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Factors personal to an entrepreneur and enterprise performance: evidenced from small scale manufacturing enterprises in Ethiopia

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Abstract
Enterprise upgrading is determined by multifaceted factors linked to a person who start and run firm, linked to the firm itself, and to factors external to the firm. This article aimed to describe and explain the relationship between entrepreneurs' personal factors and enterprises performance evidenced from small scale manufacturing enterprises in Ethiopia. In order to accomplish this, personal data of 359 owner managers of enterprises in six subsectors of small scale manufacturing sectors were planned to collect using self-administrated questionnaire. 306 of the sampled owner managers have properly filled the questionnaire and returned. The questionnaire was designed in categorical form. Among predictor variables, gender, marital status, experience, training, and motivation were designed in nominal scale, and educational level was designed in ordinal scale. Age was designed as ordinal categories. The outcome variable, enterprise performance, was designed in ordinal scale (Low, middle, and high). The association between predictors and the outcome variable was described using cross-tabulation (contingency table). The significance level of their association was tested using chi-square test. The strength of association was explained using Cramer's V statistics. As the result, gender and marital status of owner-managers have no significant association with enterprise performance. Prior experience and training, educational level, age, and entrepreneurial motives are significantly associated with enterprise performance. From these results, it is recommended that if potential entrepreneurs should develop their skills and knowledge through education, experience, and training they can perform better. The influence of Gender, marital status, and age on enterprise performance needs further investigation.

Keywords: Entrepreneur, Personal factors, Enterprise performance, small scale enterprise

1. Introduction

1.1. Background of the study

Today, economic and social development role of entrepreneurship in small scale enterprise sector is highly acknowledged by policy makers, institutions and individual researchers elsewhere in the world. MSMEs play pivotal role in employment opportunity creation, GDP growth, economic transformation through industrial development and restructuring, supporting larger firms with inputs and services, and many more. Many individual researchers like Brixiova and Asaminew (2010) [6], Armington & Acs (2002) [1], Miller *et al*. (2003), and institutions like OCED (2012), UNIDO (2007) [47], GEM (2006), ILO, World Bank, USAID, etc., are contributors to current understanding of the dynamic role of entrepreneurship as an important source of employment and wealth creation.

The term entrepreneurship is still an elusive concept. It has been a subject of much debate and is defined differently by different researchers of different disciplines. It was Richard Cantillon, who first used the term entrepreneurship to refer to economic activities by taking self-employment as a base. Following the footprint of Cantillon, some of the definitions given to entrepreneurship are: 'it is the act of uniting all means of production (Say, 1816); the process of predicting and acting upon change within the market (Knight,1921) [25]; the act of innovation and implementation of change through carrying out of new combination of resources (Schumpeter, 1934); the creation of new organization (Gartner,1990) [18]; examination of how goods and services are discovered, by whom, and with what opportunities (Shane and Venkataraman, 2000) [41]; etc.

If we look at all definitions given to entrepreneurship, there are many concepts in common and tell us that entrepreneurship is the process of starting up enterprises by individual or groups through identifying opportunities, gathering necessary resources, discussing the strategies, creating goods and services, and commercialization of the business. The notion of self-employment was highly concerned. Risk taking propensity and tolerance for uncertain environment are largely indicted phrases.

Linked to entrepreneurship is an enterprise. Enterprise is the activity of providing goods and services involving financial and commercial ends. An enterprise is an undertaking engaged in production and/ or distribution of goods and services for commercial benefits. It might be owned and operated by individual or a group of individuals. Enterprise, according Federal Negarit Gazeta of Ethiopia (2012), is an "undertaking established for the purpose of profit making".

Based on a matrix of variables business enterprises are labelled as micro, small, medium, or big levels. These variables include number of employees, assets, turnover, capital and investment. These variables can be differentiated by industry in some cases. Such classification is similarly experienced in many countries. However, the difference may happen in setting the threshold requirements that serve to start with in each level. These threshold requirements are often different in different institutions and agencies within an

economy. This implies there is more than one definition in one country. In Ethiopia, according to the report of FeMSED (2015) [17], an enterprise is Micro size Enterprise when the number of its employees (including the owner) is not greater than 5, and total asset is ≤ 100,000 ETB ($ 5000 USD) for industrial sector and ≤50,000 ETB ($ 2500 USD) for service. In similar manner, an enterprise is called small size if total number of its employees (including him/herself) is with in inclusive range of 6-to-30 and total asset of 100,000 ETB(5000USD)-to-1,500,000 ETB (7,5000 USD) for industrial sector and 50,000 ETB (2500)–to-500,000 ETB (25,000 USD) for service sector.

Many researches have been conducted on entrepreneurial performance because the role of entrepreneurship in small scale enterprises is associated with the firm's performance. The aim of studies on entrepreneurial performance, here after enterprises performance, is to analyse the performance of firms over time. In small business development literatures, enterprise performance includes enterprise growth, enterprise innovation, and enterprise formalization.

Enterprise growth is the function of many factors. This is the other researchable dimension of entrepreneurship that results in controversial outcomes. A number of other factors have been identified in research literatures as being associated with the performance of entrepreneurship growth. These factors are related to an individual who started and run the business, the firm itself, and environment outside of the firm which are farther classified as task environment and general environments. This research is focus on the association between factors linked to entrepreneur (owner-manager) and entrepreneurial performance.

1.2. Statement of the Problem

This study aims to explain 'the relationship between personal factors and entrepreneurial performance 'Linked to this question, many personal factors have been documented and currently become high profile debates among researchers in different countries. These factors can be internal to a person who start and run the business (Linan & Chen, 2009; Durriew & Akhter. 2013) [16], internal to the firm itself (Olami *et al*. 2001; Berner *et al*. 2008; Beck 2007; and Maksimovic 2008) [39, 4, 3]. These factors could be age, gender, educational level, experience, motivation, attitude, training, and marital status (Linan & Chen, 2009; Durriew & Akhter, 2013) [16]. Broadly speaking researchers may believe these factors are the first to come and play a significant role to engage in a process of business creation and growth. Specific to each factors, for example, the need for achievement motive, according to Kantis (2002), is a key to be successful in the business endeavour. The "higher the need for achievement motives the higher the performance". By the same token, Kuratko and Hodgetts, (2007) [29] support the predictive influence of the need for achievement motive. Risk-taking propensity and tolerance for ambiguity of an entrepreneur are similarly important in predicting business performance (Liedholm, 2002) [31]. The influence of prior skill of individual is also given more attention by others (Estay, *et al*. 2013) [16]. In the same fashion, the relationship between demographic factors of entrepreneur such as age, gender, educational level, experience, and training on entrepreneurial performance was explained and documented by different researchers (Burki & Terrel 1998; Tan & Batra, 1995; and Angelli & Koenig, 2004) [9, 43,]. Controversial outcomes were frequently revealed from researches in different context and time. For example, some argue that age and business performance are inversely correlated because, they said, as age of an individual increases motivation and skill decreases. On the contrary, others show the direct relationship between age and enterprise performance. Gender also has controversial results. Some reveal that females are in a better position, while others support male. The level of formal education, work experience and training are also assumed to influence firm's performance through influencing motivation, skills, and attitudes.

In order to examine easily whether these assumed variables have relationship with small firms' performance, the statement was connoted in objective and testable hypothesis ways as follows.

1.3. Objective of the study

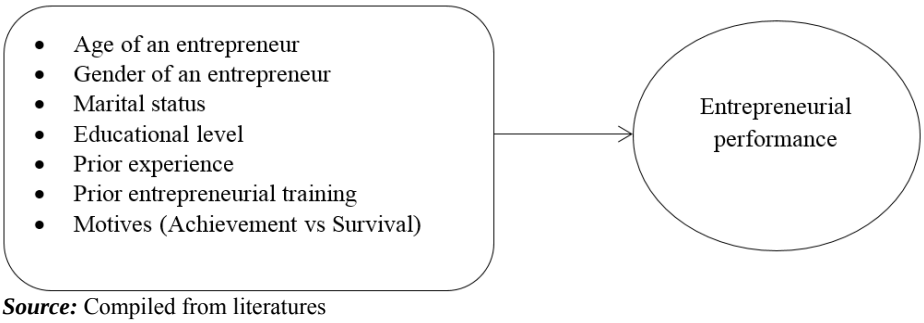
- The objective of this study is to describe the relationship between personal factors and entrepreneurial performance.

1.4. Conceptual Framework

To investigate the determinants of small scale firms' growth, conceptual frame work was considered as useful guide line. A conceptual framework represents the researcher's synthesis of literature on how to explain the relationship between the predictors and the outcome variables (McGahie *et al* 2001) [33]. The predictors are traditionally called 'independent variables', and the outcome is called 'dependent' variable.

Predictor variables related to an entrepreneur are age, gender, marital status, educational level, prior entrepreneurial training, prior business related experience, and entrepreneurial motives (achievement motives versus survival motives). The outcome variable is entrepreneurial performance.

The proposed relationship between personal factors and entrepreneurial performance is put in the following contextual framework and testable research hypotheses.



Source: Compiled from literatures

1.5. Research Hypothesis

H_{A1}: Age of an entrepreneur is significantly associated with entrepreneurial performance

H_{A2}: Gender has significant association with entrepreneurial performance

H_{A3}: Educational level of an entrepreneur is significantly associated with entrepreneurial performance

H_{A4}: Prior business related experience of an entrepreneur is significantly associated with entrepreneurial performance

H_{A5}: There is significant performance difference between entrepreneurs who work for the need for achievement motive and who work for the need for survival motive.

H_{A6}: Prior Entrepreneurial Training has significant association with entrepreneurial performance

H_{A7}: Marital status has significant association with entrepreneurial performance.

1.6. Significance of the study

As the researcher of this study shares others' idea, a certain number of basic ideas are expected to be shared by other researchers in the field of entrepreneurship too. Thus, the study can partly help them access information about the association between personal factors and entrepreneurial performance in Ethiopia, particularly in small scale manufacturing sector, and carry out more effective empirical research to make good quality predications about the future entrepreneurship growth.

Benefits of research also liked to academics and students. Currently, the sense of being self-employed becomes a choice because of relinquished conventional job opportunities. Students of every field of study keen for entrepreneurship education and training. Thus, the study can partly help them know how personal factors are associated with entrepreneurial performance.

It helps potential entrepreneurs enhance their intention to engage in activities of entrepreneurship by showing how factors internal to individual entrepreneur help to being ready to be an entrepreneur.

1.7. Scope of the Study

Determinant of entrepreneurial performance is multifaceted construct. It is composed of variables in the individual level, in firm level, in micro level, and in macro level. This study focus only on factors liked to entrepreneur

The target population are small scale manufacturing firms in Ethiopia. Sample of these firms were selected from sampled major cities of the country. The cities are Addis Ababa, Dire Dawa, Bahir Dar, Hawasa, Jimma, and Adama. The sector encompasses textile and garment, leather products, wood works, and metal works, food processing, and agro processing. One owner manger was representing each firm to respond. The conclusion goes to small scale firms in this sector. Cross-sectional design was used to collect data from owner manager of the firm using self- administrated questionnaire.

1.8. Limitation of the study

The first critical limitation is that the entrepreneurial performance was assessed based on subjective measure that was prepared in the form of likert- scale. This is due to the fact that there is luck of quantitative financial data with small scale enterprises. Some of them don not have quantitative recorded data while others do not want to reveal their financial data. Luck of prior contextual empirical research on the topic that could serve as a source of factual information in the context of in Ethiopia is also other challenges that limit study to rely on empirical literatures which are not in the context of Ethiopia.

The other challenge that minimizes the validity of the study was the reluctance of the respondents in responding their perception which is approaches to the facts on the ground. Some of the responses given to the survey seem carelessly responded.

2. Literature Review

This part of study was designed to explore theoretical foundations that underpin the basic determinants of entrepreneurial performance. The review was held based on the framework that depicts the relationship between factors linked to entrepreneur, and enterprise performance.

2.1. The concept of Entrepreneurship

The term entrepreneurship is still an elusive concept. It has been a subject of much debate and is defined differently by different researchers of different disciplines. The term is originally derived from French word 'entreprendre' which was used to designate an organizer of entertainment instruments. In the 16th century it was associated with the activities of army leaders. In the 17th century it was associated with engineering activities. It was Richard Cantillon, who first used the term entrepreneurship to refer to economic activities by taking self-employment as a base. Following the footprint of Cantillon, some of the definitions given to entrepreneurship are: 'it is the act of uniting all means of production (Say, 1816); the process of predicting and acting upon change within the market (Knight, 1921) [25]; the act of innovation and implementation of change through carrying out of new combination of resources (Schumpeter, 1934); the activities of identifying opportunities within the economic system (Penrose,1963); the act of filling market deficiencies through input completing activities (Leibenstein, 1979); the creation of new organization (Gartner,1990) [18]; examination of how goods and services are discovered, by whom, and with what opportunities (Shane and Venkataraman, 2000) [41]. Entrepreneurship is a process to pursue opportunities to create value individually or in group that fulfil needs and wants (Coutter, 2001). It is a dynamic process of vision, change, and creation (Kratko and Hodgett, 2004). Entrepreneurship is the mind-set and process to create and develop economic activity by blending risk-taking, creativity, and /or innovation with sound management, within a new or an existing organization (Commission of the European Community, 2003). Entrepreneurship is a social process through which individuals and teams create wealth by bringing together unique packages of resources to exploit market place opportunities (Ireland *et al*. 2003). Bosma *et al*. (2012 cited in GEM 2012) define entrepreneurship as "any attempt at new business or new venture creation, such as self-employment, new business organization, or the expansion of an existing business, by an individual, a team of individuals, or an established business".

These definitions given to entrepreneurship embrace many concepts in common and tell us that entrepreneurship is the process of starting up enterprises by individual or groups through identifying opportunities, gathering necessary resources, discussing the strategies, creating goods and services, and commercialization of the business. The notion of

self-employment was highly concerned. Risk taking propensity and tolerance for uncertain environment are largely indicted phrases.

Linked to entrepreneurship is an enterprise. Enterprise is the activity of providing goods and services involving financial and commercial ends. An enterprise is an undertaking engaged in production and/ or distribution of goods and services for commercial benefits. It might be owned and operated by individual or a group of individuals. Enterprise, according Federal Negarit Gazeta of Ethiopia (2012), is an "undertaking established for the purpose of profit making". Business enterprises, according to Veblen Thorstein (1904), is an industry (enterprise) that operates for profits (business). Business is the making of profits and industry (or the machine process) is the making of goods. This definition is stick only to the manufacturing sector. However, some literatures argue that business enterprise includes manufacturing enterprise, service enterprise, and construction enterprise.

Based on a matrix of variables business enterprises are labelled as micro, small, medium, or big levels. These variables include number of employees, assets, turnover, capital and investment. These variables can be differentiated by industry in some cases. Such classification is similarly experienced in many countries. However, the difference may happen in setting the threshold requirements that serve to start with in each level. These threshold requirements are often different in different institutions and agencies within an economy. This implies there is more than one definition in one country. In Cambodia for example, according to Peter Baily (2007) [2], an enterprise is micro size if the number of employees less than 11 and total asset excluding land is ≤ 50,000 USD, small size if the number of employees is between 11 –to- 50 and total asset is between 50,000 USD-to-250,000 USD, medium if the number of employees is between 51-to-100 and total asset is between 250,000-to-500,000USD. In Canada, Key Small Business Statistics (2010) [17], definition is given based on number of employees, which varies according to the sector-goods producing firms are considered small if they have fewer than 100 employees, whereas for service-producing firms the cut-off point is 50 employees. Above that size, and end up to 499 employees, a firm considered medium. In India, according to, MSMEs Development Act- 2006-No. 27 of India, "a micro enterprise is where the investment in equipment does not exceed ten lakh rupees (20,000 USD)", whereas "a small enterprise is where the investment in equipment is more than ten lakh rupees but does not exceed two crore rupees (4,00,000 USD", and "medium enterprise is where the investment in equipment is more than two crore rupees but does not exceed five crore rupees (1,000,000 USD)". These figures vary between manufacturing sectors and service sector. In Ethiopia, according to the report of Fe MSED (2015) [17], an enterprise is Micro size Enterprise when the number of its employees (including the owner) is not greater than 5, and total asset is ≤ 100,000 ETB ($ 5000 USD) for industrial sector and ≤50,000 ETB ($ 2500 USD) for service. In similar manner, an enterprise is called small size if total number of its employees (including him/herself) is with in inclusive range of 6-to-30 and total asset of 100,000 ETB (5000USD) -to-1,500,000 ETB (7,5000 USD) for industrial sector and 50,000 ETB (2500)–to-500,000 ETB(25,000 USD) for service sector.

Many researches have been conducted on entrepreneurial performance because the role of entrepreneurship in small scale enterprises is associated with the firm's performance. The aim of studies on entrepreneurial performance, here after enterprises performance, is to analyse the performance of firms over time. In small business development literatures, enterprise performance means enterprise growth.

Enterprise growth is the other frequently researchable aspect. Entrepreneurship and business literatures understand enterprise growth as being a developmental step from a stagnant or declining business to a growing business that consistently increases its assets, productivity, or number of employees, or annual sales, or return on assets. However, how to measure these growth dimensions is a more debatable research agenda. Mann and Kehoe (1994) and Franco Santos *et al*. (2007) recommend measuring enterprises performance through the business performance measurement (BPM) system, as it is an important tool within many research areas. In high-income countries, where bookkeeping among enterprises is common and mostly required by state regulations, scholars also refer to more detailed quantitative measure. However, SMEs are often very reluctant to publically reveal their actual performance, or they do not have any records, and scholars have deliberated on the need for subjective measure using extent based likert scale questionnaire. Owners are asked their perception about their performance (Song *et al*., 2005).

Enterprise growth is the function of many factors. This is the other researchable dimension of entrepreneurship that results in controversial outcomes. A number of other factors have been identified in research literatures as being associated with enterprise growth. These factors are related to an individual who started and run the business, the firm itself, and environment outside of the firm which are farther classified as task environment and general environments.

2.2. Factors linked an entrepreneur

Entrepreneurial human capital in this sense is factors that are linked to a person who start a business start and run his/ her business. These are age of an entrepreneur, gender, marital status, educational level, prior experience, prior training, and entrepreneurial movies.

2.2.1. Entrepreneur's Gender and business performance

As pointed out by Hampel-Milagrosa (2011) females often lack access to resources such as land, financing, education and work experience. These cases are typical for marginalized part of a given society. However, the participation of women in macro and small business in such society is more than men. According to some literatures men in such society are accessed to employment opportunities whereas women try to support household income by involving micro enterprises of many categories. According to ILO (2002) this occupational variation among men and women results in the impression of a mostly lesser profile businesses owned and lead by females. They are considered as having fewer of the personal factors needed for success, such as motivation, abilities and ideas. Some literatures (for example, Hample-Milagrosa, 2011; and Mcpherson 1996) provide confirmation that female owned and lead small business tend to grow more slowly than those owned and run by male. Male owned and lead business, according to Mead and Liedholm (1998) [35] growth an average of 11 percent a year than those owned a by females

that registered yearly growth of 7 percent. Likewise, inter-American Development Bank research in Latin America and Asia found that only one in 10 firms that growth to at least 15 employees is women owned. Mel, Mckenzie &Woodruff (2008) found that firms lead by females in sir Lanka is less likely to add employees.

The aforementioned differences in performance of small scale enterprises because of gender differences may be due to several factors associated with women's roles in society that constrain women's business opportunities, rather than the lack of personal entrepreneurial characteristics and traits among women. A range of socio-cultural norms and structural conditions are considered by many researchers are the major reason of the difference. They can constrain them opportunities for economic access and jeopardize abilities and willingness to be benefited. Empirical data by Kevance & Wydick (2001) [22] from Guatimala shows that women often occupied by child-bearing and other family household activities. This affects their business performance because they share most of their time energy for the responsibilities they largely share in their families. The other empirical research conducted by Woodruff (2008); McKenzie *et al* (2011) in Ghana, Mexico, and SriLanka reveals that an verge male-owned micro enterprise gains more from capital than an women-owned business.

In general, although female-owned business may grow more slowly, there is evidence when we investigate their performance specific to a particular sector. According to Daniels (1992) women-owned textile small business have higher levels of labour productivity than those owned by men. As stated by Marlow (2005) [32], categorizing small business only as female-versus male-owned may create an impression of hasty generalization that ignores the heterogeneity of small firms. There is also a group of growth-oriented, women-lead enterprises as that of male-lead. A study conducted by ILO (2004) [19] in Ethiopia, Tanzania, and Zambia found that experience, education, and training create a difference.

In summary, most researches agreed that being male, and female doesn't create a difference in performance. Accessibility to entrepreneurial opportunities in the given environment can be a cause to the difference in performance. We cannot conclude that female-led perform good or bad than men-led business or the other side.

2.2.2. Entrepreneur's Age and business performance

Most studies want to see the relationship between age and entrepreneurship as self-employment. Entrepreneur's age are said to influence the propensity to entrepreneurial performance. However, research results tend to be mixed. Few empirical evidence in developed countries by Boswell (1973) and Davidsson (1991) [14] suggests that the owner-manager's age tends to be negatively related to growth. This finding was supported by recent study conducted in SriLanka by Mckenzie, and *et al* (2011) shows that older business owners are found to be less likely to grow. Others argue that older entrepreneurs are on average more likely to subject to the expansion of their business. According to Johansson(2000), Arum and Muller (2004), and Parker(2009) indicate that the rationale of the positive impact of age of self-employment is based on the view that the quantity of the financial and human capital that one possess and that are necessary for starting and running business increases with age. In addition, social and business networks that older people have accessed can ease the realization of their entrepreneurial venture. Others said self-employment is less attractive option as the age increases. Johansson (2000) support this argument. According to Levesque and Minniti (2006) the present value of future income decreases as individuals become older. Thus, the willingness to allocate the available time on the activity for entrepreneurial venture, whose financial benefits are expected in the future, will decrease with age.

2.2.3. Education and entrepreneurial performance

There is little doubt that education contributes towards social capital, opening up a world of career opportunities and networking contacts. With regards to entrepreneurial performance and education there are two categories of research results: Some responds 'Yes', it contributes a lot by referring individuals who were shaped to be an entrepreneurs because of their education. The other categories undermine the contribution of education by referring individuals who became successful in entrepreneurship without formal education.

The pros of education categories contemplate that education is apparently related to the entrepreneur's skills, motivation, self-confidence, problem solving abilities. It also enhances entrepreneurs' research skills, foresight imagination. The conception of education, according to Fayolle (2007), considers right to situations intended for developing individuals' minds, raising awareness of the entrepreneurial phenomenon directly or indirectly, giving them keys to their personal development and professional orientation, and giving them the incentive to act entrepreneurially.

2.2.4. Entrepreneurial prior experience

According to Wikipeadia, experience is the knowledge or mastery of an event or subject gained through involvement in or exposure to it. It is physical contact with and observation of facts or events. Prior experience of an entrepreneur and its advantages is heavily studied characteristics in an entrepreneurial behaviour.

Start-ups frequently emerge from entrepreneurs with lot of acquired skills and knowledge with in the subject filed. Prior experience helps one to understand the opportunities that exist. Experience conveys exactly those capabilities and skills that are needed for starting and running a firm in the same or similar sector. It can expand the entrepreneur's social and inter firm networks, which might prove to be a source of various kinds or support. It also provides privileged access to potentially successful business ideas, which, in turn, increases the likelihood of success for new ventures. It might be more likely to avoid costly mistakes than these with no prior entrepreneurial experience. In summary, it implies that work experience- in particular industry experience- will increase the likelihood of firm success.

It seems that prior work experience matters, yet research on particular industry –specific knowledge seems to be rather mixed, depending on the quality of work and industry experience. Further, a main challenge in interpreting the effects of prior work experience is to differentiate between three possible mechanisms. Is it the skills acquired, the networks or the access to business ideas that makes entrepreneurs with work experience run their firms better? Although these questions are very much intertwined, they do have different implications. However research on the effects

of prior work experience on enterprise upgrading has not been able to make a clear statement thus far regarding the mechanisms.

2.2.5. Entrepreneurial Motives

A debate has evolved around the issue as to what motivate an individual to be an entrepreneur and how they behave (Davidsson *et al*. 2002) [15] determine entrepreneurial performance. For some societies, entrepreneurship in small business sector is forced choice to fulfil the desire of being self-employed. In response to this, according to Szirmai *et al*. (2011), those who are on the side of occupational view argue that being an entrepreneur fulfils the desire to be self-employed because he or she was unemployed before. Individuals in the labour market particularly in less developed countries have two forced choices. These are be self-employed, or be unemployed. That is why most of their entrepreneurs are necessity entrepreneurs. They came to the business mainly for their basic necessity. Their main drivers are push factors such as unemployment, dissatisfaction with present employment or other personal reasons. They want to engage in business with relatively less effort, less capital to start up, and immediate response for their current consumptions. Growth potential of such business could be less. Very few of them show unexpected growth.

The other categories of entrepreneurs are those consider being an entrepreneur is intrinsically motivated to make use of better opportunities by being self-employed. They are sometimes called opportunistic entrepreneurs. A business that has been set up to exploit an opportunity in the market is expected to have a higher propensity for growth relative to those set up for survival. Generally speaking, empirical evidence shows that at the individual level, there are various factors associated with enterprise upgrading. However, these do not necessarily reflect classical theoretical assumptions about successful entrepreneurship (Schumpeter 1943: Knight 1921: Kirzner 1997) [25, 24]. In summary, the following picture can be sketched out: Gender; most studies find male-owned enterprises to be significantly associated with firm growth - however, evidence on a causal inference is inconclusive. Although the developing –country literature often construes women entrepreneurs as being less likely than their male counterparts to seek firm growth, several researchers argue that this applies only to a subset of women-owned enterprises. Age: Similarly, evidence on the entrepreneur's age provides a mixed picture. Education: although cross sectional it highlights that the most successful entrepreneurs are not necessarily the smartest kids at school. Rather, growth oriented enterprises are led by entrepreneurs who come from certain trading and ethnic business communities that provide the sort of relevant business knowledge necessary to succeed. Work experience and training: prior work experience matters to successful entrepreneurship: yet, evidence on industry – specific work experience is mixed. Moreover intrinsically motivated can perform better than those push to be an entrepreneur because of dissatisfaction in the other world of work and prior being unemployed.

3. Research Design and Methodology

Research methodology comprises of research methods and techniques along with their rationale of using them. Methodology is the philosophical framework within which the research is conducted or the foundation up on which the research is based (Brown, 2006) [8]. This article has taken the following points into consideration.

3.1. Research Design based on Purpose

In general, there are two forms of research designs (Kazlin 2003; Kumar and Ranjit 2005; & Tharenou 2007) [28]. These are exploratory research design and conclusive research design. Conclusive research design is further classified as descriptive research design and explanatory research design. This study has used conclusive research design.

In this article, conclusive research was design was used to describe, explain, and test the association between or among variables based on the underlying hypothesis. It is more likely to use quantitative, rather the qualitative techniques (Nagundkar 2008).

3.2. Sampling Design

In order to select the representative sample from a given target population, sampling design has to come first. Sample design, as defined by different literatures (for example, Davis, 2000; Kumar, 2008; Zikmud, 2000; and Kothari, 2004) [27, 26], is a plan for obtaining a sample from a given population.

3.3. Target Population of the Study

Population is all items constituted in any field of inquiry. It is, as defined by Dattalo (2008), "a theoretically specified aggregation of elements" in a given setting. Target population is subjects to be conceptualized in a given study. It is from which sample is selected. The target population of this study are small scale manufacturing firms that manufacture textile and garment, leather products, food processing and beverage, metal works, wood works, and agro processing. They are situated in randomly selected cities of the country. They are 3523 firms from Addis Ababa, Dire Dawa, Hawasa, Bahir Dar, Adama, and Jimma.

3.4. Determination of the Sample Size

There is no single criterion to determine the extent of sample size (Singh 2006). The appropriate size is the one which fulfils the requirement of efficiency, representativeness, reliability, and flexibility (Israel 1992). In line with the mentioned criteria, there are many approaches to determine sample size such as imitating samples from similar studies, using published tables, and applying formulas to calculate a sample size. This research employed sample size determination formula provided by Yamane (1967) cited by Israel (1992) through considering level of precision, confidence level, and degree of variability. The formula is called simplified formula for proportions. A 95% confidence level and 0.5 proportions were considered. Proportion of 0.5 indicate the maximum variability in a population and, therefore, used in determining a more conservative sample size.

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

Where n is the sample size, N is the target population size, and e is the level of precision (0.05). When this formula is applied to this study, the sample size is 359 firms.

$$n = \frac{3523}{1 + 3523(0.05)^2} = 359 \text{ small scale manufacturing firms}$$

-This size of sample can fit the required size because the required sample size, according to Israel (1992), for descriptive statistics, multiple regression, analysis of covariance, or log linear analysis is between 200-500 individuals or items.

3.5. Sampling method

Subjects of this study are small scale manufacturing firms in selected major cities of Ethiopia. These firms are categorized by FeMSEDA (2015) [17], as Textile and Garment, Leather products, Food processing and Beverage, Metal works, Wood processing, and Agro-processing. Although they are under the umbrella of manufacturing category, there is heterogeneous nature of operations among them. Such behaviour of a given population demands stratified random sampling treatment. Based on these natural strata of the target population, sample size for each stratum was proportionally computed.

The final selection from each homogenous stratum was done using systematic random sampling method. The first unit from orderly arranged each stratum was selected with the help of simple random number and then every 10th elements in the frame was automatically selected. Since the sample size of each stratum was proportionally computed, their sampling interval is equal. That is 10. One owner manager was taken to represent each sample firm each stratum to respond the questionnaire.

3.6. Variables and their measurement scales

- **Age**: age is number of years since birth- Respondents were asked to indicate his/her age from the given age categories. The measurement is ordinal category: 20-35, 36-50, 51-65, 66+.
- **Gender:** It is socially constructed categories of male and female based on human biological differences. Respondents were asked to indicate their sex categories: 'male' and 'female'. Such mutually exclusive and exhaustive measurement scale is called nominal scale of dichotomous categories.
- **Marital status**: It is the legal or de facto relationship between couples. Respondents were asked to identify one of the nominally scaled marital statuses: ''Married', 'Not married', and 'Divorced'.
- **Experience**: Experience includes business related experience before an entrepreneur has started his or her business. Experience can be sourced from family business, on job experience in others' business, or experience from apprenticeship. Respondents were asked to indicate whether they have business related experience in the given nominally scaled 'Yes' or 'No' dichotomous categories.
- **Training:** Respondents were asked whether they have attended frequent entrepreneurial training before they came to their business. They were provided with nominally scaled 'Yes' or 'No' dichotomous category question.
- **Educational level**: Respondents were asked to indicate their higher level of education from the given ordinal scaled categories. The given orderly arranged choices are 'not at all accessed to formal education', 'primary education completed', 'secondary education', and 'TVET/first degree and above'. The first two were merged together for analysis and named as ≤ primary education.
- **Business start-up and run motives**: Respondents were asked to indicate the main motive to start ad run their current business from the two nominal scale alternatives: 'the need for achievement' and 'the need for survival'.
- **Enterprise Performance**: The targeted firms are periodically evaluated by Federal Micro and small business development agency of the country and ranked as 'Low performer', 'average performer', and 'high performer'.

3.7. Designing Data Collection Method

Self-administrated questionnaire was used as the instrument for data collection since the subjects are large in number which is not feasible to address all these respondents at once using other method. However, choice of this method was not made without noticing its limitations. Experiences of past researchers show that self-report method has many advantages, but it also suffers from specific disadvantages such as low response rates, exaggerated response, questions can be misunderstood, language and literacy issues, etc. In order to manage these limitations, questionnaire organization and administration remedies proposed by (Colton and Covert; 2007) [10] was applied.

3.8. Methods of data analysis

Data analysis is the computation of certain indices or measures along with searching for patterns of relationship among the data groups. It is defined by Kothari (2004) [26] as a practice in which raw data is ordered and organized so that useful information can be extracted from it. In this article, the researchers have used both descriptive and inferential statistics were used. Descriptive multivariate analysis using cross-tabulation was computed to show relationship. To test the significance level, Chi-Square test statistics was used. In order to show the effect size, Cramer's V statistics was used. Computations was done using SPSS version 20.

4. Results and Discussion

This part of the study is about the analysis and interpretation, and discussion of the data that were collected from owner managers of small scale manufacturing firms. Analysis, according to Kothari (2004) [26], is the completion of certain measures along with searching for patterns of relationships that exist among the data group. The main purpose is to obtain and transform credible information. It is the method of obtaining results that test the study hypothesis as accurately as easily as possible (Tharenou *et al*. 2007).

4.1. Gender and entrepreneurial performance

Null hypothesis: There is no statistically significant association between gender and entrepreneurial performance.

Table 1: Gender and entrepreneurial performance

		Level of Entrepreneurial performance			Total
		Introductory	Growth	Maturity	
Male	Observed Count	65	53	42	160
	%within level	53.7%	55.2%	47.2%	52.3%
Female	Observed Count	56	43	47	146
	%within level	46.3%	44.8%	52.8%	47.7%
Total	Observed Count	121	96	89	306
	%within level	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests(χ^2)			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.354	2	.508
N of Valid Cases	306		
0 cells (0.0%) have expected count less than 5. The minimum expected count is 42.46.			

Source: survey.2014/15

The above table shows that in total 121 entrepreneurs who were representing firms in the introductory level (39.5% of the total) and of these 53.7% are male (65 of the total 121 respondents), whereas firms in the growth level are represented by only 55.2% of respondents who are male (53 of the total 96 respondents), and firms in the maturity level are represented by 47.2% respondents who are male (42 of the total 89 respondents). In the second row of the table, low performance firms are represented by 46.3% of female respondents (56 of 121), 44.8% of female respondents (43 of 96), and 52.8% of female respondents (47 of 89). It seems there is difference in performance between male and female.

The value of the chi-square test is 1.354, that the degree of freedom on which this was based were value of the test 2, and that it was significance at $P > 0.05$. There is no evidence to reject the null hypothesis. This indicates that there is no performance difference between the two categories of entrepreneurs in performance $\chi 2\ (2) = 1.354$, $P > 0.05$.

Gender performance in the business has been the major emphasis of currently involving researches. As discussed in detail in literature part of the thesis, studies can be grouped into three. One group contemplates that men performance in business is greater than female, whereas, the other group tries to affirm that female–lead businesses perform better than male-lead businesses. The third group shows that being female-lead or male-lead has resulted in no significant difference in performance where entrepreneurial environment treats them equally (Farrel & Hersch, 2005; and Watson, 2002).

4.2. Age of an entrepreneur and entrepreneurial performance

Entrepreneur's age are said to influence the propensity to entrepreneurial performance. However, research results tend to be mixed. Whether age is determinant for business success in Ethiopian small scale manufacturing sector or not was examined being other factors constant having the following null hypothesis.

Hypothesis: There is no statistically significant association between age of entrepreneurs (owner manager) and entrepreneurial performance.

Table 2: Age of an entrepreneur and entrepreneurial performance

Growth level		Age categories				Total
		20-35	36-50	51-65	> 65	
Introductory(Low)	Observed	41	36	29	15	121
	Expected	47.1	42.7	21.4	9.9	121
	% within age	34.5	33.3	53.7	60	39.5
Growth(Medium)	Observed	47	31	12	6	96
	Expected	37.3	33.9	16.9	7.8	96
	% within age	39.5	28.7	22.2	24	31.4
Maturity(High)	Observed	31	41	13	4	89
	Expected	34.6	31.4	15.7	7.3	89
	% within age	26.1	38	24.1	16	29.1

Chi-Square Tests				
	Value	df	Asymp Sig. (2-sided)	Approx. Sig.
Pearson Chi-Square	17.081	6	.009	
Cramer's V	.167			.009
N of Valid Cases	306			
0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.27.				

Source: Survey, 2014/15

Inspection of the Column Percentages in this Crosstab shows a clear difference in the percentage of respondents' concentration in each growth ladder of entrepreneurial performance. From the total of 25 respondents who were in the age category of greater than 65, the majority (60%) were representing firms that have been in the introductory stage for more than three years. it is the most likely happening age group respondents in this business category. In this business

category, as we move from highest to the lowest age category, we have pretty clear evidence of a consistent gradient with a fall from about 60% of owner-managers in the age category of greater than 65 through about 53.7% in the age category of 51-65 and further fall to around 33% for those in the age category of 35-50 years. This indicates that old age entrepreneurs stay in business in their survival stage than owners of the other age categories.

In all of these ways, there do seem to be differences. Such difference can be a true difference in the population or difference because of sampling error. This can be assured by the chi-square summery test statistics, which is displayed in the table. The chi-square output tells us that the value of χ^2 was 17. 081, that the degree of freedom on which this was based were 6, and that it could be significance at $P < 0.05$. The calculated sig value in the table fulfils the standard which is associated with only less than 5% risk of being wrong in rejecting the null hypothesis. So we are able to reject the null. This indicates that there is statistically significant association between entrepreneurs' age difference and entrepreneurial performance χ^2 (df =6, N=306) = 17.081, $P < 0.05$. However, Cramer's statistics is 0.167. This represents minimum strength (effect size) of association between the two variables.

Few empirical evidence by Boswell (1973) and Davidsson (1991) [14] suggests that the owner-manager's age tends to be negatively related to growth. This finding was supported by recent study conducted in SriLanka by Mckenzie, and *et al* (2011) shows that older business owners are found to be less likely to grow. Although, the Cramer's statistics shows there is no as such strong association between age and performance in business, chi-square test reveals there is a significant association between gender and performance particular to the focus area of this study. As revealed in the above bar chart high concentration of productive age found in the growth level of the business relative to respondents whose age are greater than 50 years. According to Levesque and Minniti (2006) the present value of future income decreases as individuals become older. Thus, the willingness to allocate the available time on the activity for entrepreneurial venture, whose financial benefits are expected in the future, will decrease with age.

4.3. Marital status and entrepreneurial performance

Null Hypothesis: Marital status has significant association with entrepreneurial performance.

Table 3: Entrepreneur's marital status and entrepreneurial performance

		Growth level			Total
		Introductory	Growth	Maturity	
Not married	Observed	31	31	24	86
	% within level	25.6%	32.3%	27.0%	28.1%
Married	Observed	90	65	65	220
	% within level	74.4%	67.7%	73.0%	71.9%
Chi-Square Tests(χ^2)					
	Value	df	Asymp Sig. (2-sided)		Approx. Sig
Pearson Chi-Square	1.260	2	.533		
N of Valid Cases	306				
0 cells (0.0%) have expected count less than 5. The minimum expected count is 25.01					

Source: Survey, 2014/15

The above table shows that in total 121 entrepreneurs who were representing firms in the introductory level (39.5% of the total) and of these 25.6% are not married (31 of the total 121 respondents), whereas firms in the growth level are represented by only 32.3% of respondents who are not married (31 of the total 96 respondents), and firms in the maturity level are represented by 27.0% respondents who are not married (24 of the total 89 respondents).

The value of the chi-square test is 1.260, that the degree of freedom on which this was based were value of the test 2, and that it was significance at $P > 0.05$. There is no evidence to reject the null hypothesis. This indicates that there is no performance difference between the two categories of entrepreneurs in performance χ^2 (2) = 1.260, $P > 0.05$.

4.4. Prior entrepreneurial training and entrepreneurial performance

The Null Hypothesis: There is no statistically significant association between entrepreneurial training and performance. In order to get answer for this particular hypothesis, respondents were asked whether they have frequently accessed to entrepreneurial training.' The code given to the response categories was 'Yes=1' and 'No=0'. The following table shows the summarized result.

Table 4: Entrepreneurial training and entrepreneurial performance

		Growth level			Total
		Introductory	Growth	Maturity	
No	Observed	85	34	22	141
	Expected	55.8	44.2	41.0	141.
	% within level	70.2	35.4	24.7	46.1
Yes	Observed	36	62	67	165
	Expected	65.2	51.8	48.0	165.
	% within level	29.8	64.6	75.3	53.9
Total	Observed	121	96	89	306
	% within Training	39.5	31.4	29.1	100
Chi-Square Tests(χ^2)					
	Value	df	Asymp Sig. (2-sided)		Approx. Sig
Pearson Chi-Square	49.183	2	.000		
Cramer's V	0.401				.000
N of Valid Cases	306				
0 cells (0.0%) have expected count less than 5. The minimum expected count is 41.01.					

Source: Survey, 2014/15

As clearly seen in the table that in total 121 entrepreneurs who were representing firms in the introductory level (39.5% of the total) and of these 85 did not access to entrepreneurial training (70.2% of the total respondents who did represent firms in the introductory level). This number is by far larger than the number of entrepreneurs who did represent firms in the growth level but did not access to training (35.4% of the total 96 entrepreneurs who did represent firms in the growth level), and those did represent firms in the maturity level but did not access to training (24.7% of the total 89 entrepreneurs who did represent firms in the maturity level).

On the contrary, we have evidence in the table of consistent increases in number of entrepreneurs who did access to training from about 28.9% respondents in firms of introductory level (36 of the total 121) to 64.6% respondents in firms of growth level (62 of the total 96) and further increases to 75.3% respondents in firms of maturity level (67 of the total 89 respondents).

The difference can also be read from the observed and expected frequency values in the table. Respondents did not access to training is greater than the expected frequency by 29 in firms of low performance. In the growth level, those did not take training is less than the expected by 9.8. In business of maturity level those expected not to access training is greater than those actually did not by 19. What these figure show that the higher the level of entrepreneurial performance, the higher the number of entrepreneurs who accessed training.

When we look at the outputs in the crosstab, there do seem to be a difference in performance between entrepreneurs who did access to training and those did not access. In order to know whether this difference is a true difference in the population that can lead to conclude there is a relationship between training and entrepreneurial performance or a difference because of sampling error, chi-square test was used to compute and the result was summarized in the table. The output tell us that the value of χ^2 was 49.183, that the degree of freedom on which this was based were 2, and that it was significance at $P < 0.05$. There is strong evidence to reject the null hypothesis. This indicate that there is significant association between accessed to training and entrepreneurial performance χ^2 (2) = 49.183, $P < 0.05$. Cramer's statistics is 0.401. This represents a medium strength (effect size) of association between accessed to training and entrepreneurial performances.

4.5. Educational level and entrepreneurial performance

Null Hypothesis: There is no statistically significant association between entrepreneurs' educational level and entrepreneurial performance. In order to test this, educational level of the respondents which was presented in the questionnaire in five ordinal levels was recoded into three ordinal categories: 1. 'primary education and less', 2. 'Secondary education', and 3. 'TVET (Technical and Vocational Education) and above'. The data was summarized in the following table.

Table 5: Educational level of entrepreneurs and their performance

		Growth level			Total
		Introductory	Growth	Maturity	
Primary and less	Observed	56	13	5	74
	% within level	46.3	13.5	5.6	24.2
Secondary education	Observed	47	33	27	107
	% within level	38.8	34.4	30.3	35
TVET and above	Observed	18	50	57	125
	% within level	14.9	52.1	64	40.8
Chi-Square Tests(χ^2)					
	Value	**df**	**Asymp Sig. (2-sided)**		**Approx. Sig**
Pearson Chi-Square	77.359	4	.000		
Cramer's V	0.356				.000
N of Valid Cases	306				
0 cells (0.0%) have expected count less than 5. The minimum expected count is 21.52					

Source: Survey, 2014/15

The above table shows that in total 121 entrepreneurs who were representing firms in the introductory level (39.5% of the total) and of these 46.3% are not having educational level of beyond primary(56 of the total 121 respondents), whereas firms in the growth level are represented by only 13.5% of respondents whose education is primary level and less(13 of the total 96 respondents), and firms in the maturity level are represented by 5.6% respondents whose education is primary and less(5 of the total 89 respondents). This particular analysis tells that majority of businesses in the introductory level are owned and lead by less educated entrepreneurs.

On the other side, we have evidence in the table of consistent increases in number of entrepreneurs whose educational level is TVET and above from about 14.9% respondents in firms of introductory level (18 of the total 121) to 52.1% respondents in firms of growth level (50 of the total 96) and further increases to 64 % respondents in firms of maturity level (57 of the total 89 respondents). This part also tells that the majority of firms in the growth level and maturity level are most likely owned and lead by entrepreneurs whose educational level are TVET and above.

In general, there seem to be a difference in performance among entrepreneurs of different educational level. In order to determine the difference is a true difference that population into account, or the difference because of sampling error chi square was used. The value of the test is 77.359, that the degree of freedom on which this was based were value of the test 4, and that it was significance at $P < 0.05$. There is strong evidence to reject the null hypothesis. This indicate that there

is significant association between entrepreneurs' level of education and entrepreneurial performance $\chi 2$ (4) = 77.359, $P < 0.05$. Cramer's statistics is 0.356. This represents a medium strength (effect size) of association between entrepreneurs' level of education and entrepreneurial performance.

4.6. Entrepreneurial motive and entrepreneurial performance

The Null hypothesis: There is no statistically significant performance difference between entrepreneurs who run an enterprise for achievement motive and survival motive.

Table 6: Entrepreneurial motive and entrepreneurial performance

		Growth level			Total
		Introductory	Growth	Maturity	
Survival	Observed	70	31	21	122
	% within level	57.9%	32.3%	23.6%	39.9%
Achievement	Observed	51	65	68	184
	% within level	42.1%	67.7%	76.4%	60.1%
Chi-Square Tests(χ^2)					
	Value	**df**	**Asymp Sig. (2-sided)**		**Approx. Sig**
Pearson Chi-Square	28.451	2	.000		
Cramer's V	.305				.000
N of Valid Cases	306				
0 cells (0.0%) have expected count less than 5. The minimum expected count is 35.48					

Source: Survey, 2014/15

The above table shows that in total 121 entrepreneurs who were representing firms in the introductory level (39.5% of the total) and of these 57.9% run the firm for survival (70 of the total 121 respondents), whereas firms in the growth level are represented by only 32.5% of respondents who run the firm survival (31 of the total 96 respondents), and firms in the maturity level are represented by 23.6% respondents who run the firm for survival (21 of the total 89 respondents). This particular analysis tells that majority of businesses in the introductory level were started and currently being run by entrepreneurs with survival motive. The table also provides clear evidence that shows a consistent increases in number of entrepreneurs who run their business for achievement motives from about 42.1% respondents in firms of introductory level (51 of the total 121) to 67.7% respondents in firms of growth level (65 of the total 96) and further increases to 76.4% respondents in firms of maturity level (68 of the total 89 respondents). This part also tells that the majority of firms in the growth level and maturity level are most likely owned and lead by entrepreneurs run their business for achievement motives.

Is this difference significance? The chi-square result verifies this. The value of the test is 28.451, that the degree of freedom on which this was based were value of the test 2, and that it was significance at $P < 0.05$. There is strong evidence to reject the null hypothesis. This indicates that there is performance difference between firms because of the entrepreneurs' motives difference χ^2 (2) = 28.451, $P < 0.05$. Cramer's statistics is. 305. This represents a medium strength (effect size).

4.7. Prior experience of entrepreneur and entrepreneurial performance

The null hypothesis: 'There is no statistically significant association between entrepreneurial experience and entrepreneurial performance'. The response values in the questionnaire were recoded into dichotomous 'Yes' or 'No' categories. The summarized result of the relationship between entrepreneurial experience and entrepreneurial performance was displayed in the following crosstab.

Table 7: Experience and entrepreneurial performance

		Growth level			Total
		Introductory	Growth	Maturity	
No Experience	Observed	87	36	21	144
	% within level	71.9	37.5	23.6	47.1
Business experience	Observed	34	60	68	162
	% within level	28.1	62.5	76.4	52.9
Total	Observed	121	96	89	306
	% within level	100	100	100	100
Chi-Square Tests(χ^2)					
	Value	**df**	**Asymp Sig. (2-sided)**		**Approx. Sig**
Pearson Chi-Square	53.160	2	.000		
Cramer's V	.417				.000
N of Valid Cases	306				
0 cells (0.0%) have expected count less than 5. The minimum expected count is 41.8					

The above table shows that in total 121 entrepreneurs who were representing firms in the introductory level (39.5% of the total) and of these 71.9% were not having business related experience of any kind (87 of the total 121 respondents), whereas firms in the growth level are represented by only 37.5% of respondents who did not have prior experience(36 of the total 96 respondents), and firms in the maturity level are represented by 23.6% respondents who didn't have prior

business related experience(21of the total 89 respondents). This particular analysis tells that majority of businesses in the introductory level were started and currently being run by entrepreneurs with no prior business related experience.

The table also provides clear evidence that shows a consistent increases in number of entrepreneurs who did have prior business related experience from about 28.1% respondents in firms of introductory level (36 of the total 121) to 62.5% respondents in firms of growth level (60 of the total 96) and further increases to 76.4% respondents in firms of maturity level (68 of the total 89 respondents). This part also tells that the majority of firms in the growth level and maturity level are most likely owned and lead by entrepreneurs who did have business related prior experience.

In general, there seem to be a difference in performance among entrepreneurs of prior experience and those did not have. In order to determine the difference is a true difference that population into account, or the difference because of sampling error chi square was used. The value of the test is 53.160, that the degree of freedom on which this was based were value of the test 2, and that it was significance at $P < 0.05$. There is strong evidence to reject the null hypothesis. This indicate that there is significant association between entrepreneurs' prior business experience and entrepreneurial performance χ^2 (2) = 53.160, $P < 0.05$. Cramer's statistics is 0.417. This represents a medium strength (effect size) of association between entrepreneurs' prior experience and entrepreneurial performance.

This study found that from the given respondents majority of those who have prior experience are in their middle or high level of entrepreneurial performance. The finding supports by many literatures in the sector Literatures reveal that work experience conveys exactly those capabilities and skills that are needed for starting and running a firm in the same or similar sector. It can also expand the entrepreneur's social and inter firm networks, which might prove to be a source of various kinds or support. Having prior status of being employed on a specific industry also provides privileged access to potentially successful business ideas, which, in turn, increases the likelihood of success for new ventures.

5. Conclusions and Recommendations

Different researches in the field of entrepreneurship reports controversial results about the relationship between personal factors and firm's performance. This study has developed a proposed framework that shows the relationship between personal factors (gender, age, marital status, education, experience, training, and motives) and their firms' performance based on developed testable research hypothesis.

Educational level, prior business related experience, training, the need for achievement motives, and age of an entrepreneur are found to have statistically significant association with entrepreneurial performance.

- The higher educational level of an entrepreneur significantly predicts the higher entrepreneurial performance.
- Having prior business related experience and training also predict entrepreneurial success.
- An entrepreneur who start and run business for the achievement of intrinsically driven need perform better than those who start and run business for survival.
- Age of an entrepreneur has also a significant association with entrepreneurial performance. As the age of an entrepreneur increases till the average age, performance also increases, whereas as the age of an entrepreneur further increase beyond the average performance starts declining.
- The study found that there is no performance difference between male and female entrepreneurs.
- With regards to marital status, there is no statistically significant performance difference between those who married and those who are not.

Generally speaking, entrepreneurial training, education, and experience that an entrepreneur has acquired before he/she starts business can bring a difference in performance. Thus, it is recommended that potential entrepreneurs should acquire such qualities if they are accessed before they come to business operation. The relationship between gender, age, marital status, and entrepreneurial success needs further investigation.

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