills, poor knowledge on best practices and government restriction on open market scored the same. These findings were consistent with findings from IAPRI, 2012:14,17; Zambia Development Agency, 2014.

5.2.2 Perceptions on growth-oriented entrepreneurial actions

In order to ascertain perceptions against actual practice respondents were asked to indicate how they perceived entrepreneurial actions for business growth and to also indicate what experiences they went through. The discussion begins with perceptions and looks at experience latter. Figure 7 below depicts the perception of rural farm entrepreneurs over the influence of the ten growth-oriented entrepreneurial actions on rural farm enterprise growth. Respondents were asked whether they thought that the entrepreneurial actions had influence on growth of their enterprises. The respondents were asked to either agree or disagree with the statements. An option not to give any opinion was also availed. Sixty percent (60%) of the two hundred and ninety nine

respondents gave their opinion on what they thought of the impact of entrepreneurial action on farm enterprise growth.

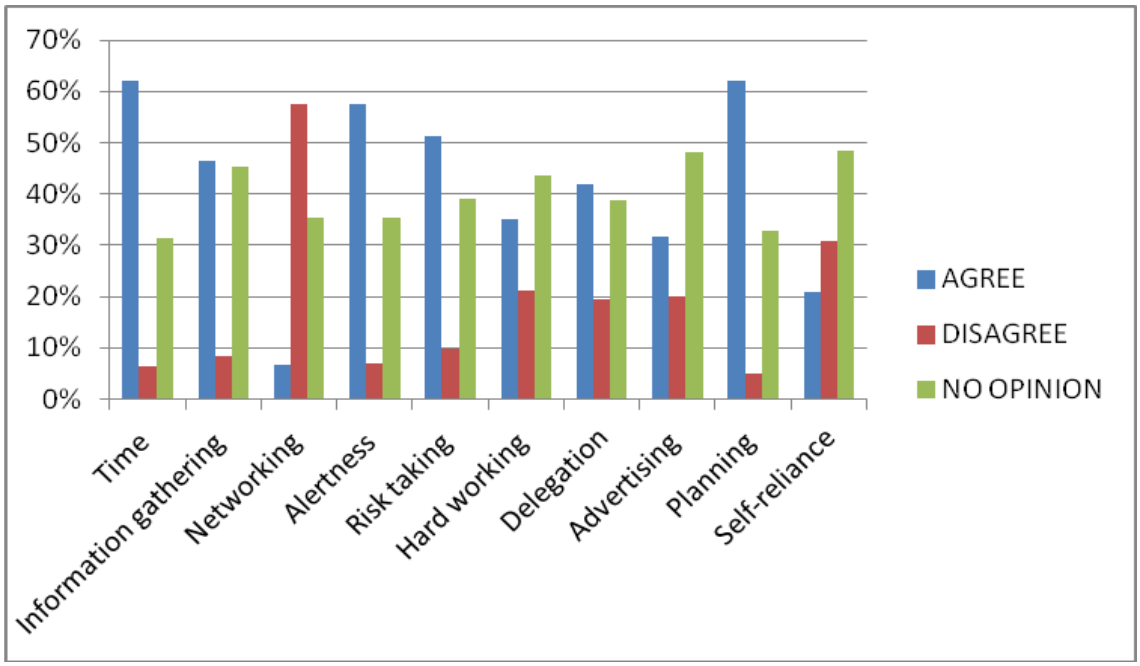


Figure 7: Perception of farmers on importance of entrepreneurial actions contribution to rural enterprise growth.

About sixty eight percent (68%) of those that gave an opinion thought entrepreneurial actions had some significant effect on rural farm enterprise growth while thirty two percent (32%) thought in the negative. However, as figure 8 above shows, influence of networking and self-reliance on enterprise growth received the least affirmation. For each of the remaining entrepreneurial actions (time spent on the enterprise, information gathering, alertness, risk taking, delegation, advertising and planning), not less than 30% of the respondents scored in affirmative that entrepreneurial actions had influence on growth of rural farm enterprise.

Besides finding out what the perceptions of the farmers were on influence of entrepreneurial actions on rural farm enterprise growth, the researcher also asked questions to ascertain how many of the rural farm entrepreneurs actually experienced

some growth by applying the selected entrepreneurial actions. The answers given under these set of questions are presented below in figures 8 to 28. Answers for each entrepreneurial action are also compared to the perceptions that have been discussed above as a cross check on the relationship between entrepreneurial action and enterprise growth. Each ensuing discussion therefore considered the farm entrepreneurial experience and perceptions in relation to rural farm enterprise growth. It was interesting that varying relationships could be established and further studied to pinpoint actual enhancers of rural farm enterprise growth. This study, however did not delve into those details.

Time spent on enterprise

Figure 8 below shows that about 54% of the respondents indicated that they had spent time on their enterprises and yet did not experience growth. While 40.2% attributed their enterprise growth to time spent on the business, 3.7% reported that their enterprises grew despite them not spending enough time on their businesses.

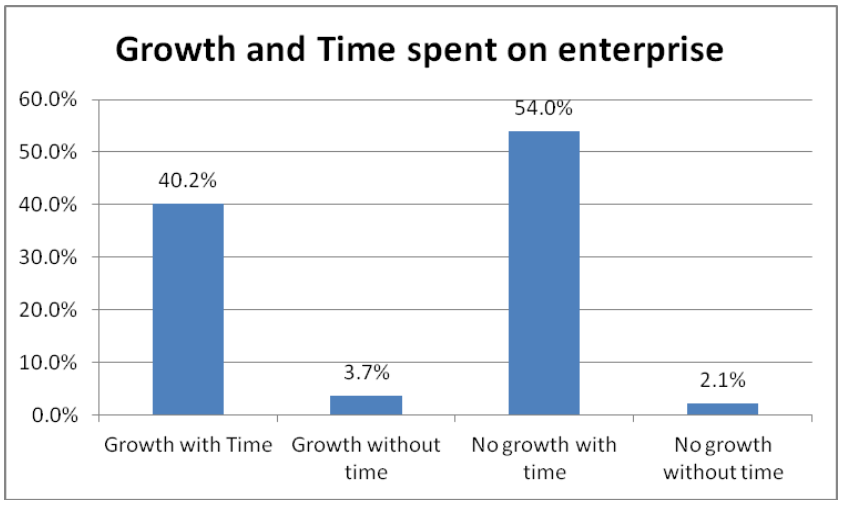


Figure 8: Experienced influence of time on rural farm enterprise growth

Although 62% of the respondents (in figure 7) perceived time as important for farm business growth, only 40.2% reported having experienced growth ascribed to time spent

on the enterprise from the cross-tabulation results in figure 9. The disparity between perception and experience could be an indication that either majority of respondents did not spend quality time on their businesses or the perception that time spent on enterprises had positive influence on enterprise growth was misguided.

Information seeking

The perceived influence of information seeking on farm enterprise growth received 46% positive scoring under perceptions in figure 7. However, respondents that experienced farm enterprise growth attributed to information gathered were about 40% as shown if figure 9 below.

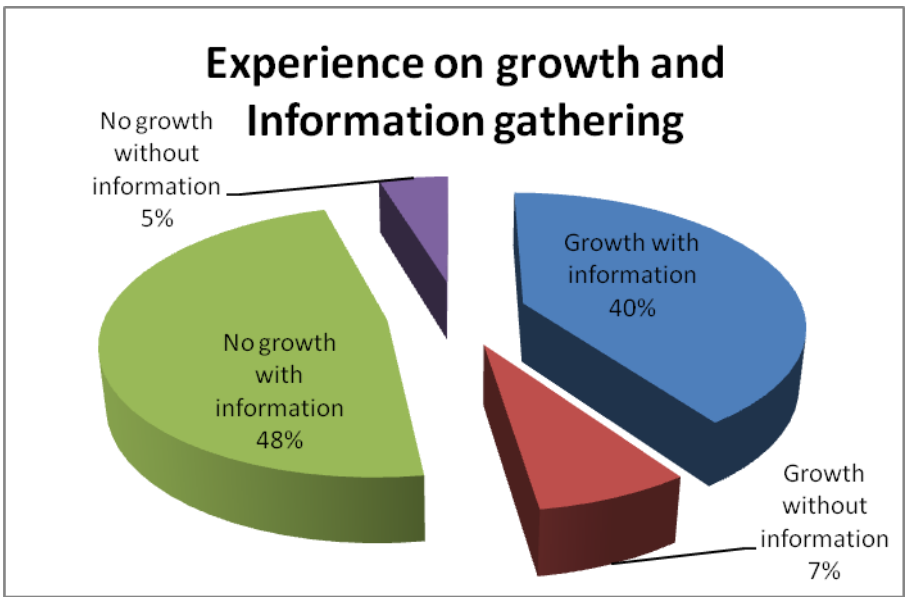


Figure 9: Experience of growth from information gathered

On the other hand, forty-eight (48%) reported that despite having relevant information for their enterprises, they did not experience any growth. Again, the question arises whether the information gathered by those who did not experience growth was useful or not. It was observed from the focused group discussion that some of the farmers collected information that was not entirely relevant to their enterprises and others could not just apply the information they collected to their situation. However, there is still need to

critically evaluate information gathered for enterprise growth and capacity to apply such information to enterprise growth.

Figure 9 above also shows that about 7% experienced growth of their enterprises even though they sought no knowledge for their enterprises. The extent and longevity of this growth without knowledge was not measured, but the number of farmers who experienced it could indicate infrequency and the inadequacy of such growth. Further study is nonetheless needed in this area to compare the two kinds of growth.

It may be concluded that although many respondents considered information seeking as important to rural farm enterprise growth, many did not experience the envisaged growth probably because of their inadequate capacity to utilize the information let alone their inadequate ability to apply the information to their situations. The low experience of growth from information gathered could also be as a result of wrong information gathered for the type of enterprises they were managing.

Networks

Whereas perceptions results in figure 7 above indicate that networks were considered not important to rural enterprise growth by 58% of the respondents, the study showed that eighty six percent (86%) of the same respondents were in fact members of farmer groups of one type or another. The contentions and negative sentiments on benefits from belonging to a network were based on the inadequate support and the past swindling of the farmers by leaders of farmer groups. "*As farmers, we have lost a lot of money to these organizations that come to make groups among us*", said one farmer in Kapiri Mposhi. Notwithstanding, figure 10 shows that about 59% indicated that not belonging to any network may cause failure in enterprise growth.

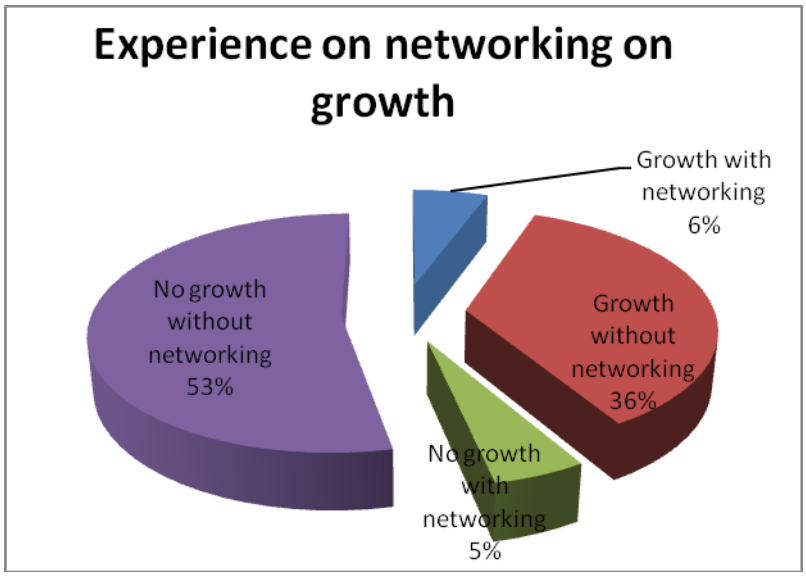


Figure 10: Respondents experience of enterprise growth from networks

Although 36% (figure 10) of the respondents experienced growth of their enterprises without belonging to any network, about 53% (figure 10) of the respondents were not members of any network and did not experience any enterprise growth.

Interestingly, only 6% of the respondents experienced growth for their enterprises by being members of some business network.

The low number of respondents that support impact of networking on business growth cast a dark cloud on prospects of positive results from promotions of farmer groups. The poor results were most likely due to the previous failings of similar farmer groups to support the member with tangible benefits. Despite the apparent discredit of networking on business growth, 86% of the respondents indicated that they were in fact members of one farmer group or another.

Alertness to changes in the environment

Figure 11 shows that 39.8% experienced growth for their enterprises by being alert to environmental changes while 52.8% never experienced growth of their enterprises despite being alert to changes in business environment. This was not congruent with the existing perception confirmed by 58% (figure 7) who thought alertness contributed to rural enterprise growth.

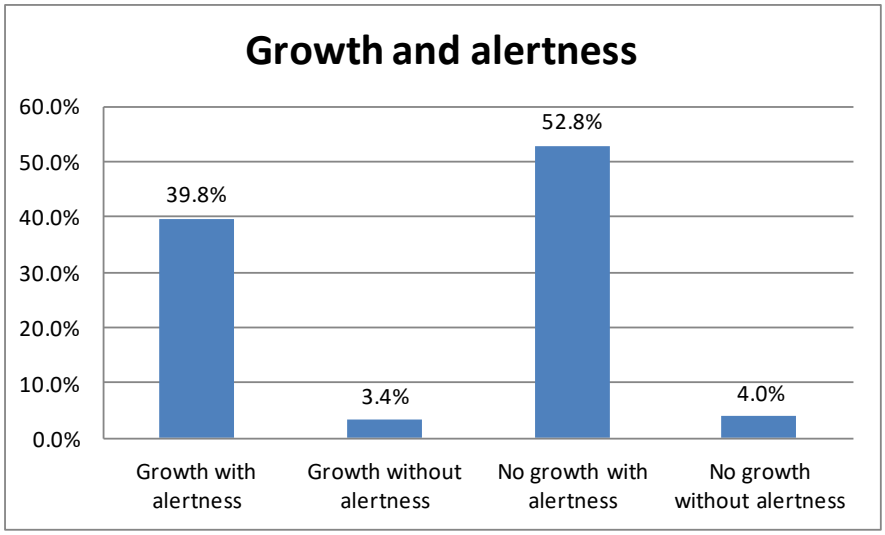


Figure 11: Respondents experience of enterprise growth from alertness

The observations from the focused group discussions revealed that despite the entrepreneurs being alert to changes in business environment, if they did not have necessary inputs to use for their enterprises, alertness did not save any good purpose toward rural farm enterprises. It was further noted that success of entrepreneurial actions was highly dependent on presence of other factors like capacity and capability of entrepreneur, the type and size of enterprise, product/service type and the general business environment.

Alertness was important to capture what was happening in the business environment that could impact on the farm enterprises. Alertness was therefore considered very important to ensure rural farm entrepreneurs responded appropriately to the changing business environment in order to grow the enterprises.

Risk taking

About 34.8% (figure 12) of the respondents who took some risk in their business reported some growth in their rural farm enterprises. However, 48.8% did not experience any farm enterprise growth despite taking some risks. As in other incidences, there was a record of enterprise growth from 7.9% of the respondents despite not taking risks. It was reiterated that farming is in essence a very risky venture particularly when the farm enterprise is depended on rains.

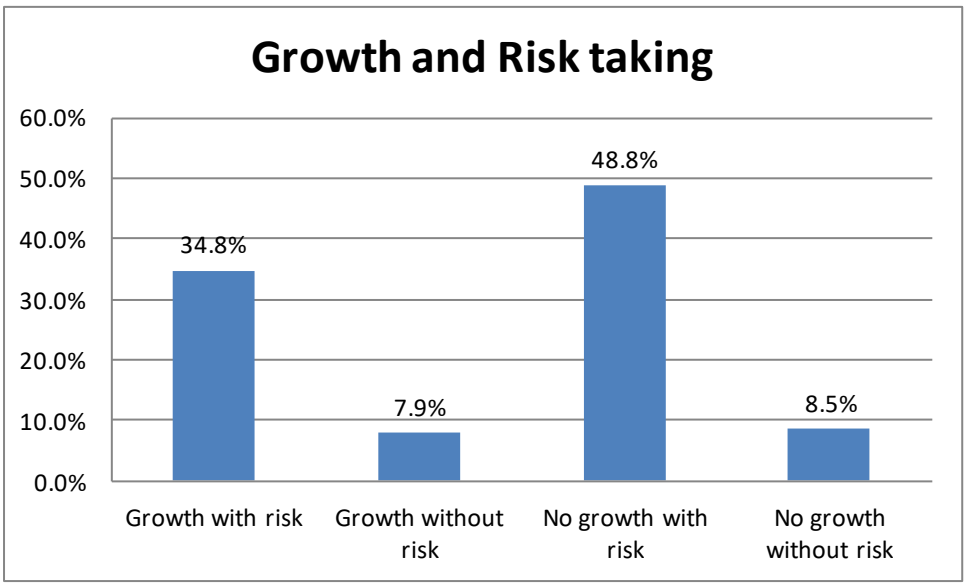


Figure 12: Respondents' experience of enterprise growth by risk taking

When compared to perception of the same farmers on importance of risk as shown in figure 7 given earlier, only 10% of the respondents did not perceive risk taking as important for rural farm enterprise growth.

Risk taking was taken as very important for rural enterprises to grow. It was not immediately apparent why the farm entrepreneurs ranked risk taking so highly for enterprise growth. The general view was however that one who does not take chances may not reap.

Hard working

The general affirmative score for hard work resulting in rural farm enterprise growth was at 30% of the respondents. See figure 13 below. Despite about 35% (figure 7) of the respondents that perceived hard work as important for rural farm enterprise growth, 32% (Figure 13) of the respondents that considered hard work as important to rural enterprise growth did not actually experience growth for their enterprises even though they claimed to be hard workers.

Of those that expressed their opinion, there was almost a 50-50 show of attribution of growth to hard work and rejection of hard work as having impact of rural farm enterprise growth.

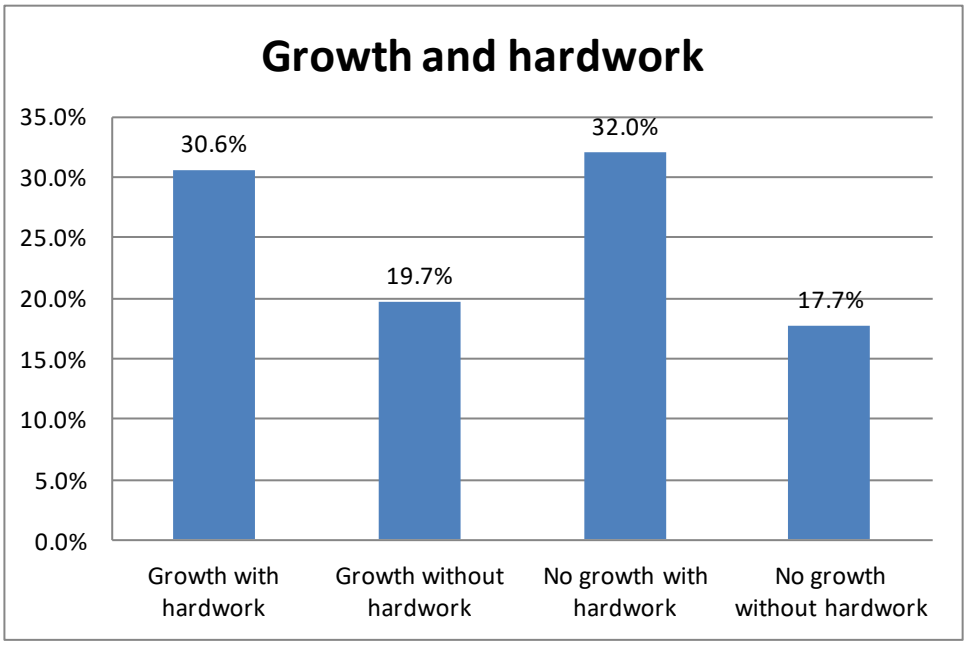


Figure 13: Experience of hard work on enterprise growth

Although there were a few (19.7% in figure 13) who experienced growth of their rural farm enterprises without had work, there was about an equal number (17.7% in fig 13) who did not experience growth in their rural farm enterprises because there did not exert any hard work.

It was established that most of the rural farm enterprises were labour intensive. Hard works played a very critical role in ensuring activities were implemented. It may be concluded that hard work is important for enterprise growth, although there is need to establish the extent to which hard work influences rural farm enterprise growth.

Delegation

It was interesting to note from figure 7 above that 42% perceived delegation as having impact on farm enterprise growth against 20% who rejected the notion. However only 32.2% (figure 14) experienced growth through delegation and 36.8% did not experience growth despite delegating their work.

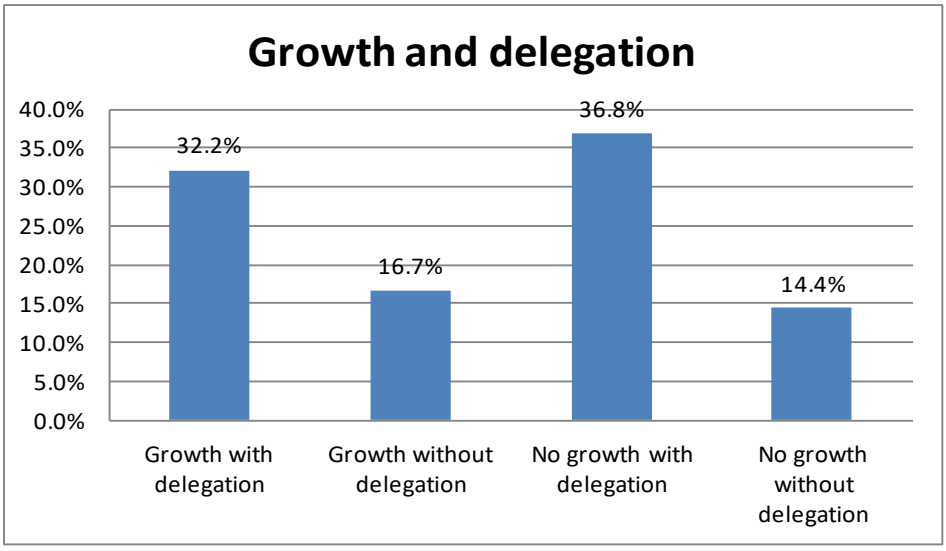


Figure 14: Respondents experience of enterprise growth from delegation

About 16.7% (figure 14) experienced growth that they did not attribute to delegation because they did not delegate to other person any part of the rural farm work. This could

explain why hard work was considered important as some rural entrepreneurs did not delegate their work.

Advertising

Although 48% (figure 7) of the respondents gave no opinion on their perception on influence of advertising on the growth of rural farm enterprises, merely because they don't practice advertising, as many as 28.1% (figure 15) of those that gave responses attributed growth of their rural farm enterprises to advertising. On the other hand, 36% (figure 15) reported that they did not experience growth of their enterprises despite having advertised.

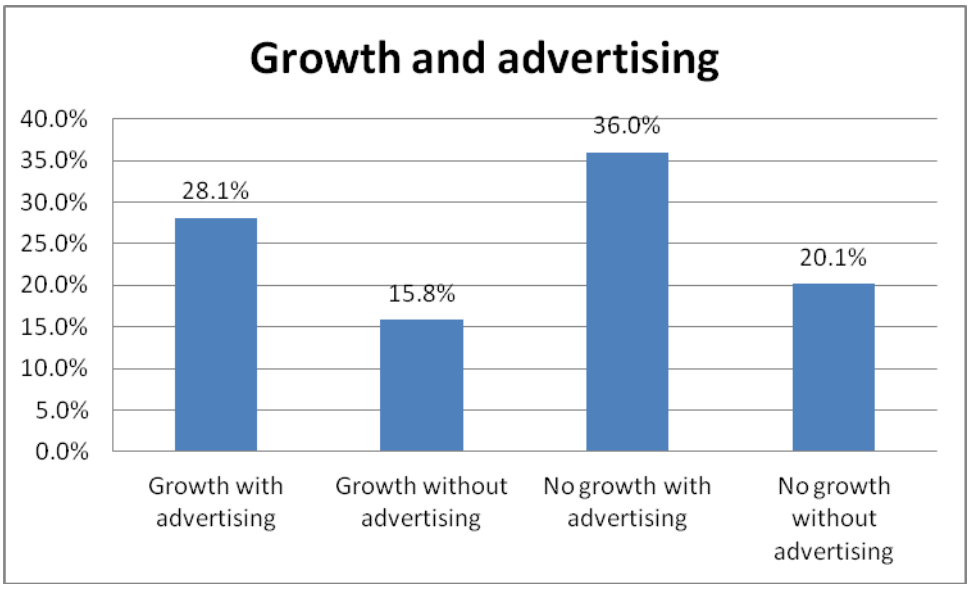


Figure 15: Respondents experience of enterprise growth through

When probed further type of advertisements they did, rural farm entrepreneurs said they advertised their products through agricultural shows, farmer meetings and sometimes though rarely through radios.

Very few rural farm entrepreneurs actually advertised. However, those that did so advertised through contact with their possible clients than through the mass media.

Planning

Planning for business received approval by 62% of the respondents that it was important to growth of rural farm enterprises against 5% who disagreed and 33% who did not indicate their perception on the matter according to fig 7 above. But only 37.8% according to fig 16 had experienced rural farm enterprise growth by planning.

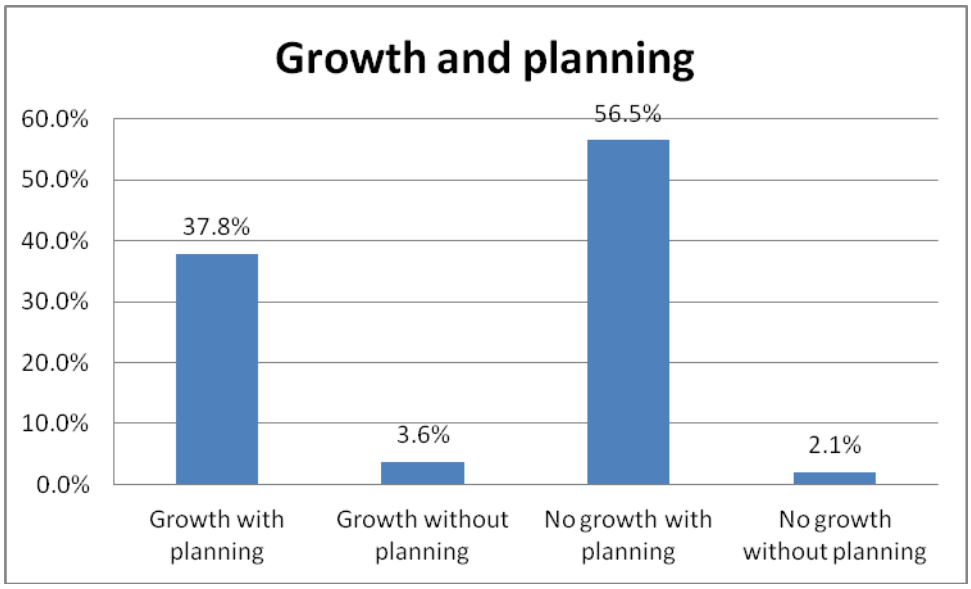


Figure 16: Responses to experience on planning and enterprise growth

According to fig 16, some 56.5% of those that gave responses indicated that they had been planning but had experienced no growth for their enterprises. In Kapiri Mposhi and Monze, respondents had been exposed to enterprise planning through the agricultural support programme. These gave a more positive response to importance of planning for enterprise growth. Most of the farmers therefore reported about simple business plans, usually done on annual basis.

Self-reliance

The figure of reference (Figure 7) indicates that only 21% agreed to the notion that self-reliance was important to rural farm enterprise growth and about 31% disagreed and 48%

had no opinion. On the other hand, as figure 17 below shows, the majority opted to give no opinion and only 25.7% thought self-reliance influenced growth positively. The results showed an indication of high dependence on external support for farm enterprises to operate well.

Response to experience on impact of self-reliance on enterprise growth

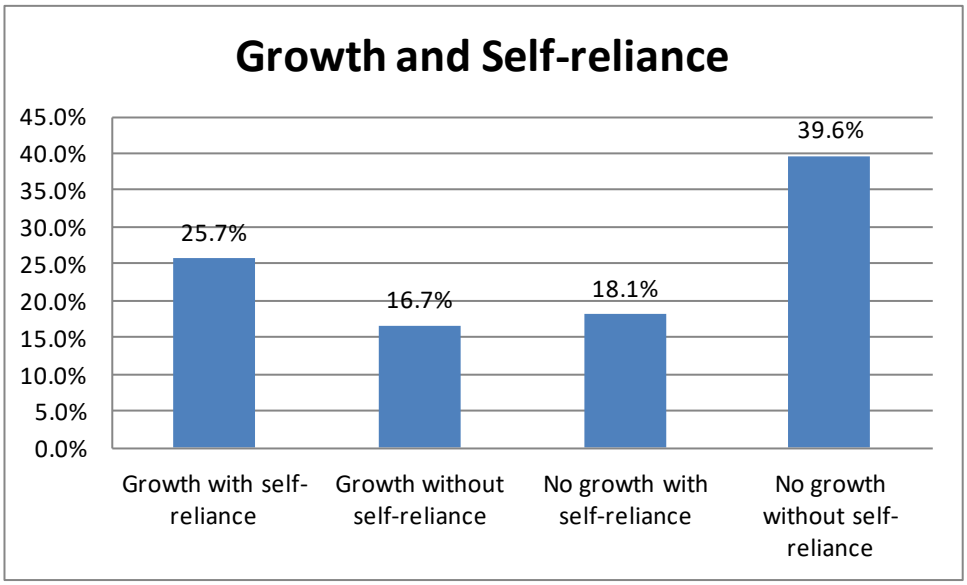


Figure 17: Response to experience on impact of self-reliance on enterprise growth

5.2.5. Rural farm enterprise growth observations

Although there was some growth observed and ascertained in the rural farm enterprises in the study areas, the growth was very slow and took place over a long period of time of not less than 5 years. The analysis in this section is based on findings and data attached on appendix 3.

About 42.3% of the respondents indicated that they had some growth of their enterprises with which they were satisfied. The majority of the respondents (46%) indicated that they had no growth in their farm enterprises while 11.7% were not certain that any growth had taken place in their enterprises over the past five years.

The research did not depend on some traditional enterprise growth measures such as increased labour, increased turnover, increased investment levels and other quantitative measures because record keeping was poor, scanty and inconsistent among the target group. Furthermore, it was observed that there was little use of outside labour other than family labour in most of the households in the target areas. Much of the information was kept in the head and when probed, the farm entrepreneurs were not certain with the figures. As a way of checking whether there was any growth, proxy measures were used such as diversification into new products, observed increased production, entrance into new markets and acquiring or merging with other enterprises (See appendix 3).

i. Diversification of outputs was done by 40.7% of respondents.
ii. About 36% of the respondents grew their farm enterprises through increased production and productivity.
iii. Almost 12% respondents grew their farm enterprises by opening new markets.
iv. Close to 4.7% respondents grew their enterprises by merging different farm entities mostly acquired from family members or purchased locally.

It appeared that many rural areas had little novelty because farming, which was the predominant business, was taken as a way of life which simply cushioned hardships. People were generally comfortable with the status quo in terms of production and sales as long as they had enough resources to meet livelihoods needs such as food, health costs, health and education costs and for survival.

Enterprise growth seemed to be hampered also by poor access to resources to invest in the farm enterprises. A complementary study conducted during the study on entrepreneurial action role in rural farm enterprise growth revealed that delays in accessing resources negatively affected the manner in which the enterprise was implemented. The sub study which focused on establishing impact of poor access to resources on enterprise growth revealed that 70% of those who accessed loans grew their enterprises. The study further revealed that about 80% of rural entrepreneurs

changed their business plans and ideas when loans were disbursed late. Access to finance and other inputs as well as timing of these inputs appeared to have a lot of influence on successful implementation of business plans.

5.3. DATA ANALYSIS

This study followed a mixed approach and therefore collected both quantitative and qualitative data. The two approaches were used to complement each other in results so obtained. The analysis was done to test the hypotheses that sought to establish whether there was any relationship between entrepreneurial actions and rural farm business growth. The analysis was divided into two parts for quantitative and qualitative evaluation.

5.3.1. Quantitative analysis

It was deemed necessary to test the hypothesis to check the results of the Spearman's correlation coefficiency. The variables that were being studied were measured using ordinal data. The non-parametric Spearman's test was therefore deemed appropriate. The quantitative analysis was done using SPSS. The data collected was fed into the SPSS template and the bivariate Pearson's correlation coefficiency was generated by comparing each of the entrepreneurial action results with the response on whether the respondents experienced any growth of the rural farm enterprises in relation to each of the ten entrepreneurial actions. The following results were obtained for each hypothesis at 95% level of confidence:

i. **H_0 There is no relationship between time allocated on a business and growth of the rural farm enterprises.**

Table 12: Spearman's correlation for time and farm enterprises growth

			Time allocation doesn't contribute to business growth	Satisfied with business growth
Spearman's rho	Time allocation doesn't contribute to business growth	Correlation Coefficient	1.000	-.074
		Sig. (2-tailed)	.	.204
		N	299	299
	Satisfied with business growth	Correlation Coefficient	-.074	1.000
		Sig. (2-tailed)	.204	.
		N	299	299

Output: A Spearman's rank order correlation was run to determine the relationship between time allocated to a business and growth of rural farm enterprises. There was a very weak, negative correlations between time allocated to business and growth of rural farm enterprises, which was statistically not significant (r= -.074, p = .204).

The p = .205 is greater than a = .05. The null hypothesis could not be rejected. It was concluded that there was no significance difference between the means. Time allocated to the business did not have any significant relationship with growth of rural farm enterprises.

ii. **H_0 There is no relationship between information gathered on a business and growth of the rural farm enterprises.**

Table 13: Spearman's correlation for information and farm enterprises growth

			Information gathering doesn't help business growth	Satisfied with business growth
Spearman's rho	Information gathering doesn't help business growth	Correlation Coefficient	1.000	.058
		Sig. (2-tailed)	.	.321
		N	299	299
	Satisfied with business growth	Correlation Coefficient	.058	1.000
		Sig. (2-tailed)	.321	.
		N	299	299

Output: The Spearman's r test was run to determine the relationship between information gathered and growth of rural farm enterprise. There was a **very weak positive** (.058) relationship between information gathering for the rural farm enterprises and growth of the business.

Since the P value was greater than a = .05, the null hypothesis could not be rejected. It was concluded that the relationship between information seeking and growth of rural farm enterprises was not significant

iii. H_0 There is no relationship between networking on business matters and growth of the rural farm enterprises

Table 14: Spearman's Correlation for networking and farm enterprises growth

			Networking doesn't help business growth	Satisfied with business growth
Spearman's rho	Networking doesn't help business growth	Correlation Coefficient	1.000	-.070
		Sig. (2-tailed)	.	.225
		N	299	299
	Satisfied with business growth	Correlation Coefficient	-.070	1.000
		Sig. (2-tailed)	.225	.
		N	299	299

Output: A Spearman's correlation was run to determine the relationship between *networking* on business matters and *growth of rural farm enterprises*. There was a very weak, negative correlations between the two variables (r = - .070, p = .225).

Since the p- value (p = .225) was greater than a = .05, the hypothesis was not rejected. It was therefore concluded that the relationship between networking on business matters and growth of rural farm enterprises was not significant.

iv. H_0 There is no relationship between being alert on a business and growth of the rural farm enterprises.

Table15: Spearman's correlation for alertness and farm enterprises growth

			Alertness doesn't help business growth	Satisfied with business growth
Spearman's rho	Alertness doesn't help business growth	Correlation Coefficient	1.000	.000
		Sig. (2-tailed)	.	.994
		N	299	299
	Satisfied with business growth	Correlation Coefficient	.000	1.000
		Sig. (2-tailed)	.994	.
		N	299	299

Output: A Spearman's correlation was run to determine the relationship between *alertness* in business and *growth of rural farm enterprises*. There was no relationship established between *alertness* on business and *rural farm enterprises* (r= .000, p = .994). Since the p- value was greater than a = .05, the hypothesis was not rejected.

v. H_0 There is no relationship between risk taking on a business and growth of the rural farm enterprises.

Table 16: Spearman's correlation for risk taking and farm enterprises growth

			Risk taking doesn't help business growth	Satisfied with business growth
Spearman's rho	Risk taking doesn't help business growth	Correlation Coefficient	1.000	-.003
		Sig. (2-tailed)	.	.960
		N	299	299
	Satisfied with business growth	Correlation Coefficient	-.003	1.000
		Sig. (2-tailed)	.960	.
		N	299	299

Output: A Spearman's correlation was run to determine the relationship between *risk* taking and *growth of rural farm enterprises*. There was a *very* weak, negative relationship between *risk* taking and *growth of rural farm enterprises* (r = -.003, p = .960).

The p- value was greater than a = .05 and the hypothesis was therefore not rejected.

vi. H_0 There is no relationship between hard work on a business and growth of the rural farm enterprises.

Table 17: Spearman's correlation for hard work and farm enterprises growth

			Hard work doesn't help business growth	Satisfied with business growth
Spearman's rho	Hard work doesn't help business growth	Correlation Coefficient	1.000	.076
		Sig. (2-tailed)	.076	.189
		N	299	299
	• Satisfied with business growth	• Correlation Coefficient	.076	1.000
		• Sig. (2-tailed)	.189	.
		• N	299	299

Output: A Spearman's correlation was run to determine the relationship between *hard work* and *growth of rural farm enterprises*. There was a very weak positive relationship between *hard work* and *growth of rural farm enterprises* (r = .076, p = .189).

The p = .189 is greater than a = .05. The null hypothesis could not be rejected. It was concluded that there was no significance difference between the means of the two variables. *Hard work* on business did not have any significant relationship with *growth of rural farm enterprises*.

vii. H_0 There is no relationship between delegation of work on a business and growth of the rural farm enterprises.

Table18: Spearman's correlation for delegation and farm enterprises growth

			Delegation doesn't help business growth	Satisfied with business growth
Spearman's rho	Delegation doesn't help business growth	Correlation Coefficient	1.000	.068
		Sig. (2-tailed)	.	.243
		N	299	299
	Satisfied with business growth	Correlation Coefficient	.068	1.000
		Sig. (2-tailed)	.243	.
		N	299	299

Output: A Spearman's correlation was run to determine the relationship between *delegation* of work on business and growth of rural farm enterprises. There was a very weak, positive relationship between delegation and growth of rural farm enterprises (r = .068, p = .243).

The p = .243 is greater than a = .05. The null hypothesis could not be rejected. It was concluded that there was no significance difference between the means of the two variables. *Delegation* on the business did not have any significant relationship with *growth of rural farm enterprises*.

viii. H_0 There is no relationship between business advertising and growth of the rural farm enterprises

Table 19: Spearman's correlation between advertising and farm enterprises growth

			Advertising doesn't help business growth	Satisfied with business growth
Spearman's rho	Advertising does not help business growth	Correlation Coefficient	1.000	-.056
		Sig. (2-tailed)	.	.332
		N	299	299
	Satisfied with business growth	Correlation Coefficient	-.056	1.000
		Sig. (2-tailed)	.332	.
		N	299	299

Output: A Spearman's correlations was run to determine the relationship between business planning and growth of rural farm enterprises. There was a weak, negative relationship between business planning and growth of rural farm enterprises (r = -.056, p = .332).

The p = .332 is greater than a = .05. The null hypothesis could not be rejected. It was concluded that there was no significance difference between the means. Advertising the business did not have any significant relationship with growth of rural farm enterprises.

ix. H_0 There is no relationship between self-reliance on a business and growth of the business.

Table 20: Spearman's correlation for self-reliance and farm enterprises growth

			Self -reliance for business growth	Satisfied with business growth
Spearman's rho	Self-reliance is good for business growth	Correlation Coefficient	1.000	-.081
		Sig. (2-tailed)	.	.164
		N	299	299
	Satisfied with business growth	Correlation Coefficient	-.081	1.000
		Sig. (2-tailed)	.164	.
		N	299	299

Output: A Spearman's correlations was run to determine the relationship between self-reliance and growth of rural farm enterprises. There was a weak negative relationship between self-reliance and growth of rural farm enterprises (r = -.081, p = .164).

The p = .164 is greater than a = .05. The null hypothesis could not be rejected. It was concluded that there was no significance difference between the means. *Self-reliance* on the business did not have any significant relationship with *growth of rural farm enterprises*.

x. H_0 There is no relationship between long term planning for business and growth of the business.

Table 21: Spearman's correlation for planning and farm enterprises growth

			Long term plans doesn't help business growth	Satisfied with business growth
Spearman's rho	Long term plans doesn't help business growth	Correlation Coefficient	1.000	-.079
		Sig. (2-tailed)	.	.175
		N	299	299
	Satisfied with business growth	Correlation Coefficient	-.079	1.000
		Sig. (2-tailed)	.175	.
		N	299	299

Output: A Spearman's correlation was run to determine the relationship between long term planning and growth of rural farm enterprises. There was a very weak, negative relationship between long term planning and growth of rural farm enterprises (r = -.079, p = .175).

The p = .175 is greater than a = .05. The null hypothesis could not be rejected. It was concluded that there was no significance difference between the means. *Long term planning* on the business did not have any significant relationship with *growth of rural farm enterprises*.

As may be noted from the Spearman's coefficiency analysis, all the entrepreneurial actions scored for insignificant relationship to growth of rural farm enterprises. Despite the farmers perceiving some of the entrepreneurial actions as relevant to growth of their rural farm enterprises, their experience scored otherwise. It is interesting to note that the Spearman's' correlation gave direct relationship for information, hard work and delegation

while the rest of the entrepreneurial actions gave a an indirect relationship apart from alertness which had no relationship with growth of rural farm enterprise. The results were generally in agreement with those found in the frequency table analysis and thematic analysis.

5.3.2. Qualitative analysis

The qualitative analysis was based on two sources of data sets, primary and secondary. Whereas the primary source used the focused group discussion to generate data which is analysed in here using thematic analysis, secondary data was examined using content analysis. Reports were read through to pick out issues related to role of entrepreneurial actions to growth of rural farm enterprises. The sources that were interrogated lacked information on entrepreneurial role on growth of rural farm enterprises.

The analysis of primary data collected through the focused group discussions followed Braun and Clark's (2006) six-step thematic analysis framework (i. Familiarity with data, ii. Generation of codes, iii. Search for themes, iv. Review of themes, v. Definition of themes and vi. Write-up). The choice of this method of analysis was based on its flexibility and its appropriateness for focused group discussions (Maguire and Delahunt, 2017; Mayring, 2014). The goal for the thematic analysis was to identify themes and use them to establish the perceptions and experiences of the research subjects on entrepreneurial roles in rural farm enterprise growth. Thematic analysis method for this study leaned towards the latent level other than the semantic level so that underlying ideologies, assumptions and conceptualizations that lay behind what respondents said could be revealed (Braun and Clark, 2006). However, the study took a top-down or theoretical thematic analysis in order to build outcomes from four of the pre-set key research questions outlined below.

i. Which entrepreneurial actions drive growth (or stagnation/failure) of rural farm enterprises?
ii. *To what extent do entrepreneurial actions impact on rural farm enterprise growth?*

iii. Which entrepreneurial actions impact much on rural farm enterprise growth?
iv. *How are growth-oriented entrepreneurial actions triggered?*
v. How should rural farm entrepreneurs harness entrepreneurial actions to grow their enterprises?

Five themes were isolated from the qualitative data collected with their respective codes. The themes that were predefined in line with the key research questions are outlined below with key analyses.

5.3.2.1 Actions that drive rural farm enterprise growth

The listings of drivers of rural farm enterprises were very different from those presumed by the research. Respondents listed access to inputs, accessing markets and accessing knowledge as actions they considered. Others included decision making and attending meetings. "*We grow our farms by accessing FISP and thereafter selling our produce. This way we make more money to grow our farms*."

This finding reveals that although there has been a number of entrepreneurial trainings among farmers, the trainings have not made it clear on what entrepreneurship is and how it impacts on business. Rather business aspects have been promoted among farmers. This may also reveal that entrepreneurship in its real sense is not yet a matter understood and practiced among farmers.

5.3.2.2 Importance of entrepreneurial actions to rural farm enterprise growth

A list of entrepreneurial actions as listed by entrepreneurial scholars was presented to the rural farm respondents. When asked on importance of these actions, the respondents indicated that all the entrepreneurial actions were important. "*We think these actions are good to ensure that our farms grow*." Other respondents said, "*the entrepreneurial actions were mind opening and would assist in implementing good agricultural practices*." Some further indicated that "*the actions made farm entrepreneurs to understand business*

environment and act in the right manner to grow their farms." About all the entrepreneurial actions passed for their being good for growth of farm enterprises.

5.3.2.3 Experience of growth from entrepreneurial actions.

When it came to the respondents who experienced growth from entrepreneurial actions, majority (always conspicuously more than 50% of the focused group discussions indicated that they had not used the said actions and therefore did could not attribute any growth to the actions. "*We have heard of these classes of actions for the first time*." Others indicated that though the actions where good, they did not know how to apply them. Some recognized a few of the actions with what they had done, but could not pinpoint the actions as the contributors to farm growth. "*These actions look familiar when explained, but we cannot really point these as causes for growth in our farm business*."

5.3.2.4 Triggers of entrepreneurial actions

The respondents attributed triggers of farm growth to actions that made them implement the business plans. "*If there are no farm inputs, we cannot do anything even when we may know what to do perfectly well*." "*How can we grow our farms by growing our products on time? What is important is that we grow and have markets to sell our products*."

Others indicated that they had failed to increase on their farm enterprises because they had no access to loans. "*I am like this, a small farmer for many years, because I can't get loans for me to grow*."

Availability of inputs, access to loans on time and access to markets seem to be important last stroke requirement to implement farm plans that may expand or grow farm enterprises.

5.3.2.5 Strategies for harnessing entrepreneurial actions for rural enterprise growth

Strategies for increasing on rural farm enterprise growth included ability to access lucrative markets which demanded for quality, huge quantities supplied in a consistent manner. These were demands that the farmers were requested to fulfil in order to be given access to existing input and output markets. "*They* (buyers) *want us to be many for them to supply inputs or give us loans. They tell us that they cannot go after few people to follow on loans to people who are scattered all over*". Other groups indicated that buyers wanted to find the produce in one place.

5.4. CONCLUSION

The study analysed various empirical data collected among rural farm entrepreneurs. From literature analysis, it may be concluded that entrepreneurship is not just a cognitive phenomenon in nature, but that it is also action and activity based. The ten entrepreneurial actions isolated through ten entrepreneurial orientations by Badal & Streur (2012), gave varying and in some cases unexpected results. Whereas existing theories and perceptions support all of the entrepreneurial actions considered in this study as important for enterprise growth to occur, results in this research study indicated that the importance attached to the entrepreneurial actions may not be the same. Some of the entrepreneurial actions that were cognitive oriented were considered as highly impacting on rural farm growth while psychomotor entrepreneurial actions were considered as low impacting though cardinal for rural farm enterprise growth.

Chapter six which follows this presentation of findings discusses the practical and policy implications of the results for rural farm enterprise growth and suggests recommendations.

CHAPTER 6 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

Chapter six comprises three sections covering discussion, conclusion and recommendations. The discussion follows a pattern that responds to the research questions and the objective of the study. The conclusion gives implication of the study findings in terms of policy and practice in regard to entrepreneurial action role on rural farm enterprise growth. Subsequently, recommendations are given on the basis of the findings from the study.

6.1. DISCUSSION

The discussion was set to answer to the five objectives of the research, the research questions and the problem as stated in the statement of the problem. The arguments in this section were therefore arranged in five areas of concerns outlined in the objectives with the view to expose the response of the findings and how they relate to the objectives, key research questions and the statement of the problem. First the discourse delineates the entrepreneurial actions that impact on rural farm growth and describes the extent to which they impact on rural farm enterprise growth. The third section of the chapter categorises the entrepreneurial actions according to their capacity to impact on rural farm enterprise growth followed by the fourth section which discusses how the entrepreneurial actions are triggered among rural farm entrepreneurs. The fifth and last section discusses how rural farm entrepreneurs may make use of the knowledge discovered in this study.

6.1.1. Entrepreneurial actions that impact on rural enterprise growth

Ahmad (2010:203) postulates that personality trait theory may be used to explain and predict human behaviour. This conceptualization agrees with Berglund (2005) who in fact puts a distinction between traits and behaviour when he argues that personality traits and human behaviour are not the same. Antoncic (2009:236) in agreement with Allport (1929:369) surmises that personality traits play the role of guiding responses to specific stimuli and that in order to know that a person has a trait, it is seen in repetitive behaviour: meaning that traits are seen through human behaviour or actions. According to Mathew, Dreary and Whiteman (2003), the most comprehensive contribution to trait theory may be

attributed to Allport who came up with the first list of traits. Over time the list was reduced from 600 to the big five and the Eysencks' three factor model (Mathew, Dreary and Whiteman, 2003; Baum and Locke, 2004; Frees, 2009). However, it appears that the fewer the traits, the hazy they are as they tend to group some traits together into broad and abstract terms (Mathews, Dreary and Whiteman, 2003:21-22). As indicated in chapter two, this study used ten entrepreneurial traits developed by Badal and Streur (2012) because they were more inclined to business influence. The ten traits were activated and phrased to depict the actions that they influence. The discussion highlights what rural farm entrepreneurs perceived and experienced as relationship between the ten entrepreneurial actions and rural farm enterprise growth. The ten entrepreneurial actions, which were called growth-oriented entrepreneurial actions (GOEAs) in this study were a condensation of long list of traits into ten by Badal and Streur (2012) and are listed below:

i. Time spent on enterprises
ii. Pertinent Information gathering and use
iii. Networking
iv. Alertness to changes in the business environment
v. Risks taking
vi. Hard work
vii. Delegation
viii. Advertising
ix. Planning and
x. Self-reliance

Although the growth-oriented entrepreneurial action list may not be exhaustive, only ten of them were taken up for empirical evaluation against rural farm enterprises because the listed actions offered the best alternative of entrepreneurial actions in relation to business actions that have already received a lot of attention in entrepreneurship studies.

Table 22 summarizes the ten-growth oriented entrepreneurial actions with their entrepreneurial dispositions and their contribution to enterprise growth. Arguably the listed contributions to enterprise growth may interact and move across the entrepreneurial actions. The assignment of contribution of the entrepreneurial actions to enterprise growth as shown in the table in their singular form was done by the author as it was considered most appropriate for each entrepreneurial actions basing on observations from the three entrepreneurs engaged in the case study.

Table 22: Entrepreneurial action contribution to growth

SN	ENTREPRENEURIAL ACTION	ENTREPRENEURIAL DISPOSITION	CONTRIBUTION TO ENTERPRISE OUTCOMES
1	Think creatively	Creativity/creative thinking	Create space for commercial business ideas.
2	knowledge Seeking	Learner/Seek knowledge	Expand business knowledge and build on capacity for creativity.
3	Networking	Network/Relation building	Gain access to capital and other resources for business.
4	Compare self with others	Self-awareness	Gain confidence for business decisions.
5	Taking risks/taking on challenges	Risk-oriented	Grasps business opportunities.
6	Hard working	Spend time on business	Business opportunity recognition.
7	Delegating	Delegation	Business growth through expanded workforce.
8	Advertising	Advocacy	Business gains commitments to sales products.

9	Planning/ Measuring progress	Profit Orientation	Encourages goal setting & profit orientation.
10	Recoil (Self-reliance)	Self-reliance	Business survival.

Source: Adapted from Badal and Steur, 2012

6.1.2. Extent of impact of entrepreneurial actions on rural farm enterprise growth

The growth-oriented entrepreneurial actions (GOEAs) gave varying results in terms of their impact on rural farm enterprise growth. Although there was a general low score of the GOEAs in their contribution to rural enterprise growth, it may still be inferred that GOEAs had some influence on rural enterprise growth, because there was some difference in enterprise growth between farmers that applied GOEAs and those that did not apply GOEAs. Generally, those who applied GOEAs or some of the GOEAs showed superior results despite being marginal in percentage points.

It may also be inferred that the general trends observed in low responses for GOEA impact could be an indication of either low entrepreneurial activity among rural farm entrepreneurs and/or inadequate understanding of the GOEAs among the small-scale farmers. This was evident from the high number of respondents who chose not to give responses on how they perceived and experienced some of the GOEAs. In some cases the no response was as high as 50% of the respondents.

The low response rate to some GOEAs was a call enough for rural and farm enterprise support organizations to intensify entrepreneurial approach to rural farming. It was evident from the interactions with the farmers that farming as a business has been promoted in Kapiri Mposhi and Monze by some agriculture and rural farm development organizations. However, much of such education has been mostly on planning and some financial literacy except where the SIDA funded Agriculture Support Program implemented some activities. Below is a discussion on the results of each of the GOEAs:

i. Time and enterprise growth

Results showed that many respondents (54%, fig 9) did not really benefit from spending time on their enterprises even though they agreed (62%, fig 8) that time spent on an enterprise was valuable in terms of enterprise growth. Spending time on enterprises does not necessarily ensure growth because it depends on the quality of time spent and on availability or accessibility to other factors that have influence on enterprise growth like inputs and markets. Most of those who spent time on their enterprises and yet had no easy access to resources and market for their produce could not experience enterprise growth because much of the time was spent on sourcing inputs, selling of the produce and follow-up on payments for their sold produce. Unnecessarily too much time was spent on these activities that the time spent could not efficiently contribute to the growth of rural farm enterprises. Time has to be streamlined to ensure it provides benefit to the small holder farmers on their enterprises.

It was also evident that small holder farmers had little control of the time they had to spend on their rural farm enterprises. This could be attributed to their over dependence on external support, particularly low cost government or NGO led support to input and market access. Most farmers reported that they could only spend time on their farms effectively after they have had access to the needed inputs and after they had secured a market for their produce. If farmers could have direct access to low cost inputs and markets, preferably led by private financial institutions and other private sector players in the agricultural value chains, the story may be different as the private sector institutions would supply the loans on time in order for them to recover their loans and purchase the produce on time to meet their forward supply contracts as well.

The results obtained from this research could mean that spending time on enterprises on its own may not necessarily lead to growth of enterprises. Other parameters may need to be in place to generate growth for rural enterprises. It may further be inferred that while time spend on enterprises may be important for growth, appreciable growth may be experienced when the attribute of time is exercised in combination with other GOEAs.

ii. Information and enterprise growth

The study results showed a poor score for importance of information for enterprise growth. The poor score in attribution of information gathering and use to enterprise growth could be an indication of little appreciation of pertinent information for enterprise growth. The low appreciation of importance of information to rural farm enterprise growth could also be as a result of inadequate and slow information flow from research to farmers. The use of available technical information among small holder farmers was also found to be very low, thereby contributing to low productivity. For an example, less than thirty percent of those interacted with used hybrid seed for their farm enterprises and almost all livestock types on the farms were local and not improved breeds. Furthermore, many small-scale farmers did not just have conflicting information about similar products, but also had an issue with interpretation of the information they accessed. This was exacerbated by different of organizations interacting with the same farmers on similar issues, but giving divergent advice on the same issues. The small holder farmers tended to be either confused with such information or took little attention to the need for such information.

In some instances, the information particularly that which was written in pamphlets and magazines arrived late to farmers. In other instances, the information was offloaded to farmers in huge amounts at the same time that it turned out to be too much or too technical to be grasped within one or so sitting.

These findings had a bearing on the packaging of information for small holder farmers. The questions that need to be answered may include: -

- Should farmers be given specific information or general information for many and general farm systems?
- Should the messages be given in bulk or should it be given in small amounts relevant to the situation?
- Should the information be packaged for further consideration or should it be packaged ready for application?

- How should the information for small holder farmers be delivered? Should there be channels for feedback before information is used or feedback channels may be provided after information is used?

iii. Networks and enterprise growth

Networking was defined as belonging to a group from which the farmers could interact with peers and thereby get benefits for their farm enterprises. Both formal (where membership was registered with payment of membership fees) or informal (where individuals gathered informally to share business ideas) membership were considered. Despite considering both formal and informal membership, score for networks was very low. The findings on networks were an affront on the call for operations through farmer cooperatives and farmers' associations or groups. The low score for networking may mean that farmers were not happy with belonging to networks or groups. Either they were not benefiting from such associations or they did not just see how they may benefit. However, the focused group discussions revealed the major reasons for the fears farmers had for associations or groups: They had been swindled off their cash or produce through groups by either the group leaders or the organizations to whom such rural associations had affiliated in the past. For these reasons, most farmers were not comfortable with farmer groups even if they were legal entities. In many instances members of groups did not know the vision, mission and objectives of the groups. Membership to groups was based on anticipated physical benefits than any other intangible outcomes from being members.

If enterprise growth has to be considered through networking, groups may need to seriously educate members on group objectives and benefits. The question of poor group governance may have contributed to the suspicious way in which groups are looked upon by small-scale farmers. While networks and groups are said to offer support to membership in times of various individual needs, networks/groups in this study did not seem to provide that support because in some instances, even leaders of such groups did not seem to know where the group would finally be in future.

Networks were found to be expedient not only for knowledge gathering, but also for business connections with suppliers and buyers. In rural areas, where most entrepreneurs are small, finding market for individual enterprises was difficult due to small amounts of produce realized on small farms. Aggregation of produce from several small farmer entrepreneurs would provide for a good access to markets. Appendix 6 shows a business model that would help the small holder farmer entrepreneurs to aggregate and market their produce in a market environment of a developing nation. The main thrust of the model is to embed farmers' shareholding in the private sector players (lead firm proprietors) selling and purchasing products in the rural areas. The farmers' shares may be held by the farmer commodity association. The shareholding is meant to ensure fair trade and a win-win pricing structure between the farmers and the traders or buyers represented in the model by the 'lead firm'. The lead firm in the rural areas is also meant to promote local processing and industrialization within the rural areas.

iv. Alertness and enterprise growth

The study restricted alertness to 'being awake to changing business environment'. Alertness had one of the highest responses with majority indicating that they did not benefit in enterprise growth from being alert to changes in business environment. The low benefit of alertness to rural farm enterprises was despite scholars like Njeru et. al (2012) and Li (2012) assertion that alertness is very beneficial to enterprise growth. Njeru et. al (2012) go on further to claim that alertness increases all performance indicators significantly. Lack of benefit from alertness among many respondents was not necessarily because being alert was not useful. Rather it was because the farm entrepreneurs needed to respond to changes by implementing some business decisions that required either inputs or finance, both of which were not readily available to the farm entrepreneurs. This lack, coupled with the poor access to finance complicated ability by rural farm entrepreneurs to respond to changing environment. The case was worse for the many farm entrepreneurs who were highly dependent on external support which was not always available when it was needed most.

It may be concluded that access to necessary inputs and finance at the right time may help rural farm entrepreneurs take advantage of changing business environment to implement their business ideas in a manner that will help them expand or grow their enterprises.

These findings are consistent with Greiner (1994) and Kayula (2013) arguments on impact of time on change of planned action and negative impact of late release of loans to entrepreneurs and owner managers for planed business actions respectively. Many entrepreneurs tend to change their desired actions if anticipated access to finance exceeds three months from time of application. This delayed credit fund disbursement may be contributing to low rates of success from credits and may be more so true in the era of rapid technological changes.

v. Risk taking and enterprise growth

Risk has been promoted as an important entrepreneurial attribute for successful entrepreneurship. The low scoring on perception and experience of growth from risk was therefore, unexpected. Most likely the results showed how routine rural farm activities had become to the farm entrepreneurs that the activities were not considered risky. Farmers were more or less sure of anticipated results from actions undertaken. That meant that the activities undertaken by the farmers could no longer be considered entrepreneurial in nature because the activities lost novelty. Rather, most of the rural farm enterprise activities had become routine.

Routine activities may not be considered entrepreneurial in nature because entrepreneurship is about innovation. The scenario on the rural farms, where supposed entrepreneurs shift into a phase in which activities may be considered routine, and takes long before they could experience novel activities, makes rural farm entrepreneurs a little different from entrepreneurs in other sectors like trading. The shift between the novel and routine tasks takes longer lapses among rural farm entrepreneurs than among

entrepreneurs that work with products that have a shorter period of exposure and stay with the entrepreneur. This novel-routine-novel shift may present a new phenomenon that should be researched further for impact on risk taking ability of entrepreneurs. The phenomenon presents a new theoretical understanding of the nature of entrepreneurs: that entrepreneurs move in and out of entrepreneurial frame of mind with frequency that surpasses non-entrepreneurs.

It may be postulated that the routine nature of most rural farm activities meant that most rural farm entrepreneurs had little touch or lost the entrepreneurial urge and had remained mostly with routine activities thereby impacting negatively on ability to take risks and ability to think creatively.

vi. Hard work and enterprise growth

Hard work was defined as effort and energy expended on enterprise activities over an extended period of time than may be considered normal. It was anticipated that hard work would score highly because it was the single most common of the GOEAs that could easily be available to resource poor farm entrepreneurs when compared to other attributes that would require extensive trainings and exposure. However, the research results showed that hard work was not considered so highly among entrepreneurial actions that may contribute to rural enterprise growth. Although 60% of the respondents indicated that they had applied hard work to their enterprises only 49% of the respondents who applied hard work experienced growth in their farm enterprises and attributed it to hard work. The majority (51%) of the respondents who applied hard work to their enterprises did not experience enterprise growth.

Like was the finding in the case of time in relation to rural farm enterprise growth, it was also found that hard work did not guarantee enterprise growth because its influence on enterprise growth depended on how the effort and energy were expended and on what enterprise activity the effort and energy were expended. Although there was no further follow up, it was established that hard work exerted on resource mobilization did not

directly contribute to enterprise growth. This was despite learning that almost all GOEAs depended on antecedents to growth like resource availability, entrepreneurial capacity and business environment.

vii. Delegation and enterprise growth

Delegation refers to passing on all or some of the function of the owner or manager of the enterprise to subordinates. About 69% of those that responded that they delegated responsibilities to their subordinates, only 47% reported that they benefited some growth from delegation. Scoring success among those to whom power is delegated, depended on how much of the power and on what kind of work was delegated. Delegation of authority to make decisions on matters that impact on growth may have impact from the delegated. Most of the farm entrepreneurs who delegated, handed over supervisory powers which was only sufficient to allocate resources within prescribed areas. For example, allocating labour to a certain portion of the field was not as sufficient delegation as decision to add extra fertilisers in the field. In this regard, some who delegated did experience some growth in output while others did. Furthermore, some people upon on whom power was delegated abused this power and misused resources. Such actions resulted into loss of production and productivity, thereby shrinking the farm enterprise.

It was important to note that delegation needed to be passed on to trust worthy persons so that as much authority was passed on to make any decision the owner of the enterprise would make to grow the enterprise.

viii. Advertising and enterprise growth

Over 50% of the respondents did not express any opinion on advertising because it was rarely done among rural farm entrepreneurs. However, 64.1% of those that responded to the enquiry indicated that they did some advertisement and only 28.1% of them recorded some growth from the advertisements.

None of the respondents advertised using mainstream media houses such as television, radios and newsprint. Most of the advertising was done by word of mouth to friends,

relatives and to gatherings such as agricultural shows, seed fares and any meetings they took opportunity of. It may be observed that despite the methods of advertising being undeveloped and minimal, some enterprise growth was recorded among some respondents. This goes to show how impacting advertising is on farm enterprise growth. However, it may be difficult for rural farm entrepreneurs to take advantage of such a good entrepreneurial action because of their low production capacities. In order to have greater impact from advertising, rural farm entrepreneurs may have to learn to bulk their products together or increase production for bulk buyers to travel in remote rural places for the products.

ix. Planning and enterprise growth

Planning scored among the highest of entrepreneurial actions thought to impact on rural farm enterprise growth. Most of those who scored against or simply did not respond were from Rufunsa, a remote district that did not receive much agricultural extension support. Respondents from Kapiri Mposhi and Monze, who had previous interactions with NGOs that were promoting farming as a business thought highly of planning for farm enterprise and experienced farm enterprise growth through planning.

It was evident from the interactions with the respondents that planning helped them to allocate resources and to focus on activities that would give them better income. Planning was also said to help the rural farm entrepreneurs to predict with some fair accuracy possible results from engaging in certain business practices.

With this result it would be prudent for rural development practitioners to engage rural farm entrepreneurs and help them to plan in order to grow their rural farm enterprises.

x. Self-reliance and enterprise growth

Self-reliance scored the second lowest though much better than networking. Self-reliance was defined as degree of dependence on own resources to manage the rural farm enterprise. The low score was a confirmation of the high dependence on external support

that has developed over time among the rural farm entrepreneurs to manage their own enterprises. As the rural farm entrepreneurs wait on external support, which most often than not was accessed very late into the agricultural season, no action was taken to ensure activities were implemented on time. Most of the respondents depended on rains for their cropping and since the rains could not wait until the farmers accessed needed inputs and support, most of the times the farmers failed to implement their activities on time. Delayed access to resources had a negative impact on their production and productivity, consequently affecting the possible enterprise growth.

There was need for development practitioners and government to build self-reliance in rural farm entrepreneurs for them to plan ahead and implement activities on time.

As may be observed, there was divergent outcome on the impact of the ten growth-oriented entrepreneurial actions on rural farm enterprise growth. Whereas spending time on enterprises, Alertness to changing business environment, risk taking and planning were positively embraced as aiding in rural farm enterprise growth, information seeking, delegation, hard work and advertising were only considered to have a bit of influence towards rural farm enterprise growth. However, networking and self-reliance were considered a hindrance to rural farm enterprise growth mainly due to the unfavourable past experiences the rural farm entrepreneurs had gone through as regards belonging to groups and their dependence on external support.

It may nevertheless be concluded that the ten growth-oriented entrepreneurial actions do have some impact on rural farm enterprise growth. In order to experience such growth, rural farm entrepreneurs should be exposed to the entrepreneurial actions.

6.1.3. Categorize entrepreneurial actions according to their capacity to grow rural farm enterprise.

From the findings of the study, it may safely be surmised that apart from self-reliance and networking, all other GOEAs were considered useful for enterprise growth in the context

of the study environment. When the entrepreneurial actions are compared for their yes score in terms of whether they were cognitive or locomotive, cognitive entrepreneurial actions scored highly compared to locomotive entrepreneurial actions (see table 12 below). This may be an indication that thinking through businesses was ranked higher than effort application among the respondents. The results may also be due to the finding that access to inputs required for implementing entrepreneurial actions was very difficult for rural farm entrepreneurs. As such time, planning, alertness and risk taking scored above 50% in importance among the rural farm entrepreneur because these entrepreneurial actions undergo thinking processes which is an available though not frequently properly utilized.

Table 23: Entrepreneurial actions categories

ENTREPRENEURIAL ACTION	ENTREPRENEURIAL DISPOSITION	ACTION CLASS	YES SCORE	RANK
Creativity (time for business)	Creative thinking	C	62%	**1**
Measures progress (Plans)	Profit Oriented	CL	62%	**1**
Compares self with others (Alert)	Self-awareness	C	58%	**2**
Takes on challenges (Risk taking)	Risk-oriented	L	51%	**3**
Seeks knowledge	Learner	CL	48%	**4**
Delegates	Delegator	L	42%	**5**
Works hard (hard work)	Self-starter	L	35%	**6**
Advertises	Advocacy	L	32%	**7**
Recoils (Self-reliance)	Self-starter	CL	21%	**8**
Networks	Relation building	L	7%	**9**

Source: Author, 2014

The findings may further imply that besides physical capabilities, cognitive processes were very necessary and should be emphasized among the rural farm entrepreneurs. It may be good to allow the rural farm entrepreneurs to plan for their businesses by

themselves while the supporters simply guide the processes than thinking for them. One such application of the results would be to open up support and access to input loans so that the farmers are able to choose what they want to engage in by themselves than say just provide fertiliser and maize seed as has been the case with the farming Input Support Programme (FISP). *Discretionary* other than *prescriptive* loan facilities may help the rural farm entrepreneurs to exercise their creativity in farming. Farm entrepreneurs may be allowed to access an amount for which they would choose what to invest in according to the prevailing markets.

6.1.4. Ascertain what triggers growth-oriented entrepreneurial actions.

Shapero (1975) as well as Morris and Kuratko, (2003:23) assert that there must be something crucial that triggers entrepreneurial action. This may either be facilitation of missing input or the removal of inhibiting factor. This study confirmed that entrepreneurial actions were dependent on various antecedents in order to contribute positively to rural enterprise growth. As in other cases above, how the farmer accessed inputs and at what time, in relation to when the inputs were due for use, was very cardinal in order to register growth in rural farm enterprises. Additionally, the rural farmer entrepreneurs could not put their decisions and plans into action where the inputs were not available.

From the above results, the following inferences may be made regarding entrepreneurial actions role in rural farm enterprise growth in relation to availability of resources:

i. Entrepreneurial actions may contribute better to rural farm enterprise growth when precipitating or inhibiting factors are worked on. In the case of the study groups, the resources to invest in the enterprise must be available at the time they are needed. Otherwise, the intentions remain unimplemented.
ii. Although some of the entrepreneurial actions such as planning, information and networking were triggered by anticipated benefits for the enterprise, other entrepreneurial actions like time spent, risk taking, delegation, hard work and advertising were triggered by availability of resources to invest in the enterprise.

iii. Risk taking on the other hand was triggered by both anticipated benefits and availability of resources. Motivation by any means or even spoken motivation may be very important for success in enterprise establishment and growth.

iv. Self-reliance could not be classified because it was not highly considered among the respondents. However, it may be assumed that self-reliance may be triggered when there is nowhere to lean on for support or when promises for support where non-existent.

6.1.5. Importance of understanding entrepreneurial actions role on rural farm enterprises

The effect of passage of time on enterprise growth is profound as it both changes some entrepreneurial practices and institutionalizes others (Greiner, 1994). Some good practices may, due to entrepreneurial fatigue (failure to be consistent due to repeated actions that become boring), be washed down or diluted relegating the enterprise to slow growth or stagnation. Other practices may be institutionalized and become part of routine functions even if they may not be useful to enterprise growth. Both cases may affect enterprise growth positively or negatively depending on the prevailing entrepreneurial environment, the enterprise and enterprise product at the time of implementation. It was interesting to note that further to changes to some entrepreneurial practices and institutionalizing others, the practices become part of the experience of the rural farm entrepreneur.

This finding has implication especially in programmes like the FISP and other support programmes where farmers access loans or inputs for their enterprise plans. The more the delay the greater the likelihood that plans may be changed for something else which may impact negatively on overall enterprise growth.

The sites covered by the research study were beneficiaries of the government investment in the rural areas through fertiliser support programme since 2002. However, the beneficiaries have not shown signs of growing their enterprises. Growth oriented

entrepreneurial actions may be a solution to help farmers to plan through and execute their plans for enterprise growth. However, as has been noted, entrepreneurial actions may not be as useful to rural enterprise growth under the current scenario where rural farm entrepreneurs receive prescriptive input support and poor access to markets. The capacity among small-scale farmers to independently access such input and market as they will and at times when they want is simply not there. This inadequate capacity has shifted the attention and desire among small holder farmers to depend on government for access to inputs and markets. Such dependence on government support in fact has stifled the spirit of entrepreneurship among rural farm entrepreneurs because of prescriptive support to the sector.

6.2. CONCLUSION

The study sort to understand the role of entrepreneurial actions on rural farm enterprise growth and how the findings could be harnessed to support entrepreneurial growth among rural farm enterprises. The study, which was conducted in three districts that were selected for their agro-ecological location and representation of areas difficult to access, accessible rural areas and areas along the line of rail, gave startling but valuable results in terms of understanding the current situation among rural farm entrepreneurs and for providing possible solutions to the stubbornly high levels of stagnation and failure among small holder farmers in Zambia.

6.2.1. Degree of predictability of enterprise growth

The general conclusion from the findings was that although the entrepreneurial actions may be said to have varying impact on rural farm enterprise growth, they generally tend to help in enterprise growth with better achievement when they are used in strategic combinations comprising cognitive and locomotive entrepreneurial actions and when there is access to resources for investment in the enterprise. The cognitive entrepreneurial actions were found to help in better enterprise planning and management while locomotive entrepreneurial actions helped in actualization of plans through implementation. Cognitive entrepreneurial actions tend to better planning and take good

advantage of existing resources for positive outcome. Locomotive entrepreneurial actions help in implementation and may not, on their own give satisfactory growth of rural farm enterprises. Although the nature of enterprise growth is prescribed as non-linear and the psychological nature of entrepreneurial actions makes it difficult to predict enterprise growth with complete certainty; a strategic and dynamic combination of entrepreneurial actions may give some degree of certainty for direction of rural enterprise growth.

6.2.2. Experience has both positive and negative influences on enterprise growth

A combination of cognitive and locomotive entrepreneurial actions gives arousal to experience of an entrepreneur that may bolster the entrepreneur's affinity for new knowledge and innovation. If the entrepreneur is not aroused to get new knowledge, they tend to use old knowledge, leading to repetitive execution of same ideas despite changes in the enterprise environment thereby stagnating the enterprise. It may therefore be said that entrepreneurial experience alone may not be enough to grow the rural farm enterprises. Gomes' (2013) argument that 'we are able to think of empirical objects as capable of existing unperceived' is in fact an argument for the role of renewed experiences in building on the knowledge. In the same vein, entrepreneurial knowledge may be accessed and improved upon via sensory perceptions and feelings through interactions and new idea encounters. This is what stimulates rural farm entrepreneurs to stretch out to new frontiers through entrepreneurial actions. An entrepreneur, who depends only on what he has learnt in the past (experience), may tend to stagnate their enterprises or even close them down because the experience gained in the past may not be relevant in the current.

6.2.3. Trigger factors play a critical role in putting decisions into action

The painful reality found in the study sites was that entrepreneurship in form of innovation and risk taking was very low among the rural farm entrepreneurs. The findings seem to suggest that business actions without entrepreneurial actions may grow the enterprise, but not as exponentially as when the growth-oriented entrepreneurial actions are strategically combined. In this respect, it may be concluded that though entrepreneurial

actions may be inherently present in an entrepreneur and are ready to be applied, such presence may not be of benefit to enterprise growth where the entrepreneur does not have resources to implement the entrepreneurial ideas using entrepreneurial actions. This may in fact stagnate businesses and may lead to closure of enterprises because there will be no inputs to feed in the enterprise to grow it. Under the foregoing, it is therefore recommended that motivational business talks and business plans should be accompanied with entrepreneurial actions and access to inputs to grow or obtain tangible benefits from a rural farm enterprise.

6.2.4. Assured availability of discretionary resources enhances entrepreneurial actions

Another aspect for consideration may be that entrepreneurial actions may not be as useful to rural enterprise growth where support rendered does not allow farmers' independence to use inputs on enterprise of choice and does not assure timely access to inputs and the market. Rural farm entrepreneurs need independence to decide on what enterprise they will spend given inputs and when they will access market for their preferred products (whether in groups or as individual) for them to meaningfully grow their enterprises. This means that the farmer support programmes like the Farm Input Support Programme (FISP) which tend to prescribe what farm inputs should be given and on what enterprise the inputs should be used are very restrictive and stifle the entrepreneurial spirit among rural farm entrepreneurs, because they prescribe what inputs and where these inputs should be used. It may be better for programmes like FISP to open up and allow rural farm entrepreneurs to access inputs of their choice for their preferred enterprises and be used in any innovative way that will increase on output and incomes.

6.2.5. Time lapse between funding and implementation affect enterprise growth

Another observation is that time lapse between planning for enterprises and access to resources to use on the enterprise is critical to the success and growth of an enterprise. The time taken by financiers of rural farm enterprises to disburse finance or inputs to rural

farm entrepreneurs should be undertaken within a reasonable time frame not to make the entrepreneurs lose momentum and desire to implement planned actions.

6.2.6. Entrepreneurial principles may not benefit non-entrepreneurial entities

It may be noteworthy to conclude that the above observations may indicate that many of the target groups that were evaluated could not have been entrepreneurs per se. It may be important then to observe from the results that it may not be worthy it to do to introduce entrepreneurship principles among mere business owners who are non-entrepreneurs. It may further be inferred that entrepreneurial action may not yield desired benefits among none entrepreneurial communities.

6.3. RECOMMENDATIONS

The recommendations suggested in this paper affect the sector that has lagged behind despite its potential to contribute greatly to the social economic wellbeing of the nation. Due to the nature of the agricultural sector, which takes long to realize impact and the current poor state of the rural areas where farm entrepreneurs do their businesses, it is proposed that the recommendations in this study report be applied in the shortest period time possible.

6.3.1. Entrepreneurial action among rural farm entrepreneurs

The low performance of entrepreneurial actions to grow rural farm enterprises among rural farm entrepreneurs is a call to enhance entrepreneurship awareness in the farming subsector of the rural communities. The more entrepreneurial programme promotions, the better will be the response to environmental changes for business performance.

6.3.2. Time and enterprise growth

Providers of inputs and buyers of produce can help small-scale farmers to use time usefully and provide a win-win solution along the value chains. Inputs should be availed on time and accessed by farmers on time, to help in good use of time in the entire production timeline to contribute to rural enterprise growth. If this is not done rural farm

entrepreneurs will continue spending most of their time chasing after inputs and payment for the sold produce resulting in their remaining perpetually disadvantaged and beggars for their survival. In this regard, private sector can play a catalytic role to influence flow of money in the agricultural value chain against time.

In addition, rural farm entrepreneurs do not only need support to improve access to credit, but also require that time between loan application and loan disbursements be reduced to help maintain original business development ideas. Time spent on chasing for credits and other inputs should be cut down to reduce on waste of this valuable resource in business operations. Financial institutions need to be innovative in dealing with rural farm entrepreneurs to be able to access agricultural loans to somewhere within three months of application. This move will help the borrowers to remain focused on their enterprise activities for which the loans are requested.

6.3.3. Information and enterprise growth

Extension service providers should articulate message packaging and ensure that the messages are user friendly. There is need for rural development practitioners and policy makers to take cognizant of the impact that experience has on entrepreneurship and plan to keep the entrepreneurial spirit alive through information dissemination. Research and Frequent knowledge dissemination in short and practical form will help revive and maintain the entrepreneurial edge among rural farm entrepreneurs. The importance of agriculture and agricultural related research information among rural farm entrepreneurs cannot be over emphasized. Packaging and delivery mode of agricultural extension messages are areas that may need ardent and urgent considerations to make such research information useful to the farm entrepreneurs. Majority of farm entrepreneurs are old which makes information dissemination to be convenient and experiential.

6.3.4. Nature of entrepreneurship and entrepreneurial action

The arguments put forward in the discussion on what entrepreneurship is and what entrepreneurial action is give new light and understanding as regards the nature of entrepreneurship and entrepreneurial action.

Entrepreneurship may be ascertained to have occurred *ex post facto.* This is because as discussed in text, only the impact of the process may confirm that entrepreneurship had taken place as seen in the disruption of the markets. Before such an impact, the process could be any normal process without special attachments.

Secondly entrepreneurial actions are not just traits as has been considered for a while now. By the locomotive and psycho-motive occurrences, entrepreneurial actions are in fact activities that shift the mind set and /or the body position of an entrepreneur to disrupt market equilibrium.

In general, it may be summarized that there is a general requirement for increased and better farmer organisation in the rural areas. Independent access to inputs and markets are among the most urgent of needs among small-scale farmers. This may be promoted by increasing private sector participation in the rural economy where most small-scale farmers are found through improved policy to promote private sector players in the rural economy and infrastructure development.

6.4. GROUNDS FOR NEW RESEARCH

The research study was not conclusive in all areas relating to growth induced by entrepreneurial actions. More insights were generated and required some follow up studies in the following areas:

6.4.1. Comparison between entrepreneurial action induced growth and generic or business action induced growth

The study suggests that business actions without entrepreneurial actions may grow the business, but not as exponentially as when the ten growth-oriented entrepreneurial actions are strategically combined. It would be interesting to get an understanding on how the growth-oriented entrepreneurial actions induced growth compares with the generic growth. Any significant difference may provide basis for confirming predictability of rural enterprise growth.

6.4.2. Entrepreneurial action links

Action is not taken as a single linear thread. Human beings think and act in multiples of two or more. This means whenever a person is thinking, the process of analysis considers two or more items at a time. Similarly, action is not a reaction on isolated single items, two or more items are taken in such quick succession that they are assumed to be linked like a chain-link. A chain link begins before the previous link ends. An entrepreneur will take a risk and simultaneously connect to his/her network/ other actors in the given value chain. These entrepreneurial-action-links needs must be identified and evaluated on their contribution to enterprise growth.

REFERENCES

Aghion, P. and Howitt, P., (1998), **Endogenous growth theories**, London, Mitt Press.

Ahmad, N. and Gonnard, (2007), **High growth enterprises and gazelles**, Paper prepared for the International Consortium on Entrepreneurship, Copenhagen, Statistics Department.

Ahmad, H.M., (2010), Personality traits among entrepreneurial and professional, **International Journal of Business and Management, Volume 5(9): 202-213.**

Ahmad, R., A., Yusoff W., F., W., Noor, H., D., and Ramin, A., K., (2011), **Preliminary study of rural entrepreneurship programme in Malasya**, International Conference on management proceedings, Unpublished.

Ahmed, N. and Hoffman, A., (2008), **A framework for addressing and measuring entrepreneurship**, OECD statistical working papers, 2008/02, OECD Publishing, [online], retrieved from http://dx.doi.org/10.1787/243160627270, Accessed [02/06/2013].

Ahujah, H. L., (2007), **Principles of microeconomics,** New Delhi. S. Chand & Company Ltd.

Allport, G. W., 1929, What is a trait? **The journal of abnormal and social psychology**, Harvard University.

Alvarez, S., (2005), **Theories of entrepreneurship: Alternative assumptions and the study of entrepreneurial action**, Hanover. New Publishers. Inc.

Alvarez, S. A. and Barney, J. B., (2007), Discovery and creation theories: Alternative theories of entrepreneurial action, **Organisation in context**, Volume 3(6): 123-152.

Amiri, N. S. and Marimaei R. M., (2012), Concept of entrepreneurship and entrepreneurs traits and characteristics, **Scholarly Journal of Business Administration, Volume 2(7):150-155.**

Amit, R., Glosten, L., and Muller, E., (1993), Challenges to theory developments in entrepreneurship research, **Journal of Management Studies**, Volume (30): 815-834.

Anríquez, G. and Stloukal, L., (2008), **Rural population change in developing countries: Lessons for policy making**, Rome, Food and Agriculture Organization.

Antoncic, (2009), The **entrepreneurs general personality traits and technology**

development. Faculty of Management. University of Promorska.

Anyadike-Danes, D., Bonner, K., Hart, M. and Mason, C., (2009), **Measuring business growth: High growth firms and their contribution to employment in the UK**, London, National Endowment Science Technology and the Arts (NESTA).

Aregheore, E. M., (2009), **Country pasture and forage profile: Zambia**. Rome. Food and Agriculture Organisation.

Badal, S. & Streur, J. H., (2012), **The behavioural traits of a successful entrepreneur**, Gullop, [Online], Retrieved from http://www.forbes.com/ sitesgroupthink/2012/06/04/the-behavioural-traits-of-a-successful-entrepreneur/, [Accessed on 02/06/2013].

Badal, S. and Streur, J. H., (2014), **Entrepreneur profile 10: Methodology report**, Gallup, Inc.

Baggam, J., (2008), **Succeed with your master's dissertation: A step-by-step handbook**, Open University Press, Berkshire, Mc Graw Hill.

Baran, D. and Velickait, R., (2008), **Building the theoretical framework of entrepreneurship**, 5th international scientific conference on business and management 2008, 16-17 May 2008, Vilnius, Faculty of business management, Vilius Gediminas Technical University.

Barkley, D.L. and P.N. Wilson (1992) Is alternative agriculture a viable rural development strategy? *Growth and Change* 23 (2) pp. 239–253

Baron, R., (2006), Opportunity recognition as pattern recognition: How entrepreneurs "connect the dots" to identify new business opportunities, **Academy of Management Perspectives**, Volume 20(1): 104-119.

Baum, J. R., Locke, E. A. and Smith, K. J., (2001), 'A multidimensional model of venture growth', **Academy of Management Journal**, Volume 44(2): 292–303.

Baum, J. R. and Locke, E., A. (2004), The relationship of entrepreneurial traits, skill, and motivation to subsequent venture growth, **Journal of Applied Psychology,** Vol. 89 (4): 587–598.

BenYishay, A. and Pearlman, S., (2011), **Crime and microenterprise growth: Evidence from Mexico,** BenYishay and Pearlman.

Bertram, D. (2017), **Lecture Handout on Likert scale**, [Online], Retrieved from: http://pages.cpsc.ucalgary.ca/~saul/wiki/uploads/CPSC681/topic-dane-likert, [Accessed on 26/09/2017].

Berglund, H., (2005), **Towards a theory of entrepreneurial action**, *Chalmers University of Technology.*

Bird, B., & Schjoedt, L., (2009), "**Entrepreneurial behaviour: Its nature, scope, recent research, and agenda for future research**", In Understanding the Entrepreneurial Mind: Opening the Black Box, Edited by A. L. Carsrud, & M. Brännback (pp 327-358), New York, NY: Springer,.

Boateng, N. A., (2011), **Promoting rural enterprise growth and development: Lessons from four projects in Sub-Saharan Africa,** International Fund for Agricultural Rural Development.

Bouchikhi, H., (1993), A constructivist framework for understanding entrepreneurship performance, **Organisation Studies**. Vol 14(4): 549-570.

Boulding, K. E., (1956), **Economic analysis**, New York, Hamis Hamitton.

Boyd, N. S. and Vozikis, G. S. (1994), The influence of self-efficacy on the development of entrepreneurial intentions and actions**, Entrepreneurship Theory and Practice**, Baylor University.

Braun, V. and Clark, V., (2006), 6-step framework using thematic analysis in psychology. **Qualitative research in psychology** Vol 3 pp 77-1-1.

Brockhaus, Robert H., (1982), The psychology of the entrepreneur, **Encyclopaedia of entrepreneurship, Vol.1: 39-57**.

Brodeor, C. W., Israel, G. D., and Craig, D. D., (2011), **Using secondary data to build strong extension programmes,** University of Florida.

Brown, C and Thornton, M., (2011), **Entrepreneurship theory and the creation of economics: Insights from Cantillon's Essai**, [Online], retrieved from http://www.swinburne.edu.au/lib/ir/onlineconferences/agse2011/000140.pdf, Accessed on [11/12/12].

Bryman, A., (1999), **Qualitative research**, Michigan, Sage Publication.

Bryman, A. and Bell, E. (2007), **Business Research Methods**. New York, Oxford

University Press.

Carland, J. W., Hoy, F., Boulton, W. R. and Carland, J. A. C., (1984), Differentiating entrepreneurs from small business owners: A conceptualization, **Academy of management review, Volume 9(2): 354-359**.

Central Statistical Office, (2011a), **2010 census of population and housing: Preliminary report**, Information and research branch, Central Statistical Office. Lusaka.

Central Statistical Office, (2011b), **Selected socio-economic indicators 2010**, Information and research branch, Central Statistical Office, Lusaka.

Central Statistics Office, (2012), **2010 Living Conditions Survey,** Lusaka, Ministry of Finance and National Planning.

Central Statistics Office, (2014), **2012 Labour force survey report**, Lusaka, Central Statistical Office.

Christensen, R. C and Scott, B. R., (1964), **Review of course activities**, Lausanne, IMEDE.

Churchill, N. C. and Lewis, V. L., (1983), The five stages of small business growth. **Harvard Business Review**, Harvard University.

Clark, V. and Braun, V., (2013), Teaching thematic analysis: Overcoming challenges and developing strategies for effective learning. **Psychologist**, Vol 26 (2) pp 120-123, Bristol, University of the West of England.

Cohen, J. B., Miniard, P. W. and Dickson, P. R., (1980), **Information integration: An information processing perspective,** in Advances in Consumer Research Volume 07: 161-170, (eds.) Olson, J. C. and Abor, A.

Covin, J. G. and Slevin, D. P., (1991), 'A conceptual model of entrepreneurship as firm behaviour', **Entrepreneurship Theory and Practice,** 16(1): 7–25.

Creswell, J., W. and Clark, V., L,. P., (2011), **Designing and conducting mixed methods research**, Los Angeles, Sage Publications.

Creswell, J., W. (2013), **What is a mixed method**, Nebraska, University of Nebraska-Lincoln.

Cuervo, A., Ribeiro, D. and Roig, S. (eds.), (2007), **Entrepreneurship: concepts, theory**

and perspective. Berlin. Springler.

Cuervo, A., Ribeiro, D. and Roig, S., (2012), **Entrepreneurship: Concepts, theory and perspective**, Universidad Complutense de Madrid.

Dayan, M., Zacca, R. and Benedetto, A., (2013), An exploratory study of entrepreneurial creativity: Its antecedents and mediators in the context of UAE firms, **Creativity and Innovation Management**, Volume 22 (3): 223-235.

Degei, A.C., Martin, S., (2009), **An integrated methodology for incubation of business ideas in rural community in Portugal**.

De Janvry, A., and Sadoulet, E., (2009), Agricultural growth and poverty reduction: additional evidence, **The World Research Observer,** Volume 25 (1): 1-20.

Dowson, C., (2013), **Advanced research methods: A practical guide for social research projects**, London, How To Books.

Ernst, E., Krivoshlykova, M., Snodgrass, D. R. and Winkler, J. P., (2004), **Enterprise growth initiatives: Strategic directions and options**, U.S. Agency for International Development, Bureau of Economic Growth, Agriculture and Trade.

European Commission, (2010), **Study on employment, growth and innovation in rural areas**, ECORYS, Rotterdam.

Fan, S., Zhang, X. and Rao, N. (2004), **Public expenditure, growth and poverty reduction in rural Uganda**, Development Strategy and Governance Division (DSGD) Working paper No. 4, Washington, DC. IFPRI.

Foster, C. C., (2014), **The application of information integration theory to standard setting: Setting cut scores using tognitive Theory**, A dissertation submitted for doctoral degree at University of Massachusetts.

Fouché, C. B. and Delport, C. L. 2002. **Introduction to the research process** (77 - 92). In Maree, K. (Ed.). 2007. First steps in research. Van Schaik. Pretoria.

Fox, W and Bayat, M.S., (2007), **A guide to managing research**, Juta and Company, Lansdowne, Cape Town.

Frankel, L. P., (2004), **Nice girls don't get the corner office: 101 unconscious mistakes women make that sabotage their careers**, New York, Business Plus.

Frese, M., (2009), Towards a psychology of entrepreneurship: An action theory perspective, **Entrepreneurship**, Volume 5(6): 435-494.

Gaglio, C, M. and Jerome A. Kat, J, A., (2001), The psychological basis of opportunity identification: Entrepreneurial alertness. **Small Business Economics**: 16: 95-111.

Gartner, W. B., (1988), "Who is an entrepreneur?" Is the wrong wuestion, **Entrepreneurship: Theory & Practice**, Volume 13(4): 47–68.

Gartner, W. B., Carter, N. M., & Reynolds, P. D. (2010). **Entrepreneurial behaviour: firm organizing processes**. In Z. Ács & D. B. Audretsch (Eds.), Handbook of entrepreneurship research (pp. 99–127). New York, NY: Springer.

Gasse, Y., (1998), **Entrepreneurial managerial competencies and practices of growing SMEs**, Centre of Entrepreneurship and SMEs, Laval University.

Giones, F. [n.a], **Exploring entrepreneurial action: Theories in technology-based nascent ventures**, [Online], Retrieved from http://academia.edu/1086559/Exploring Entrepreneurial Action Theories in Technology-based Nascent Ventures, Accessed on [16/07/2013].

Glanz, K, Rimer, B, K and Viswanath K (Eds), (2008), **Health behaviour and health education: Theory, research and practice**, 4th edition, San Francisco, John Wiley & Sons.

Goetz, S. J., Partridge, M. and Deller, S. C., (2009), **Evaluating rural entrepreneurship policy**, Rural Development Paper no. 6, The Northeast Regional Center for Rural Development, The Pennsylvania State University.

Gomes, A. (2013), Kant and the explanatory role of experience, **Philpapers**, Volume 104 (3): 277-299.

Govereh, J., Shawa, J. J., Malawo, E. and Jayne, T. S., (2006), **Raising the productivity of public investments in Zambia's agricultural sector,** Working Paper No. 20, Lusaka, Food security research project.

Greiner, L. E. (1972), Evolution and revolutions as organisations grow, **Harvard Business Review**, Harvard University.

Greiner, L. E. (1994), **Evolution and revolution as organisations grow**, In Developing Managerial Skills in Organisational Behaviour: Exercises, Cases and Readings (pp

322-329), Edited by Mainiero, L and Tromley, C., Englewood Cliffs, New Jersey, Prentice Hall.

Guba, E. G., (1981), Criteria for assessing the trustworthiness of naturalistic inquiries, **Educational Communication and Technology Journal**, Volume 29: 75-91.

Gupta, P., D; Guha, S. and Krishnaswami, S., S., (2013), Firm growth and its determinants, **Journal of Innovation and Entrepreneurship**, Volume 2(15): 1-21.

Haggblade, S. and Plerhoples, (C, 2010), **Productivity impact of conservation farming on smallholder cotton farmers in Zambia,** Working paper No. 47., Lusaka, Food Security Project.

Hamilton, R. T. and Harper, D. A., (1994), The entrepreneur in theory and practice. **Journal of Economic Studies**, Volume 21(6): 3-18.

Hancock, B., Ockleford, E & Windridge, K., (2009), **An introduction to qualitative research**, National Institute for Health Research resource Pack series.

Hoselitz, B. F. (1960), '**The early history of entrepreneurial theory'**, In *Essays in economic thought: Aristotle to Marshall*, Spengler, J. J. and W. R. Allen (eds.), Chicago: Rand McNally, pp. 234–258.

Hoy, F.S., (1983), **Who are the rural entrepreneurs?**, in National Rural Entrepreneurship Symposium, Southern Rural Development Center (pp 7-10).

IAPRI, 2012, **The status of the smallholder livestock farmers in Zambia**, Technical report 1, Lusaka.

IFAD, (2011), **Rural poverty report, 2010**, International Fund for Agricultural Development.

IFAD, (2013), **The importance of scaling up for agricultural and rural development: A success story from Peru**, Occassional paper No 4, Rome, International Fund for Agricultural Development.

Islam, K., M., B., (2009), **Rural entrepreneurship for women: A case for wealth creation by Africa's rural poor amidst global financial and economic crises**, Paper delivered at the Africa Economic Conference: Fostering Development in an Era of Financial and Economic Crisis, Held from 11 – 13 November 2009, United Nations Conference Centre, Addis Ababa, Ethiopia.

Jacobs D., Kotzé, P., van der Merwe, A. and Gerber, A., (n.d.), **Enterprise architecture for small and medium enterprise growth**, Vanderbijlpark, North West University.

Kaplan. M. F., (1975), **Human judgment and decision process**, New York. Academic Press. Inc.

Kautonen ,T., Tornikoski, E.T. and Kibler, E., 2009, **Entrepreneurial intentions in the third age: The impact of perceived age norms**. Small Business Economics.

Kayula, F. M., (2012), **Market research for local horticultural products**, Lusaka, Programme Against Malnutrition.

Kayula, F. M., (2014), **Research on green job creation opportunities in Africa**, Johannesburg, New Partnership for Africa Development.

Kind, T. and Leoning, J. L., (2008), **Small enterprise growth and rural investment climate: Evidence form Tanzania**, World Bank policy research working paper No. S4675, World Bank.

Kirzner, I., (1979), **Perception, opportunity and profit**: **Studies in the theory of entrepreneurship**. Chicago: University of Chicago Press.

Kirzner, I., (2000), **The driving force of the market: Essays in Austrian economics**, London and New York: Routledge.

Klein, P., G. and Klein, S., K., (2001), Do entrepreneurs make predictable mistakes? Evidence from corporate divestitures, **The Quarterly Journal of Austrian Economics**, Volume 4(2).

Knickela, K., Brunorib, G., Randa, S. and Proostc, J., (2008), **Towards a better conceptual framework for innovation processes in agriculture and rural development: From linear models to systemic approaches,** 8th European IFSA Symposium, Clermont-Ferrand (France), 6 -10 July 2008.

Korsgaard, M., Muller, S. and Tanving, H, W., (2015), Rural entrepreneurship or entrepreneurship in the rural- Between place and space, **International Journal of Entrepreneurship Behaviour and Research**, Volume 21 (1) p5-26.

Ko, S & Butler, J., S., (2007), **Creativity: A key link to entrepreneurial behaviour In business horizons**, Volume 50: 365-372.

Kumer, S. (2002), **Methods for community participation: A complete guide for practitioners.** London: ITDG. P29

Kuratko, D. F. and Audretsch, D. B. (2009), Strategic entrepreneurship: exploring different perspectives of an emerging concept, **Entrepreneurship Theory and Practice, 33(1):1-17**.

Kuratko, D. F., Hornsby, J. F. and Bishop, J. W., (2005a), Managers' corporate entrepreneurial actions and job satisfaction, **International Entrepreneurship and Management Journal**, Volume 1: 275–291.

Kuratko, D. F., Ireland, R. D., Covin, J. G., & Hornsby, J. S. (2005b). "A model of middle-level managers' entrepreneurial behaviour". **Entrepreneurship Theory and Practice**, 29(6): 699-716.

Kushakalakshi and Ragurama, A., (2014), Rural entrepreneurship: A catalyst of rural development, **International Journal of Science and Research**, Vol 3 (8).

Law, S., Harper, C. and Marcus, R., (2003), **Research for development: A practical guide**, London, Sage Publication.

Lee, N., (2011), **Barriers to Growth: The views of high-growth and potential high-growth businesses**, Research Summary, London. NESTA.

Lewin, P., (2011), **Entrepreneurial paradoxes: Implications of radical subjectivism**, A Paper Presented at the SDAE/SEA Conference, Dallas, University of Texas.

Liedholm, C., (2001), **Small firm dynamics: Evidence from Africa and Latin America**, Washington DC, World Bank.

Li, Z., (2012), **Entrepreneurial alertness: An exploratory study**, Springer Science Business Media.

Lincoln, Y. S. and Guba, E. G., (1985), **Naturalistic inquiry**, Beverly Hills, Sage.

Lindgren, N. and Parkendorff, J., (2003), **Interactive entrepreneurship: On the study of innovative social process**, Paper Submitted for the EURAM 2nd Annual Conference "Innovative Research in Management", May 9-11, Stockholm, Sweden.

Low, M. & Abrahamson, E., (1997), Movements, bandwagons, and clones: Industry evolution and the entrepreneurial process, **Journal of Business Venturing**, Volume 12(6): 435-457.

Lussier, R. & Pfeifer, S., (2000), A comparison of business success versus failure variables between U.S. and Central Eastern Europe Croatian Entrepreneurs. **Entrepreneurship Theory & Practice** 24 (4): 59-67.

Maguire, M. and Delahunt, B., (2017), Doing a thematic analysis: A practical step-by-step guide for learning and teaching scholars. **AISHE journal** Vol 8 (3): 3351-33514

Mair, J., (n.d.), **Entrepreneur behaviour in large traditional organisations: Identifying key drivers,** Fontainebleau, INSEAD.

Malekano E.M., (2009), **The profession of farming from a small-scale farmer's point of view,** Speech Delivered at the Inaugural National Symposium on Agriculture, 7th -8th April 2009, Lusaka, University of Zambia.

Malhotra, N. K., (2010), **Marketing research: An applied orientation**, (Sixth edition), Prentice Hall Publishing.

Mao, H., (2009), Review on enterprise growth theories, **International Journal of Business and Management**, Volume 4(8).

Markley, D. & Dabson, B., (2008), **Creating a System of Support for Entrepreneur and Small Businesses in Kentucky: Insights and Policy Recommendations**, Mountain Association for Community Economic Development. Berea. Kentucky.

Mason, M., (2010), Sample size and saturation in PhD studies using qualitative interviews. **Forum for Qualitative Social Research,** Volume 11(3).

Mathews, G., Dreary, I. J. and Whiteman, M., C. (2003), **Personality traits**, Cambridge University Press.

Mayring, P, (2014), **Quantitative content analysis: Theoretical foundation, basic procedures and software solution**, Klagenfurt.

Mbuta, W. S., (2007), **Small and Medium Enterprises Survey 2003-2004 report**, Lusaka, Ministry of Commerce, Trade and Industry.

McElwee, G., (2005), **Developing entrepreneurial skills for farmers: A literature review of entrepreneurship in agriculture**, University of Lincoln.

McGuire, W. J., (1963), **Factors affecting manufacturing firms**, Seattle, Bureau of business review, University of Washington.

McMahon, R. G. P. (1998), **Stage models of SME growth reconsidered.** Adelaide,

School of Commerce, The Flinders University of South Australia.

McMullen, J. S. and Shepherd, D. A., (2006), Entrepreneurial action and the role of uncertainty in the theory of the entrepreneur, **Academy of Management Review**, Volume 31(1): 132–152.

Meek, W. R., Pacheco, D. F. and York, J. G., (2009), The impact of social norms on entrepreneurial action: Evidence from the environmental entrepreneurship context. **Journal of Business Venturing**, Volume 10(7): 1-7.

Merriam, S. B., (1998), **Qualitative research and case study application in education**, San Francisco, Jossey-Bass.

Meurer, W.J. Frederiksen, S. M., Majersik, J. J., Zhang, L., Sandretto, A. and Scott, P. A., (2007), Qualitative Data Collection and Analysis Methods: The Instinctive Trial, **Academic Emergency Medicine**, Pp 1064-1071.

Microsoft Encarta, (2008), **Dictionary 1993-2007**, Microsoft Corporation.

Ministry of Agriculture and Livestock, (2010), **The crop forecasting survey report for the 2012/2013 agricultural season**, Lusaka, Policy and planning department.

Ministry of Agriculture and Livestock, (2013), **The crop forecasting survey report for the 2012/2013 agricultural season**, Lusaka, Policy and planning department.

Ministry of Agriculture and Livestock, (2013), **Zambia national agriculture investment plan (NAIP) 2014-2018**, Lusaka, Mulungushi House.

Ministry of Agriculture and Livestock, (2014), **Farming input support program (FISP)**, Lusaka, Department of Policy and Planning.

Ministry of Commerce, Trade and Industry, (2013), **Trade and industry strategy paper on industrialization and job creation**, Lusaka, Government of the Republic of Zambia.

Ministry of Finance and National Planning, (2006), **Republic of Zambia Vision 2030: A prosperous middle-income nation by 2030**. Lusaka.

Mises, L., (1996). **Human action: A treatise on economics**. Fourth revised edition. San Fransisco: Fox& Wilkes.

Misra, S. and Kumar, E. S., 2000, Resourcefulness: A proximal conceptualization of entrepreneurial behaviour. **Journal of Entrepreneurship, Volume 9(2): 135-154**.

Mitchell, R. K., (1994), **The composition, classification, and creation of new venture formation expertise**, Unpublished doctoral dissertation, University of Utah.

Mitchell, R. K., Busenitz, L., Bird, B., Gaglio, C. M., McMullen, J. Morse, E. and Smith, B., (2007), **The Central Question in Entrepreneurial Cognition Research**, Paper Submitted to Entrepreneurship Theory & Practice.

Mises, V. L., (2000), **The Entrepreneur and profit**, In Swedberg, 2000: 89-109.

Mungule, C. M., (2015), **Predicting sustainable corporate entrepreneurship and sustained company performance**, Thesis submitted in partial fulfilment for an award PhD in entrepreneurship, Pretoria. University of Pretoria.

Neuman, W, L., (2006), **Social research methods: Qualitative and quantitative approaches**, New York, Pearsons.

Neuman, W, L., (2011), **Social research methods: Qualitative and quantitative approaches**, Boston, Pearsons.

Ngoma, H., (2013), **Zambia's economic overview and the agriculture sector**, presentation made at the AGri Benchmark cash crop training workshop held in Pretoria, from14-16 May 2013, Lusaka, IAPRI.

Nichter, S and Goldmark, L., (2005), **Understanding micro and small enterprise growth**, United States Agency for International Development.

Njeru, P. W., Bwisa, H. M. and Kihoro, J. M., (2012), Assessing the Relationship Between Perceived Business Alertness and Business Performance, **International Journal of Business and Commerce**, Volume 1 (9): 53-66.

OECD, (2002), Poverty environment gender linkage, **Development Assistant Committee**, Volume 2(4).

OECD. (2006), **The new rural paradigm: Policies and governance**, Paris, France OECD Publishing.

Oshima T, H., (1962), A Strategy for Asian Development, **Economic Development and Cultural Change**, Volume, 10 (3): 294-316

Oxfam, (2013), **An investigation into Zambia's agriculture development framework and its impact on smallholder farmers**. Policy Brief. Lusaka. Oxfam and CUTS.

Papadaki, E and Chami B., (2002), **Growth determinants of micro-businesses in**

Canada, Small Business Policy Branch Industry Canada.

Pasanen, M., (2003), **In search of factors affecting SME performance: The case of eastern Finland**, Doctoral thesis presented at Department of Business and Management, University of Kuopio.

Pato, L. M. and Teixeira, A. A. C., (2013), **Twenty years of rural entrepreneurship: A bibliometric survey**, School of economics and management, University of Porto.

Patton, M.Q. & Cochram, M., (2002), **A guide to using qualitative research methodology**, Medecins Sana Frontiers.

Penrose, E., (1959), **The Theory of the Growth of the Firm**, Oxford, Oxford University Press.

Peter, L., (2011), **Entrepreneurial paradoxes: Implications of radical subjectivism**, Paper Presented at the SDAE/SEA Conference at Dallas, School of Management, University of Texas.

Pertersen, R. D. and Ahmad, N., (2007), **High growth enterprises and gazelles: Preliminary summery sensitivity analysis**, The OECD entrepreneurship indicator program, Workshop measurement of high growth enterprises, Paris, OECD.

Petrin, T., (1994), **Entrepreneurship and supporting institutions: an analytical approach,** Keynote paper presented at the Seventh FAO/REU International Rural Development Summer School, Entrepreneurship as an economic force in rural development, 8-14 September, Herrsching, Germany.

Phillipson, J., Shucksmith, M., Turner, R., Garrod, G., Lowe, P., Harvey, D., Talbot, H. and Scott, K., (2011), **Rural economies: Incubator and catalysts for sustainable growth**, rural economy and land use programme.

Plummer, P., Tonts, M., and Martinus, K., (2014), Endogenous growth, local competitiveness and regional development: Western Australia's regional cities, 2001-2011, **Journal of Economic and Social Policy**: Volume 16(1).

Poon, J. M. L., Ainuddin, A. R. and Junit, S. H., (2006), Effects of self-concept traits and entrepreneurial orientation on firm performance**. International Small Business Journal,** 2006, Volume 24:61.

Rauch, A., and Frese, M., (2000), **Psychological approaches to entrepreneurial**

success: A general model and an overview of findings, In C.L. Cooper & I.T. Robertson (Eds.), International Review of Industrial and Organisational Psychology (pp. 101-142), Chichester, Wiley.

Rostow, W. W., (1960), **The Stages of Economic Growth**, England, Cambridge University Press.

Rotemberg, J. J. and Saloner, G., (2000), Visionaries, managers, and strategic direction, **The RAND Journal of Economics, Volume 31(4): 693-716**.

Ruane, J. M., (2005), **Essentials of research methods: A guide to social science research**, Maldan, Blackwell Publishing.

RuralNet Associates, 2007, **Final impact assessment study report 2006 phase 1 households**, Lusaka RuralNet Associate Consultants.

Say, J.B., (1964), **A treatise on political economy**, New York, NY, Kelley.

Schindehutte, M., Morris, M. & Kuratko, D., (2000), Triggering events, corporate entrepreneurship & the marketing function, **Journal of Marketing Theory & Practice**, 8(2): 18-30.

Schumpeter, J. A., (1934), **The theory of Economic Development,** New Brunswick, NJ: Transaction.

Shane, S. & Venkataraman, S., (2000), The promise of entrepreneurship as a field of research, **Academy of Management Review**, Volume 25(1): 217-228.

Shane, S., (2003), **A general theory of entrepreneurship: Individual – opportunity nexus**, Cheltenham, Edward Elgar publishing Limited.

Shapero, A., (1975), The displaced, uncomfortable entrepreneur, **Psychology Today**, Volume 8: 83-88.

Shariff, M. N. M and Saud, M. B., (2009), An Attitude Approach to the Prediction of Entrepreneurship on Students at Institution of Higher Learning in Malaysia. **International Journal of Business Management**, Volume 4(4): 129-135.

Shaver, K. G., and Scott, L. R., (1991), Person, Process, Choice: The Psychology of New Venture Creation, **Entrepreneurship: Theory and Practice**, Volume 16(2): 23 – 45.

Shenton, A. K., (2003), **Strategies for ensuring trustworthiness in qualitative research projects**, Unpublished paper, Northumbria University.

Sherief, R. S., (2011), **Entrepreneurship as an economic force in rural development**, [Online], Retrieved from: http://www.africaeconomicanalysis.org/articles/gen/rural_entrepreneurship.html, [Accessed on 07/12/2011].

Steinmetz, L. L., (1969), **Critical stages of small business growth: When they occur and how to survive them,** Business Horizons, February.

Stokes, D., Wilson, N., and Mador, M., (2010), **Entrepreneurship**, Cengange Learning EMEA, Hampshire.

Storey, D., (1994), **Understanding the small business sector**, London, Routledge.

Swedberg, R., (2007), **Rebuilding Schumpeter's theory of entrepreneurship**, Hitotsubashi University.

Terry C, Menelaos G., Carmen H., Ruto, E., Woods, A. and Schumpeter, J. A., (1947), **Capitalism, socialism and democracy**, New York: Harper.

Todaro M. P. and Smith S. C., (2011), **Economic development, 11th Edition,** New York, Pearson Education Press.

UNDP, (2011) **Human development report 2011**, The United Nations Development Programme, 1 UN Plaza, New York, NY 10017, US.

Van Stel, A., Carree, M. & Thurik, R., (2005), The effect of entrepreneurial activity on national economic growth, **Small Business Economics**, Volume 24: 311-321.

Vecians, J. M. (2007), **Entrepreneurship as a scientific research program** (In entrepreneurship, concepts, theory and perspectives). Berlin. Springler.

Widerquist, K., (2010), Lockean Theories of Property: Justifications for Unilateral Appropriation, **Public Reason** Vol. 2(1).

Woodside, A. G., (2010), **Case study research: Theory, methods, practices**, Bingley, Emerald Group Publishing Limited.

World Bank, (2007), **World development report 2008: Agriculture for development**, Washington, DC.

World Bank Group, (2011), **Accelerating and sharing growth through improved competitiveness** [Online]. Retrieved from http://siteresources.worldbank.org/INTZAMBIA/Resources/Zambia_Brochure_V_3.pdf, Accessed on 3/12/2011.

Wortman, M., S., (1990), Rural Entrepreneurship Research: An Integration into the Entrepreneurship, **Agribusiness**, Volume 1 (4):329-344.

You, J., (1995), Small Firms in Economic Theory, Cambridge **Journal of Economics**.

Yount, R., (2006), **Research design and statistical analysis in Christian ministry**.

Zambia Development Agency, 2014, **Agro processing sector profile**, ZDA, Lusaka.

Zorya, S., (2006), **Improving agricultural fiscal policy in Ukrain**, Environmentally and Socially Sustainable Development (ECSSD) Working Paper No. 44, Washington DC, World Bank.

APPENDICES

Appendix 1: Questionnaire for rural farm enterprise interviews

Thank you for accepting to be interviewed on this survey. The survey is not meant to give you anything or to distribute any money or such materials. It is meant to enable the rural development experts to understand how you make decisions to engage in business in a rural set up, and how the business grows so that the results are fed into policy development system to effectively support the economic growth of rural areas.

I will spend about 45 minutes to an hour with you. This interview will be followed by observation with you on how you run your farm business. You may access the findings of this research for you and the community to learn how to make better decisions for the growth of your farm business and development of your area.

DSTRICT: ..... **FARMER CODE:.....** **OFFICIAL USE ONLY**

1. Indicate your gender

A. Male ☐ B. Female ☐

2. How old are you?

A. ≤ 20 Years ☐ B. 21 – 35 Years ☐ C. 36 – 50Years ☐
D. 51 – 65 Years ☐ E. ≥ 66 Years ☐

3. How far is your farm business from the market/point where you sell your produce?

A. ≤ 20 Km ☐ B. 21 – 50 Km ☐ C. 51 – 100 Km ☐
D. ≥ 100 Km ☐ E. Don't Know ☐

4. How many employees do you have?

A. ≤ 5 ☐ B. 6 - 10 ☐ C. 11 - 20 ☐
D. 21 - 50 ☐ E. ≥ 51 ☐

5. Who owns the farm?

A. Mine ☐ B. Family ☐ C. Group ☐
D. Company/Organisation ☐ E. Don't Know ☐

Part II

Tick any one of the most true to you or most correct according to your opinion or practice:

6. Setting aside time to *frequently* and *critically think* about my farm business helps me to grow the business.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

FOR OFFICIAL USE ONLY

7. **Setting aside time to *frequently* and *critically think* about farm business may be a waste of time that could be wisely spent doing some real farm work.**

   A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
   D. Disagree ☐ E. Strongly Disagree ☐

8. **I normally choose to pay or search for more quality knowledge relating to my farm business than wait for free, quality extension service that is delivered late.**

   A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
   D. Disagree ☐ E. Strongly Disagree ☐

9. **I do *not* agree with the idea of buying information relating to my farm business when there is free quality extension service even if it is delivered late.**

   A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
   D. Disagree ☐ E. Strongly Disagree ☐

10. **Spending *time with business friends does not* help me grow my business as it distracts me from my farm business.**

    A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
    D. Disagree ☐ E. Strongly Disagree ☐

11. **Spending time with business friends has been helpful in growing my farm business.**

    A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
    D. Disagree ☐ E. Strongly Disagree ☐

12. **Although being alert to the business environment for opportunities is not easy, I normally consistently look for change to capture new approaches to my farming business.**

    A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
    D. Disagree ☐ E. Strongly Disagree ☐

13. Being alert to changes in business environment is very demanding and the process may make me concentrate on what is not useful for my farm business.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

14. It is good to take risks even if I am not certain of the future outcome.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

15. Risks should be taken only when one has enough resources to fall back on, in case the current business fails.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

16. Working late into the night at a farm is risky, it is better to postpone work till morning after a good night rest.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

17. I work late into the night on my farm business to try to ensure that I succeed with what I started during the day.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

18. I like delegating my work on the farm because it is useful for performing many tasks at a time.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

19. **Delegating responsibilities of the farm to other people on my farm is not safe because the one I may delegate to, may not do the job as good as I would do it.**

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

20. **Advertising farm products which are so common in many other farms only contributes to increased costs and does not help to grow farm businesses because buyers can find the same product in many other sources.**

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

21. **Advertising farm products even if they are similar to many other products on other farms, make marketing easy and contributes to farm business growth..**

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

22. **Long term strategic plans are better for business growth because they help track and maintain business focus, even if they are not easy to adhere to.**

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

23. **Long term strategic plans are not good for farm business growth because they make farm business rigid and difficult to respond well to business changes.**

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

24. **Self-reliance on farm business helps the business to grow better than dependence on external support.**

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

25. Farming business fails to grow well when there is no external support from well-wishers like government.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

26. Paying for timely business information has helped in farm business growth than relying on late delivered free extension service.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

27. Current farm business growth is satisfactory.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

28. Delayed implementation of business decisions due to late access to resources, stagnates expansion of farm business.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

29. Membership to farmer groups contributes to farm business growth.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

30. Which is your most often used method to expand your business in the past?

A. Increased production ☐ B. Diversification ☐ C. New market ☐
D. Merge with other business ☐ E. Don't Know ☐

31. I have used new, not previously applied, ideas to keep my farm business operating.

A. Strongly Agree ☐ B. Agree ☐ C. Don't Know ☐
D. Disagree ☐ E. Strongly Disagree ☐

32. Tick one of the actions you use most from the list below.

A. Networking	☐	B. Seek knowledge	☐
C. Build relations	☐	D. Compare business with others	☐
E. Take challenges	☐	F. Work Hard	☐
G. Delegate work	☐	H. Advertises	☐
H. Self-reliant	☐	I. Make long term plans	☐

33. Tick one of the actions you do not use much from the list below.

A. Networking	☐	B. Seek knowledge	☐
C. Build relations	☐	D. Compare business with others	☐
E. Take challenges	☐	F. Work Hard	☐
G. Delegate work	☐	H. Advertises	☐
H. Self-reliant	☐	I. Make long term plans	☐

Appendix 2: Question guide for focused group discussions

1. What trainings (training titles) have you had on entrepreneurship for managing your farm as a business in the last five years?
2. What have you learnt (subjects) in the past five years on entrepreneurship for farms/farmers?
3. What difference have you observed in terms of size and /or incomes of your farm business in the past five years?
4. How important is entrepreneurship to growth of your farm business?
5. Can you list any business related actions that you think make your farm business to grow?
6. What is your opinion on the importance of the following ten entrepreneurial actions to rural farm business growth:

SN	ENTREPRENURIAL ACTION	IMPORTANCE FOR FARM GROWTH	ANY COMMENTS
i.	Time spent on farm business		
ii.	Knowledge		
iii.	Networking with others		
iv.	Alertness to business environment		
v.	Risk taking		
vi.	Hard work		
vii.	Delegation		
viii.	Advertising		

ix.	Planning		
x.	Self-reliance		

7. How would you rank the ten entrepreneurial actions in terms of importance to grow your farm business.
8. Have you experienced any business growth because of the entrepreneurial actions we have listed below?

SN	**ENTREPRENURIAL ACTION**	**EXPERIENCED GROWTH SCORE**	**ANY COMMENTS**
i.	Time spent on farm business		
ii.	Knowledge		
iii.	Networking with others		
iv.	Alertness to business environment		
v.	Risk taking		
vi.	Hard work		
vii.	Delegation		
viii.	Advertising		
ix.	Planning		
x.	Self-reliance		

Appendix 3: Farmers who grew their enterprises

RESPONSE	RESPONEDENTS	PERCENT
Grown enterprises	127	42.3%
Not grown enterprises	138	46%
Others	35	11.7%
TOTAL	**299**	**100%**

Appendix 4: Growth methods used in study areas

GROWTH METHOD	RESPONDNENTS	PERCENT
Diversification	122	40.7%
Increased production & productivity	108	36%
New markets	36	12%
Merging enterprises	14	4.9%
Others	18	5.9%
Not sure	2	0.7%
TOTALS	**299**	**100%**

Appendix 5: Allocation for farming input support programme (FISP) for 2002 to 2014

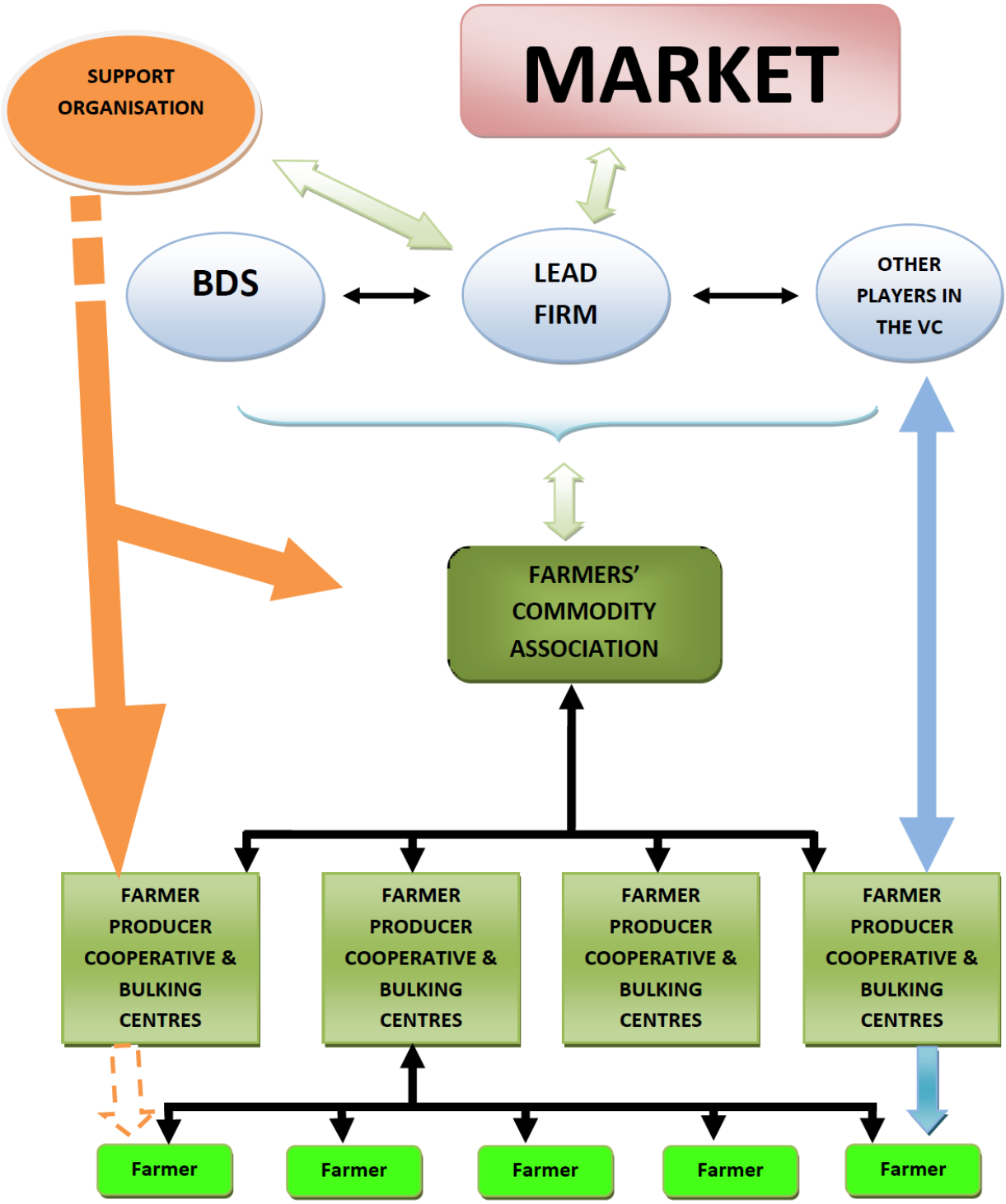
YEAR	BUDGET (K BILLION)	FERTILISERS (MT)	MAIZE SEED (MT)	RICE SEED (MT)	TARGETED BENEFICAIRIES
2002/2003	100.00	48,000.0	2,400.0	-	120,000
2003/2004	114.50	60,000.0	3,000.0	-	150,000
2004/2005	112.60	46,000.0	2,500.0	-	115,000
2005/2006	140.00	50,000.0	2,500.0	-	125,000
2006/2007	198.00	84,000.0	4,234.0	-	210,000
2007/2008	150.00	50,000.0	2,550.0	-	125,000
2009/2010	435.00	100,000.0	5,342.0	-	500,000
2010/2011	430.00	178,000.0	8,790.0	30.0	891,500
2011/2012	485.00	182,634.0	8,730.0	142.0	914,670
2012/2013	500.00	185,634.0	8,730.0	142.0	900,000
2013/2014	499.00	138,492.2	6,590.0	158.9	900,000
TOTALS	**3,164.10**	**1,122,760.2**	**55,366.0**	**472.9**	**4,951,170**
AV/YEAR	**287.65**	**102,069.1**	**5,033.3**	**118.2**	**450,106**

Source: Ministry of Agriculture, 2014

Appendix 6: Weighted entrepreneurial action scores

	LIKERT SCALED RESPONSES					COMPOUNDED RESPONSES									
	STATEMENT	NO. OF RESPONDENTS				NO. OF RESPONDENTS					PERCENT OF RESPONDENTS				
		AGREE	DISAGREE	NOT SURE	OTHERS	AGREE	DISAGREE	NOT SURE	OTHERS	TOTAL	AGREE	DISAGREE	NOT SURE	OTHERS	TOTAL
1	Time allocation impacts on farm enterprise growth	188	18	82	12	186	20	46	49	300	62%	7%	15%	16%	100%
2	Time allocation has no impacts on farm enterprise growth	21	184	10	85										
3	Information gathering important for farm enterpise growth	139	21	115	25	139	25	115	21	300	46%	8%	38%	7%	100%
4	Information gathering not important for farm enterpise growth	29	139	115	17										
5	Networking helps farm enterprise growth	22	172	96	10	21	173	96	11	300	7%	58%	32%	4%	100%
6	Networking does not helps farm enterprise growth	174	19	96	11										
7	Alertness to business environment helps Farm Enterprise growth	174	18	91	16	173	21	92	15	300	58%	7%	31%	5%	100%
8	Alertness to business does not environment helps Farm Enterprise growth	24	171	92	13										
9	Risk taking helps in Farm enterprise growth	155	27	101	17	154	30	102	15	300	51%	10%	34%	5%	100%
10	Risk taking does not helps in Farm enterprise growth	32	152	103	13										
11	Hard working is helpful to Farm enterprise growth	107	60	118	15	106	64	117	14	300	35%	21%	39%	5%	100%
12	Hard working is not helpful to Farm enterprise growth	67	104	116	13										
13	Delegation is helpful to Farm enterprise growth	124	60	96	20	126	59	97	20	300	42%	20%	32%	7%	100%
14	Delegation is not helpful to Farm enterprise growth	57	127	97	19										
15	Advertising is helpful to Farm enterprise growth	94	61	124	21	95	61	124	21	300	32%	20%	41%	7%	100%
16	Advertising is not helpful to Farm enterprise growth	60	96	124	20										
17	Longterm planning is helpful to Farm enterprise growth	197	14	70	19	187	15	71	28	300	62%	5%	24%	9%	100%
18	Longterm planning is not helpful to Farm enterprise growth	16	176	71	37										
19	Self-reliance is helpful to Farm enterprise growth	64	91	128	17	63	93	73	72	300	21%	31%	24%	24%	100%
20	Self-reliance is not helpful to Farm enterpr	94	61	18	127										

Appendix 7: KAYULA Business & Market Access Model for Small-scale Farmer



Appendix 8: Self-assessment entrepreneurial score sheet

SKILL	RATINGS	SCORE
1. Personality ■ Work long productive hours ■ Takes and manages risk ■ Finds solutions quickly to challenges ■ Works with and manages others ■ Observes and grasps opportunities	1 2 3 4 5	
2. Networking ■ Member of beneficial farmer group ■ Attends network meetings frequently ■ Self-motivated to attend network meetings ■ Has access to information for enterprise ■ Networks with others outside local network	1 2 3 4 5	
3. Farm enterprise management ■ Keeps enterprise records ■ Has action plan ■ Saves or member of saving group ■ Creates or has market linkages ■ Works with business contracts	1 2 3 4 5	
4. Farm enterprise growth ■ Experienced growth of number of employees ■ Had an increase in land size ■ Increased production ■ Increased number of customers ■ Increases returns	1 2 3 4 5	
TOTAL SCORE (Minimum score to qualify is 51% or 10.20)		

Appendix 9: Entrepreneurial behaviours and talents

Behaviours That Enable Entrepreneurs to Meet the Demands of the Role	Talents That Drive the Behaviours
• Know themselves and present themselves effectively and with confidence — even in the face of rejection • Clearly understand others • Build trust and invest in people • Able to articulate the competitive advantage of their firm in the marketplace • Align employee activities with their individual strengths, leading to business growth	Confidence
• Show a strong personality and are charismatic and confident • Show enthusiasm and emotion in taking on challenges • Have highly optimistic perception of risk • Can easily make decisions in complex situations • Can easily establish emotional connections with customers, are more likely to understand what customers need, share new ideas with customer expectations	Risk Taker
• Imagine beyond the boundaries of what exists now • Explore options and can think their way through problems • Are constantly thinking of creating new products and/or services for their customers • Have minds that are typically firing with many different ideas • Are curious and quick learners	Creative thinker
• Have a clear, strong voice and speak boldly on behalf of their company • Have the ability to make their case effectively and have others follow their decisions • Communicate their vision of their company to employees and customers • Have a clear growth strategy	Promoter
• Are profit-oriented • Establish clear goals and objectively measure their progress toward the goal • Judge the value of an opportunity, a relationship or a decision by its effect on business • Invest time in planning growth strategies • Align employee responsibilities with company goals	Business focus
• Seek knowledge that is relevant to growing their business • Push themselves to acquire in-depth information about every aspect of their business • Have a preoccupation with their business that borders on obsession • Anticipate knowledge needs and use knowledge well	Knowledge seeker
• Depend on themselves to get the job done • Have a strong sense of responsibility • Can handle multiple tasks successfully • Are resolute, with a high level of competence in every aspect of managing a business	Independent
• Push to achieve more and have a tremendous work ethic • Instigate the action to get something started • Are eager to make decisions and quick to act	Determination

• Confront obstacles directly and overcome them • Are persistent and undeterred by failure and/or roadblocks	
• Understand that they cannot do everything themselves if the business is going to expand • Can readily delegate authority and responsibility • Can proactively collaborate with others • Recognize and draw on people's special abilities • Help ensure that team members become effective contributors to the company	Delegator
• Have high social awareness • Can attract and maintain a constituency • Build mutually beneficial relationships • Use their relationship talents to access internal and external resources • Forge relationships with employees and customers that go beyond work or products or services • Have an open demeanour] , positive attitude and personal integrity that helps build trust	Relation-builder

PAGE LEFT BLANK DELIBERATELY