



Vol. 7, Iss. 1 (2026), pp 456 – 468, October 15, 2026. www.reviewedjournals.com, ©Reviewed Journals

EFFECT OF COMPETITIVE AGGRESSIVENESS ON ENTREPRENEURIAL ORIENTATION AND PERFORMANCE OF MICRO AND SMALL RESTAURANTS IN KAJIADO COUNTY, KENYA

Hellen Nangekhe Sichangi ¹, Esther Kathure Mwiti, PhD ² & Bancy Muthoni Ngwiri, PhD

¹ Ph.D. Candidate at The Technical University of Kenya, P. O. Box 52428- 00200, Nairobi, Kenya

² Senior-Lecturer, The Technical University of Kenya, P. O. Box 52428-00200, Nairobi, Kenya

³ Lecturer, The Technical University of Kenya, P. O. Box 52428-00200, Nairobi, Kenya

Accepted: September 25, 2026

DOI: <https://doi.org/10.61426/business.v7i1.582>

ABSTRACT

This study examined effect of competitive aggressiveness on entrepreneurial orientation and performance of micro and small restaurants in Kajiado county, Kenya, focusing on price-cuts, quality complexity, heterogeneity and production capacity on push and pull motivation theory. The study adopted a cross-sectional descriptive survey design using mixed methods gathering data using structured questionnaires from 374 micro and small enterprise restaurants selected by purposive and stratified sampling from 5,789 micro and small enterprise restaurants in Kajiado county, Kenya on response rate of 84% (n=314) and data analysed descriptively using multivariate statistics and factor analysis. The study found competitive aggressiveness significant mediator of entrepreneurial orientation on performance of MSE restaurants in Kajiado county Kenya through price-cuts, quality complexity and heterogeneity & production capacity pointers positively related to performance values ($\{R^2=.015, R=.123\}$, $p<0.01$), depicting numerous entrepreneurs in Kajiado county and in Kenya are competitively aggressive. The study recommends micro and small enterprise restaurants to motivate using price- cuts, quality complexity and heterogeneity and production capacity are fundamental in competitive aggressiveness, and future research be on quality complexity and heterogeneity & production capacity among MSE restaurant entrepreneurs in Kenya.

Keywords: *Competitive aggressiveness, entrepreneurial orientation, micro-small enterprises, price-cuts, quality complexity, heterogeneity, production capacity, entrepreneurs, Kajiado county, restaurants, performance*

CITATION: Sichangi, H. N., Mwiti, E. K., & Ngwiri, B. M. (2026). Effect of competitive aggressiveness on entrepreneurial orientation and performance of micro and small restaurants in Kajiado County, Kenya. *Reviewed Journal International of Business Management*, 7 (1), 456 – 468.

INTRODUCTION

Competitive aggressiveness is firm's tendency to intensely and directly challenge rivals to improve its own market position (Wandera, Namusonge & Sakwa, 2022). Numerous firms exist as micro and small enterprises (MSEs), covering sectors of world economies as manufacturing, services and retailing (Ministry of industrialization, trade and enterprise development, Kenya [MoITED, 2020]). These entities pay significantly to the economic growth of most countries globally and has become vital sources of employment, wealth creation and poverty alleviation (Andreas, Asa, Nautwima & Sunde, 2025). These entities supply goods and services for viability of MSEs have entrepreneurial awareness to efficiently run enterprises (Simiyu, Ndemo, Kinoti & Wainaina, 2023). These MSEs primarily offer affordable everyday dining, local meals, and quick-service food options to local communities offering dine-in meals, serving freshly prepared local or casual dishes in a physical seating space, takeaway and packaging by providing quick meal packaging for customers enroute, catering and local delivery on small-scale local deliveries or event catering depending on the venue size (Simiyu *et al.*, 2023).

Competitive aggressiveness is crucial determinant of performance for MSE restaurants as it sector faces both opportunities and challenges in a rapidly evolving landscape in Kenya (Wandera *et al.*, 2022). The sector is a vital contributor to economy and has not been given priority by government initiatives at reviving local entrepreneurship (Simiyu *et al.*, 2023). According to Kenya national bureau of statistics data in 2021, the MSE restaurant sector accounts for about 2.5%–3% of Kenya's GDP, employ great number of people, depicting the importance of competitive strategies in this sector (Simiyu *et al.*, 2023). A key aspect of competitive aggressiveness is the emphasis on innovation and differentiation among many MSE restaurants (Wangui, 2020). Numerous local MSE restaurant entrepreneurs have begun adopting aggressive marketing strategies enhancing product.

Likewise, quality, and diversifying their product lines to cater to the growing demand for unique and high-quality services (Karanja, Muturi, Kihara & Nyang'au, 2026). Equally, a study by Bii, Akuku, Geoffrey and Onyango (2023) assessed competitive aggressiveness on performance of star rated hotels in North Rift region, Kenya, found competitive aggressive vital on performance through competitive positions, market share and increase performance. This trend indicate competitive aggressiveness is essential to SMEs seeking to thrive in a competitive environment dominated by local and international players (Bii *et al.*, 2023). Further, the Kenyan government has recognized the need to support MSE restaurant by favorable policies and incentives, to encourage enterprises adopt aggressive competitive strategies, as the government has executed tax incentives and funding programs at enhancing the capacity of local manufacturers (MoITED, 2020).

A report by ministry of industrialization, trade, and enterprise development (2020) indicates such support empowered MSEs to invest in technology and innovation, allowing them to become more competitive. Thus, MSEs restaurants in Kenya are increasingly leveraging competitive aggressiveness as strategic tool to enhance their performance, improve operational efficiency, and navigate challenges posed by both domestic and global markets (Karanja *et al.*, 2026). This sector is labour intensive and capacity and creates many business opportunities and vital in tackling poverty and unemployment are some of key tests in Kajiado county. Unlike other business entities, restaurants cater for human basic needs in the form food, and drinks as significant area of study. Thus, this study looked at effect of competitive aggressiveness on entrepreneurial orientation (EO) and performance of micro and small restaurants in Kajiado county, Kenya, where entrepreneurship is a major donor to prosperity, health of society and powerful force for economic growth (Shaher & Ali, 2020; Andreas *et al.*, 2025).

Restaurants are business formations in hospitality industry prepare and serve food and beverages/drinks to clients in return for money (Andreas *et al.*, 2025). According to Simiyu *et al.* (2023), Kenya's vision 2030 envisions this sector as breeding ground for industrialization in realizing upper middle-class status for country's economy by 2030 in giving good standards of living for all of residents. The use of competitive

aggressiveness is indispensable to growth of firms and validates firm's organizational growth (Wandera *et al.*, 2022). The concept competitive aggressiveness on EO is widely used in academia and practice as studies have moved from reviewing traits of entrepreneurs to distinctive traits of entrepreneur firms (Wandera *et al.*, 2022). Many firms apply competitive aggressiveness using price-cuts, quality complexity and heterogeneity, and production capacity (Andreas *et al.*, 2025), nonetheless, they argue that this depends on dimensions of EO (Gitonga, Wasike & Sagwa, 2020). Further, EO inspire innovation of new chances, increase productivity and create jobs (Ringo, Kazungu & Tegambwage, 2023; Riwu *et al.*, 2023). Wales in 2019 affirm researchers adopt any approach align with their research problem, as this study adopted first line of; risk-taking, innovativeness and pro-activeness with competitive aggressiveness. Similarly, EO acts as a driver for structural yield and growth (Kiyabo & Isaga, 2020; Surin, Oswald, Shaaran & Ngah, 2023). Scholars profess EO entities engage in fruitful entrepreneurship practices aid managers orientate entities in gaining competitive edge over others (Yaser & Mohammad, 2022).

Statement of the Problem

In Kenya, MSEs account for over 90% of private sector enterprises, of which restaurants. Moreover, are included and offer numerous chances for realising inclusive development (MoITED, 2020). Studies affirm three out of five MSEs fail within the first three years of operation, and of those survive, 60% fail before the fifth year (MoITED, 2020). The high MSE mortality rate continues to have an impact on both newly founded MSEs and the existing ones (Wangui, 2020). The restaurant sector in Kenya faces significant challenges in attaining optimal performance amidst a highly competitive landscape (Wandera *et al.*, 2022). Despite the industry's potential to contribute substantially to the national economy, many MSEs struggle with low performance pointers such as profitability, market share, and growth rates requiring competitiveness (MOITED, 2020). Research show competitive aggressiveness is featured by firms' proactive and assertive strategies in responding to market demands and competitor actions, play a crucial role in enhancing performance (Wandera *et al.*, 2022). However, there is lack of empirical evidence on competitive aggressiveness on performance of MSEs restaurants in Kenya as gap in literature.

Existing studies have explored various factors influencing performance of MSEs in general, but few have focused on the relationship between competitive aggressiveness and performance outcomes. There is information gap about why many Kenyan entrepreneurs do not flourish in their micro and small endeavors (MoITED, 2020; Mulae, 2022; Nakate, Kwonyike & Nassiuma, 2025). Studies affirm competitive aggressiveness on EO is vital for high firm growth, profitability, superior performance, and longevity (Liu, Wang, Duan, Chin, Mirone, 2025). Most prior studies on competitive aggressiveness and performance of MSEs were done in other nations globally as Malaysia, Saudi Arabia, Nigeria and Cote d' Ivoire, but partial studies on competitive aggressiveness on EO and performance exist in Kenya show more studies are required on different sectors (Simiyu *et al.*, 2023).

Several studies on competitive aggressiveness on EO and performance in many countries globally focused on diverse EO types as Ringo *et al.* (2023) studied EO dimensions and including competitive aggressiveness and autonomy on export performance of small and medium enterprises by cross-sectional survey on 250 managers of manufacturing-exporting SMEs in Tanzania, and found innovativeness, risk-taking and autonomy impact export performance. Simiyu *et al.* (2023) examined EO on business model innovation in medium enterprises in Kenya descriptive survey, and found EO is a precursor of business model innovation among medium firms in Kenya. These studies focused only on EO on SMEs but did not focus on competitive aggressiveness on EO on performance of restaurant MSEs. Most studies in Kenya have focused on effect of EO on industrial firms and cooperate firms, such as five-star hotels/large restaurants, but few studies have been done on mediation effects of competitive aggressiveness on EO ON performance of MSE restaurants in Kenya. On methodology most of studies used quantitative data, while this used mixed methods, however, these studies have not

addressed effect of competitive aggressiveness on EO on performance of MSE restaurants in Kenya, thus being a knowledge gap exists.

Objective of the Study

To establish the effect of competitive aggressiveness on entrepreneurial orientation and performance of micro and small restaurants in Kajiado County, Kenya

LITERATURE REVIEW

Theoretical Framework

Push and Pull motivation theory

Push and pull motivation theory allow entrepreneurs to operate reluctantly in response to unfavorable ecological contexts and positive motivation and enthusiasm (Civelek, Krajčák & Fialova, 2023; Martínez-Canas, Ruiz-Palomino, Jimenez-Moreno & Linuesa-Langreo, 2023). Ordinarily, entrepreneurs exist as proactive and reactive entrepreneurs (Van, Seifert, Marler, Wales & Hughes, 2020). The theory asserts no matter where motivation stems from EO is vital to entrepreneurial success and commitment (Martínez-Canas *et al.*, 2023). Previous studies, affirm people are drawn by attractiveness for success, economic chances, desire for independence, aspiration to explore new firm ideas or other compelling reasons to create an independent endeavour (Wales *et al.*, 2021). Similarly, people could be pressured to become entrepreneurs as they are unhappy in current jobs, losing to find work, pressure to take over family business (Cowden & Tang, 2021; Rachmawati *et al.*, 2022). Studies reveal pull and push entrepreneurs differ Pull factors draw persons to create new risks by own desire (Mwakuduwa *et al.*, 2024).

Similarly, push factors are motivators drawn on external factors unrelated to persons' entrepreneurial traits forces persons to engage in entrepreneurship (Boris & Fikile, 2024). As a result of this, commitment by an individual is chiefly noteworthy among high-growth entrepreneurs driven by pull factors (Syed, Butler, Smith & Cao, 2020). Studies affirm positively motivated persons have proactive personalities uncontrolled by outside forces and strive to change surroundings (Civelek, Krajčák & Fialova, 2023). Additionally, a proactive personality is alleged to be proximal antecedent to self-efficacy and self-belief, qualities linked with entrepreneurs (Syed *et al.*, 2020). However, proactive entrepreneurs are of vital value to this study based on the push/pull motivation paradigm (Civelek *et al.*, 2023). This theory is vital in establishing the intervening effect of competitive aggressiveness in relationship mid EO and performance of MSEs in restaurants in Kenya.

Conceptual Framework

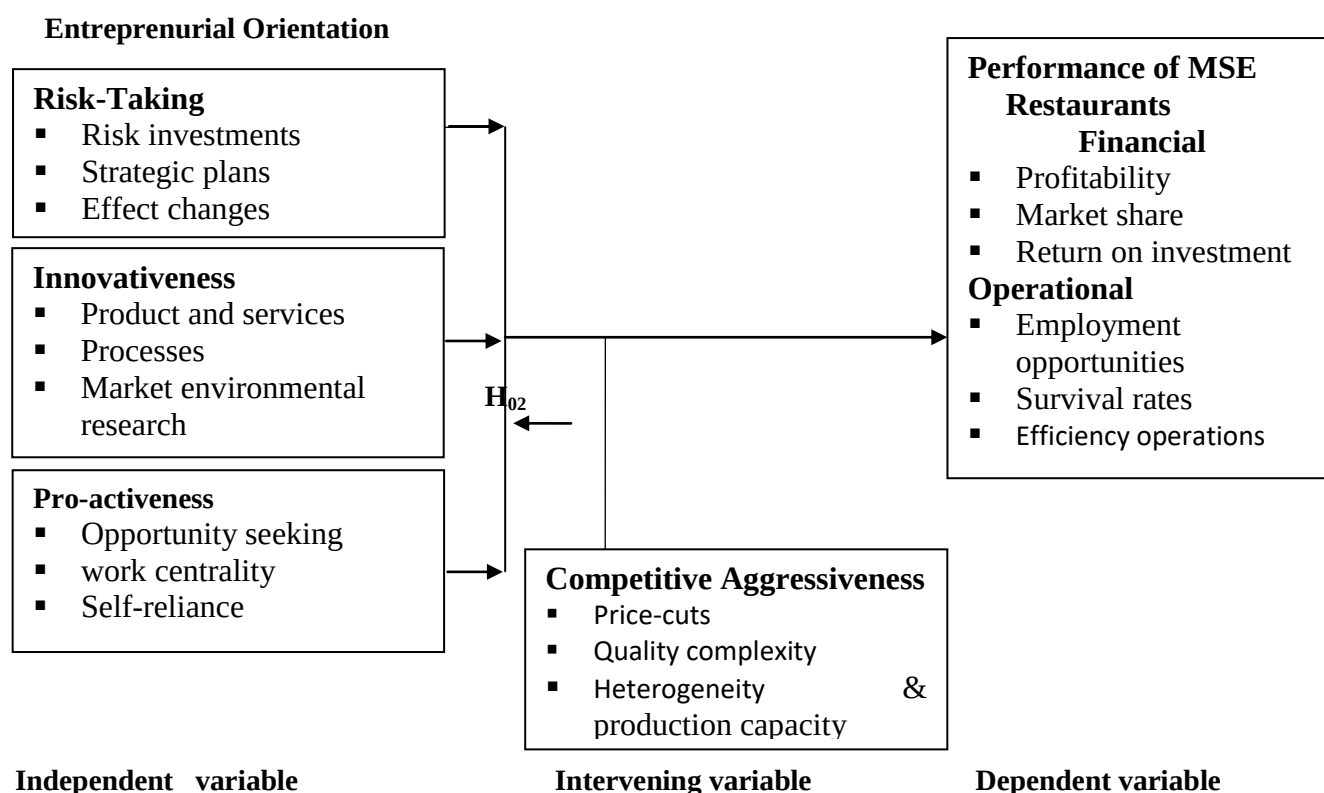


Figure 1: Conceptual Framework

Empirical Review

Panjaitan, Cempena, Trihastuti and Panjaitan (2021) studied causal relationship mid network capability, knowledge creation, innovativeness, competitive aggressiveness and business recital of private universities in Indonesia and competitive aggressiveness as a mediating variable by simple random sampling on 230 lecturers at 10 best private universities in East Java, Indonesia, analysed by SEM, results show competitive aggressiveness mediated relationship of network capability, knowledge creation, innovativeness, and business performance. Adetayo, Ademola, Jegede and Areola (2026) studied entrepreneurial competitive aggressiveness on the marketing performance of small and medium enterprises in eight local government areas (LGAs) in Ekiti state, Nigeria by descriptive survey research design on 383 respondents. Results show significant but weak positive relationship between entrepreneurial competitive advantage and marketing performance of small and medium enterprises in Ekiti State, Nigeria (Karanja *et al.*, 2026). Bii *et al.* (2023) assessed competitive aggressiveness on performance of star rated hotels in North rift region, Kenya on stakeholders' theory on positivism philosophy and explanatory research on 575 hotel staffs, analyzed by multivariate statistics, found competitive aggressiveness significant on performance.

Research Gap

Panjaitan *et al.* (2021) studied causal relationship between network capability, knowledge creation, innovativeness, competitive aggressiveness and business performance of private universities in Indonesia using simple random sampling at 10 best private universities in East Java, Indonesia, analysed using SEM on 230 lecturers, results show competitive aggressiveness mediates the relationship of network capability, knowledge creation, innovativeness, and business performance, but did not examine effect of EO on competitive aggressiveness on performance of restaurant. Adetayo *et al.* (2026) examined effects of entrepreneurial competitive aggressiveness on marketing performance of small and medium enterprises in

eight local government areas in Nigeria on descriptive survey research, and results show weak positive relationship mid entrepreneurial competitive gain and marketing performance, but did not examine influence of competitive aggressiveness on EO dimensions on the performance of micro and small restaurants in Kajiado county, Kenya, Bii *et al.* (2023) examined effect of competitive aggressiveness on performance of star rated hotels in North rift region, Kenya descriptively, found competitive aggressiveness significantly influenced performance of hotels, but failed to look MSE restaurants in Kenya.

METHODOLOGY

This study adopted a cross-sectional descriptive survey design to examine the effect of competitive aggressiveness on entrepreneurial orientation and performance of micro and small restaurants in Kajiado county, Kenya using price-cuts, quality complexity and heterogeneity & production capacity as pointers on push and pull motivation theory. The study integrated mixed methods to collect data using structured questionnaires on likert-scale items on systematic measurements with support of trained research assistants to achieve high response reliability. The population of study was 5,789 MSEs restaurants in Kajiado county enterprise spread across small towns- sub-counties such as Kitengela, Ngong, Kajiado, Ongata Rongai and Namanga with stop-over attractions and series of MSEs restaurant services for tourists and locals per Kajiado development plan 2017-2022 in appendix I. These MSEs restaurants are the same, but vary in terms of size (capacity) and type of service (snacks, take aways, whole meals), and number of clients served.

Moreover, that find number of employees, and sampling frame were owners/managers running these businesses on a sample size of 374 respondents determined by Slovincs 1960 formula. Cluster sampling was used to derive 5 sub-counties in Kajiado county. Simple random sampling was used to select restaurants in clusters. The study employed stratified simple random sampling in selecting MSE restaurants across class A (Ayiro, 2024). This study employed stratified simple random sampling in selecting respondents across class A depicted in appendix I. A pilot study involving 38 respondents was done to refine tools in Machakos and Makueni counties respectively, where validity and reliability were tested using expert reviews and cronbach's alpha coefficients, all exceeding acceptable threshold of 0.797 (meritorious) (Wandera *et al.*, 20222). Data processing involved systematic editing and data analysed using multivariate statistics to derive multiple regression models to establish the relationships between variables on a 95% confidence interval ($p < 0.05$). The study further applied hierarchical regression and factor analysis in assessing effect of independent variables on performance outcomes (Hardle, Simar & Fengler, 2024).

RESULTS and DISCUSSIONs

Response Rate

Table 1: Response Rate

Response	No	Percentage
Administered Questionnaire	374	100
Returned	314	84
Un-returned	60	16

Result in Table 1 depicts three hundred and seventy-four (374) questionnaires were used and only 314 were amply filled, on 84% response rate in Table 1. This rate is apt, as 75% return rate is apt on least response rate for any academic study (Sekaran & Bougie, 2020).

Table 2: Cronbach's alpha on reliability co-efficients

Scale	No. of Items	Cronbach's Alpha	Conclusion
Competitive aggressiveness	9	.835	Reliable

Results in Table 2 show Cronbach's for EO is above 0.835 depicted benchmark value and good (Field, 2024).

Table 3: Test of Homogeneity of Variances

Variable	Levene Statistic	Df1	Df2	Sig.
Competitive aggressiveness	1.593	20	291	.003

a. **Predictors: (Constant), Entrepreneurial orientation**

b. **Dependent variable: Performance**

Results in Table 3 show Levene's test value is below $p < .05$ and is significant (Wandera *et al.*, 2022).

Table 4: Test for Multi-Collinearity

Model	Collinearity statistics	
	Tolerance	VIF
Competitive aggressiveness	.726	1.377

a. **Dependent variable: Performance**

Results in Table 4 show VIF values are less than 5 and and Tolerance= $1-R^2$ values more than 0.1. This result depicts lack of multicollinearity (Wandera *et al.*, 2022).

Descriptive statistics for competitive aggressiveness on EO and performance of MSE restaurants in Kajiado county, Kenya

Respondents were presented with nine (9) opinion statements as pointers in measuring competitive aggressiveness on entrepreneurial orientation and Performance items in Table 5 on a five-point likert scale.

Table 5: Descriptive statistics for competitive aggressiveness Items

Opinion statement	SD (%)	DA (%)	UD (%)	A (%)	SA (%)
Products and services prices are competitive	2.5	15.0	20.4	34.4	27.7
Our organization varies prices from time to time	5.4	12.7	28.3	30.9	22.6
We base client demand on products/services prices	9.9	19.1	20.7	25.8	24.5
Our organization values quality	4.5	17.2	18.5	33.4	26.4
Our entity offers a variety of products and services	6.7	22.9	21.7	28.7	20.1
We have trained staff on products and services	8.0	18.2	21.3	24.8	27.7
Our organization has various products	9.2	17.8	18.2	28.3	26.4
Our entity capacity to house various customers	10.8	18.8	25.2	21.0	24.2
Our entity has fulfills various customer needs	12.1	11.5	19.1	29.6	27.7

n=314

Result in Table 5 show thirty-four point four of respondents agreed "our organizations products and services prices are competitive. Thirty-point nine percent of respondents agreed "our organization vary prices from time to time. Twenty-five-point eight percent of respondents agreed "our organizations products and services prices are based on client demand. Thirty-three-point four percent of respondents agreed "our entity values

quality. Twenty-eight-point seven percent of respondents agreed “our organization offers a variety of products and services to customers”. Twenty-seven-point seven percent of respondents strongly agreed “our organization has staffs who have been trained on how to use various products and services.

Rotated Component Matrix for competitive aggressiveness

Table 6: Rotated component Matrix^a for competitive aggressiveness Items

Description	1	2	3
Our organizations products and services prices are competitive	.113	.081	.842
Our organization varies prices from time to time	.071	.141	.868
Our products and services prices are based on customer demand	.088	.178	.823
Our organization values quality	.192	.865	.136
Our organization offers a variety of products and services		.158	.862 .216
Our organization has trained staff on various products and services		.205	.814 .083
Our organization has various products	.894	.169	-.001
Our organization has capacity to accommodate various customers		.893	.217 .102
Our organization fulfills various customer needs	.827	.176	.208

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 5 iterations.

Results in Table 6 clarifies all three (3) latent determinants had sturdy loadings greater than 0.4, sating Kline 1994 and Stevens in 2002 edicts on rotated component matrix load after factor rotation (Al-Hakimi & Borade, 2020; Field, 2024; Hardle *et al.*, 2024; Ayiro, 2024). These loads depict existence of positive, correlations between price-cuts, quality.

Likewise, complexity and heterogeneity and production capacity. Main load on component one (1) were items from price-cuts, and named price-cuts. The main load on component two (2) were items from quality complexity, named quality complexity. Main load on component three (3) were items from heterogeneity and production capacity, and named heterogeneity and production capacity.

Table 7: Model summary, anova and regression analysis test results for competitive aggressiveness on EO and performance of MSE restaurants in Kajiado county, Kenya

Model summary				
Model	R	R-square	Adjusted R-square	Std. error of the Estimate
1.		.123 ^a	.015	.009
	5.522			

a. Predictors: (Constant), Competitive aggressiveness, EO

b. Dependent variable: Performance

Anova ^b						
Model		Sum of square	<i>df</i>	Mean square	<i>F</i>	<i>Sig.</i>
1	Regression	146.017	2	73.008	2.395	.093 ^a
	Residual	9481.579	311	30.487		
	Total	9627.596	313			

a. Predictors: (Constant), Competitive aggressiveness, EO

b. Dependent variable: Performance

Coefficients ^a							
Model			Un-standardized		Standardized	<i>t</i>	<i>Sig.</i>
			Coefficients		Coeficients		
B	Std.Error	Beta					
1	(Constant)		21.086	1.495		14.107	.000
	Entrepreneurial orientation		.074	.043	.106	1.725	.086
	Competitive aggressiveness		.025	.046	.033	.542	.588

a. Dependent variable: Performance

Results in Table 7 on coefficient of determination and coefficient of correlation upshots in Table 4.23 for are; $\{(R^2=.015, R=.123)\}$. This finding implies 1.5% of variant in criterion variable is clarified by competitive aggressiveness and EO. Twelve-point three percent clarify the relationship mid predictor and criterion variables. The anova results are $\{F(1, 312) = 2.395, p > .05\}$ respectively. Consequently, F -statistic (2.395) is lower than critical F -value (3.09) depicting mediation effect. The un-standardized values in Table 7 show competitive aggressiveness and entrepreneurial orientation greatly swayed criterion variable (Budiaty, Untoro, Wahyudi & Harsono, 2022). The ensuing econometrics regression equation; $Y = 21.086 + .074X_1 + .025X_2$, where Y : Performance, X_1 : entrepreneurial orientation, X_2 : competitive aggressiveness. Therefore, we infer mediator (M = competitive aggressiveness) and dependent variable (Y = Performance) is statistically significant, and relationship between independent variable (X =entrepreneurial orientation) and dependent variable (Y) becomes statistically in significantly reduced (Wandera *et al.*, 2022; Kline, 2024; Hardle *et al.*, 2024; Sekaran & Bougie, 2025).

Summary of Findings

The F -statistic (2.395) against critical- F value {(3.09)}, depict a fundamental relationship.

Moreover, with the criterion variable. The coefficient of correlation (R) (0.401) depicts mediation effect of competitive aggressiveness on relationship between EO and performance of MSE restaurants in Kajiado county, Kenya through price-cuts, quality complexity and heterogeneity & production capacity pointers. Thus, this study consents push and pull motivation theory explains competitive aggressiveness on the performance of micro and small restaurants in Kajiado county, Kenya.

Hypothesis Test Results

Results on hypothesis 'competitive aggressiveness has no significant effect on entrepreneurial orientation and performance of micro and small restaurants in Kajiado county, Kenya' indicate the probability score {(2.395)} value is greater than critical F (3.09) value (Ayiro, 2024). This designates a mediating effect and null hypothesis is rejected and alternate hypothesis accepted, that competitive aggressiveness mediates EO and performance.

CONCLUSION AND RECOMMENDATIONS

Competitive aggressiveness based on price-cuts, quality complexity and heterogeneity & production capacity. The study found competitive aggressiveness significant on the relationship between entrepreneurial orientation and performance of MSE restaurants in Kajiado county, Kenya. The study recommends firms should invest more in price-cuts, quality complexity and heterogeneity & production capacity. Future research be on quality complexity and heterogeneity & production capacity among MSE restaurant entrepreneurs in Kenya

REFERENCES

- Adetayo Femi , Ademola Femi Temitayo, Jegede Oluwafemi Adebawale., & Areola Taiwo Oluwole.(2026). Investigating effects of competitive aggressiveness on marketing performance of small and medium enterprises in Ekiti State, Nigeria, *Innovative research journal of sociology and humanities*,vol. 3,no. 05, doi:10.58806/irjsh.2026.v3i5n05
- Al-Hakimi, M. A., & Borade, D. B. (2020). The impact of entrepreneurial orientation on the supply chain resilience, *Cogent Business & Management*, vol.7, no.1, <https://doi.org/10.1080/23311975.2020.1847990>
- Andreas, A. T., Asa, A. R., Nautwima, J. P., & Sunde, T. (2025). Entrepreneurial skills and MSE performance: examining the moderation effect of education on youth-owned businesses. *Cogent Business & Management*, vol. 12, no. 1, <https://doi.org/10.1080/23311975.2025.2529977>
- Ayiro, Laban P. (2024). Educational research methods: A functional approach. Kenya literature bureau, <http://repository.daystar.ac.ke/handle/123456789/5176>
- Bii J., Akuku C. and Geoffrey K., & Onyango R. (2023). Effect of competitive aggressiveness on performance of star rated hotels in North rift region, Kenya, *International journal of business and management review*, vol.11, no.8, Pp.1-16
- Boris Urban., & Fikile Kanguwe. (2024). Organisational configurations explaining entrepreneurial orientation–performance–environment relationship: a focus on bricolage capability, organisational identity and absorptive capacity, *Journal of Innovation and Entrepreneurship*, Springer, vol. 13, no. 1, Pp. 1-29

- Budiati Y, Untoro W, Wahyudi L, & Harsono M (2022). The mediating effect of strategy on entrepreneurial orientation and performance. *Journal of research in marketing and entrepreneurship*, vol. 24, no. 1, Pp. 1–22, doi: <https://doi.org/10.1108/JRME-05-2020-0048>
- Civelek, M., Krajčák, V., & Fialova, V. (2023). The impacts of innovative and competitive abilities of SMEs on their different financial risk concerns: System approach. *Oeconomia Copernicana*, vol. 14, no. 1, Pp. 327-354, <https://doi.org/10.24136/oc.2023.009>
- Civelek, M., Krajčák, V., & Fialova, V. (2023). The impacts of innovative and competitive abilities of SMEs on their different financial risk concerns: System approach. *Oeconomia copernicana*, vol. 14, no. 1, Pp. 327-354, <https://doi.org/10.24136/oc.2023.009>
- Cowden, B. & Tang, J. (2021). Enhancing entrepreneurial orientation research: From theorizing to Measuring, Corbett, A.C., Kreiser, P.M., [Marino, L.D.](#) and Wales, W.J. (Ed.) *Entrepreneurial orientation: Epistemological, theoretical, and empirical perspectives (Advances in entrepreneurship, firm emergence and growth*, vol. 22), Emerald publishing limited, leeds, Pp. 69-86. <https://doi.org/10.1108/S1074-754020210000022003>
- Field, A. (2024). *Discovering statistics using IBM SPSS statistics*. (7th ed.), Sage publishers limited, Newbury Park
- Gitonga Peter Waweru, Wasike Judith Nelima., & Sagwa Evans Vidija. (2020). Influence of Internal organizational factors on e-procurement adoption in small and medium-sized enterprises in Nyeri County Kenya, *European journal of business and management*, vol. 12, no. 33, ISSN 2222-1905 (Paper) ISSN 2222-2839 (Online)
- Hardle, Wolfgang Karl., Simar, Leopold. & Fengler, Matthias R. (2024). *Applied multivariate statistical analysis*, (6th ed.), NY, London, Springer
- Karanja Anne Wanjiku., Muturi Willy., Kihara Allan., & Nyang'au Samson Paul. (2026). Entrepreneurial orientation and performance of the hospitality industry in Nairobi County, Kenya, *American journal of strategic studies*, vol. 8, no. 1, pp 21 –42, SSN: 2790-6191 (Online)
- Kiyabo Kibeshi., & Isaga Nsubili. (2020). Entrepreneurial orientation, competitive advantage, and SMEs' performance: application of firm growth and personal wealth measures, *Journal of innovation and entrepreneurship*, vol. 9, 12, <https://doi.org/10.1186/s13731-020-00123-7>
- Kline, Rex. B. (2023). Principles and practice of structural equation modeling (5th ed.), Guilford publications, ISBN 9781462551910
- Liu G, Wang W, Duan Y, Chin T., & Mirone F (2025). How entrepreneurial orientation influences innovation performance? The effect of knowledge coupling. *Journal of Knowledge Management*, vol. 29, no. 1, Pp. 247–258, doi: <https://doi.org/10.1108/JKM-04-2024-0506>
- Ministry of industrialization, trade and enterprise development, Kenya (MoITED). (2020). *Kenya micro and small enterprises policy: Promoting micro and small enterprises, promoting micro and small enterprises (MSEs) for wealth and employment creation*, March, 2020
- Mulae Elizabeth. (2022). The micro and small medium enterprises development in Kenya, *International development research Centre*, Tralac law centre, 22nd December, 2022
- Mwakuduwa, E. N., Njeri, I., & Makungu, T (2024). Change management strategies and operational performance of the hospitality industry in selected coastal counties, Kenya. *International Academic Journal of Economics and Finance*, vol. 4, no. 2, P. 389-423

- Nakate, M., Kwonyike, J., & Nassiuma, B. (2025). Innovation performance of small and medium enterprises: The impact of transformational leadership and work engagement in small and medium manufacturing enterprises in Greater Kampala Metropolitan Area, Uganda, *African Journal of Empirical Research*, vol. 6, no. 4, Pp. 310–326. <https://doi.org/10.51867/ajernet.6.4.28>
- Panjaitan Hotman, Cempena Ida Bagus, Trihastuti Adiati.,& Panjaitan Feliks Anggia B. K.. (2021). The effect of competitive aggressiveness on business performance : A case study of private universities in Indonesia, *Journal of asian finance, economics and business*, vol. 8, no. 4, Pp. 0875–0884, <https://doi:10.13106/jafeb.2021.vol8.no4.0875>, Print ISSN: 2288-4637 / Online ISSN 2288-4645
- Rachmawati, E., Suliyanto., & Suroso, A. (2022). Direct and indirect effect of entrepreneurial orientation, family involvement and gender on family business performance, *Journal of family business management*, vol. 12, no. 2, Pp. 214-236, <https://doi.org/10.1108/JFBM-07-2020-0064>
- Ringo DS, Kazungu I, Tegambwage A (2023). The multidimensional implications of entrepreneurial orientation on export performance: empirical evidence from manufacturing SMEs in Tanzania, *European journal of management studies*, vol. 28, no. 1, Pp. 69–87, doi: <https://doi.org/10.1108/EJMS-08-2022-0050>
- Sekaran, Uma., & Bougie, Rogers. (2025). *Research methods for business: A skill-building approach*, (9th, ed.), John Wiley & Sons, ISBN: 978-1-394-31896-4
- Shaher, A. T., & Ali, K. A. (2020). The effect of entrepreneurial orientation on innovation performance: The mediation role of learning orientation on Kuwait SMEs, <https://doi.10.5267/j.msl.2020.7.030>
- Surin Ehsan Fansuree, Oswald Edward Timothy, Shaaran Sayuthi & Ngah Rohana. (2023). Understanding entrepreneurial orientation based research: A Proposed new theoretical framework, *Information management and business review (ISSN 2220-3796)*, vol. 15, no. 3(SI), Pp. 23-35, September 2023
- Syed, I., Butler, J. C., Smith, R. M., & Cao, X. (2020). From entrepreneurial passion to entrepreneurial intentions: The role of entrepreneurial passion, innovativeness, and curiosity in driving entrepreneurial intentions. *Personality and individual differences*, 157, 109758. Google Scholar
- Van Nes Raymond K., Seifert Charles F., Marler Janet H., Wales William J., Hughes Mark E.. (2020). Proactive entrepreneurs: Who are they and how are they different? *Journal of entrepreneurship*, vol. 29,no. 1: 148-175 (February 2020)
- Wales William J., Kraus Sascha, Filser Matthias, Stockmann Christoph.,& Covin Jeffrey G. (2021). The status quo of research on entrepreneurial orientation: Conversational landmarks and theoretical scaffolding, *Journal of business research* 128, Pp.564–577
- Wandera, R. W. ., Namusonge, G. S. ., & Sakwa, M. M. . (2022). The effect of Inter-supplier rivalry practices on the performance of motor vehicle assembly companies in Kenya. *American journal of supply chain management*, vol. 7, no. 1, Pp. 42- 60, <https://doi.org/10.47672/ajscm.1255>
- Wangu, M. (2020). Influence of business survival strategies on growth of small and medium enterprises in Narok town, Narok county [Thesis, Strathmore University]. <http://hdl.handle.net/11071/10426>
- Yaser Hasan Al-Mamary., & Mohammad Alshallaqi. (2022). Impact of autonomy, innovativeness, risk-taking, proactiveness, and competitive aggressiveness on students' intention to start a new venture, *Journal of innovation & knowledge*, 7 (2022) 100239, <https://doi.org/10.1016/j.jik.2022.100239>

Appendix I: Total licensed Micro and Small hotels and Restaurant Enterprises in Kajiado

Constituency		Kajiado	Kajiado	Kajiado	Kajiado	Kajiado	Frequency
Code	Straum/nature of business	North	South	East	West	Central	
Class A (Food & Beverage)		2,324	1,600	1,050	550	265	5,789 Drinks)
01	Class B (Alcoholic Beverage)	600	450	200	100	60	1,410
02	Class C (Food, Beverage & entertainment)	700	300	200	150	65	1,415
03	Class D (Food, Beverage, acomomodation & entertainment)	700	300	225	175	110	1,510
Total		4,324	2,650	1,675	975	500	10,124

Source: (KCIDP, 2018-2022; Odhiambo & Muriuki, 2022)