



EFFECT OF ENTREPRENEURIAL ORIENTATION ON THE SUSTAINABILITY OF MOTORCYCLE TAXI BUSINESS IN NAIROBI COUNTY

Kimathi Samson Murithi¹, Prof Evangeline Gichunge², Dr. Vivian Cheron³

¹Student at Kenya Methodist University

²PhD. Lecturer, Kenya Methodist University

³PhD. Lecturer, Kenya Methodist University

Article DOI: <https://doi.org/10.36713/epra11258>

DOI No: 10.36713/epra11258

ABSTRACT

In Kenya, the motorcycle taxi industry has thrived significantly after motorcycles below 150cc were zero-rated by the government in 2007. While several studies have been done on the motorcycle taxi business in Kenya, no conclusive study has examined entrepreneurial orientation. This research gap is what the study aimed to address by examining the transport sector characteristics and the entrepreneurial orientation sustainability of motorcycle taxi businesses in Nairobi County. The specific objective of the study was: to examine the effect of entrepreneurial orientation on the sustainability of motorcycle business in Nairobi County. The descriptive research design was adopted to explain the interaction between the determinant variables and entrepreneurial orientation on the sustainability of the motorcycle business. The study sampled 249 motorcycle taxi operators from a population in Nairobi County using a systematic random sampling technique. Primary data was used and the data was obtained from motorcycle taxi operators using questionnaires. For reliability, a pilot study was conducted. Multiple linear regression analysis was conducted to establish the existing relationships between the variables under study and data presented using tables, graphs, and charts. Findings revealed that entrepreneurial orientation had a significant influence on the sustainability of Motorcycle Taxi Businesses in Nairobi County. Based on the findings, it was concluded that motorcycle taxi businesses in Nairobi County are growing at a faster rate and becoming sustainable majorly due to entrepreneurial orientation. It was recommended that: Motorcycle taxi business owners and operators need to develop strategic orientation, as well as capture specific entrepreneurial aspects of decision-making styles, methods, and practices to improve their business performance and hence sustainability.

KEYWORDS: *Entrepreneurial Orientation, Motorcycle Taxi Business, Sustainable Business*

1.0 INTRODUCTION

Motorcycles are becoming increasingly popular for both personal and public transportation. As the world becomes more motorized, especially in countries that are ranked as low- and middle-income earners, and as many developing countries' transportation systems become more disorganized and inefficient, motorbikes are becoming an increasingly popular method of transportation (Kumar, 2017). About 33 motorcycles per 1,000 people are the current estimate for the number of motorcycles in use in the world. (Kenya National Bureau of Statistics [KNBS], 2018)

It is expected that the need for commercial motorbike services will continue to expand as the majority of people throughout the world need a flexible method of transportation. There are several advantages to owning a motorcycle, including low cost, wide availability, versatility, and even the ability to cross poorly maintained highways with ease (Nyachieo, 2020). According to Obura (2021) motorcycle taxis have a slew of advantages, but they also come with several substantial disadvantages. These negatives include poor road safety, environmental deterioration, and, most disturbingly, the concomitant crimes committed on motorcycles. In many African villages, communities, and cities, motorcycle transportation has become a common transportation means.

Motorcycle sales are a primary source of income for many people in Africa (Obura, 2021)). Those who own motorcycles in Nigeria rely on the money they earn from these trades to sustain their families (Arosanyin, 2011). Motorcycle ownership and use in Northern Ghana have had a significant positive impact on the quality of life for



several urban residents in the region. Despite poor roads and inadequate public transportation, the increased popularity of motorcycles has allowed many city dwellers to easily move to the peri-urban fringes. As the number of individuals riding motorbikes has increased, so has the number of work opportunities for those who do so. Employment prospects for motorcycle mechanics and motorcycle spare parts sellers have been generated, as well as an increase in the local government's ability to raise income through the sale of licenses, the registration of motorcycles, and the imposition of taxes (Obura, 2021).

Kenya and Uganda were the first East African countries to implement bicycle taxis in the 1960s.

In the 1960s, the town of Busia in Kenya began offering motorcycle taxi services, which subsequently spread to other rural and urban areas of the country. Motorcycles have increased in number from 3,757 in 2005 to 91,151 in 2009 since the zero-tax rate was gazetted. After 2005, there was a significant rise in this number. (KNBS, 2018)

The development of Kenya's motorcycle industry is critical to the country's economic well-being. Economic growth and poverty reduction can only be achieved if both resources and markets are easily accessible. As said, many developing countries may have difficulty accessing the aforementioned resources, which contributes to the transportation industry's lagging economic health (Runyan, et al., 2018).

Entrepreneurs who have invested in the motorcycle taxi company may better manage their companies, be more strategic in their operations, and achieve their desired levels of profitability thanks to their education (Nandwoli, 2014)). People with a college degree are more likely to have an internal center of control and excellent analytical skills. These skills allow them to effectively assess business situations and give solutions for problems that arise when a company is in operation.

Entrepreneurship in underdeveloped countries is the world's most important economic and social issue that has received the smallest amount of scholarly attention currently (Lumpkin, & Dess 2016). However, in emerging countries, enterprise development is almost always encouraged. Promoting entrepreneurship as an economic development strategy is often justified on this basis although there is some debate over the validity of this occurrence (Kodithuwakku & Rosa, 2018). Entrepreneurship as a modern idea emphasizes the importance of a fresh start for the growth of commercial innovation, specifically referencing the process of creative destruction.

Entrepreneurial orientation is defined as a company that is involved in product marketing innovation, undertaking very risky endeavors, and innovates ahead of its competition. Lumpkin and Dess (2016) define entrepreneurialism as a business that is innovative, willing to take risks, and can take action. As a result, when people talk about having an entrepreneurial mindset, they're referring to the strategy used by the company's senior executives to encourage creativity, initiative, and a willingness to take risks (Lumpkin & Dess, 2016). Entrepreneurial orientation (EO) has emerged as a critical factor in the success of many businesses (Lee & Peterson, 2018).

Several studies have found that enterprises need to be defined as having three major characteristics which are: innovativeness, risk-taking strategies as well as pro-activeness (Covin & Slevin, 2019). Competitive aggressiveness and self-determination were also discovered in Uno research in 2021. In the context of competitiveness, aggressiveness is described as a strong offensive position or an aggressive response to competing threats. Entrepreneurial leaders and teams can exercise autonomy when they take independent action to launch a new business venture and see it through to completion. The current fast-paced, highly competitive, and globally focused business climate necessitates the presence of a corporation with an entrepreneurial spirit. A recent study by Runyan compared the long-term viability of 267 small firms in the United States to the effects of entrepreneurial orientation (EO) and small business orientation (SBO).

Statement of the Problem

The need of addressing various factors in the motorcycle transport sector to ensure sustainability, as well as competitiveness, is very important. Failure to identify the factors has made it difficult for motorcycle taxi entrepreneurs to know the strengths of their business hence being unable to match their resources to their strengths to achieve the desired level of business sustainability. When making decisions, entrepreneurs make rational choices among alternatives. The understanding of the key business success factors is of importance in driving strategy for the motorcycle taxi business. The motorcycle taxi business is generally a small-scale business that is growing exponentially in Kenya (Mutiso, & Behrens, 2017).

Gay (2017) notes that buses and matatus have dominated the goods and passenger service providers in Kenya's transport sector in the major routes, this leaves a transportation gap in the minor routes that join residential areas as well as the major stages. In the past, these are routes that have been ignored or regarded as less lucrative as a result of poor roads or a lower number of individuals who require transport services.



Efforts by the government to ensure that the regulation of the sector has also not been very effective due to the nature of the business. Additionally, no single government agency is specifically mandated to regulate the highly lucrative yet dangerous industry in the country. The regulatory framework that has been put in place by the government through the National Transport and Safety Authority (NTSA) has not been very effective in streamlining the motorcycle industry since most operators have failed to abide by them.

Entrepreneurial orientation is a major challenge for the industry as motorcycle operators lack the innovativeness, risk-taking culture, and competitive aggressiveness needed to sustain business operations. Further, little research has also examined the factors that contribute to success in the industry. Locally, Mutiso and Behrens, (2017) for example assessed the suitability of a regulatory framework for the operations of businesses in Kenya. Further, little research has also examined the factors that contribute to success in the industry. The motorcycle taxi sector is counteracted by the fact that they have brought various externalities including insecurity, lack of adherence to traffic rules, an increase in road accidents and fatalities, and negative effects on the health of the riders and the environment which have greatly affected the sustainability of operations in the sector (Uno et al., 2021). This study, therefore, aims to examine the transport sector characteristics and the sustainability of motorcycle taxi businesses.

Study Objective

The study aimed to establish the effect of entrepreneurial orientation on the sustainability of the motorcycle taxi business in Nairobi County

Research Hypothesis

The study sought to test the following hypothesis:

H₀₁: Entrepreneurial orientation has no significant effect on the sustainability of the motorcycle taxi business in Nairobi County.

Theoretical Review

Functionalism and diffusion theory guides the study. The theory of Functionalism aimed at correcting the excesses of the evolutionary as well as historicism theories that were developed in the nineteenth century and also in the early 20th century (Goldschmidt, 2016)

This theory is relevant to this study as it depicts motorcycle taxis as a significant part of the functioning society and hence the best way to deal with them is to innovate and regulate them so that they can serve their rightful role.

The Theory of Innovative Enterprise

To better understand the dynamics of innovation and entrepreneurship, Lazonick (2013) came up with and made significant additions to this theory. Raw materials and labor are turned into finished goods and services that are then offered for sale to customers under this theory so that human and physical capital can be productively transformed into goods and services, the management of process and product innovation processes must be integrated into the organization of production in an enterprise. Products of high quality and low cost are the goals of this process. To put it another way, a business considered to be innovative can "generate higher quality products at lower unit costs than those that had previously been available" by productively transforming its capabilities. The innovative company becomes larger than the optimized corporation by boosting output and cutting pricing.

Empirical Literature review

It is argued that entrepreneurial orientation is a business resource that is intangible and it helps companies get an edge in the marketplace and increase profitability. It is argued by the study that entrepreneurial orientation is an intangible business resource since it refers to processes that lead to the new entrance (Lumpkin & Dess, 1996). Disparities when it comes to the performance of a firm are primarily driven by assets that are intangible rather than physical since intangible assets are not easily replicated like physical assets. This is because tangible assets may easily be duplicated. There is still a lot of confusion when it comes to competitive advantage. Competitive advantage was based on various elements in the research undertaken by Hitt et al., (2017). These included a company's cost-based, service-based and product-based. A company's competitive advantage can also be evaluated by pricing or cost, quality, delivery reliability, innovation of products, and speed to the market. It gets more difficult to acquire even though academics agree that the performance of a firm depends on the variable in entrepreneurial orientation research, there is no universally acknowledged approach for evaluating the performance of a business. Businesses



have been evaluated using a wide range of indicators in the past. On the other hand, financial performance measurements have been used far more frequently than non-financial performance metrics. As argued by Kokwaro et al. (2018), examples of indicators that can be used to evaluate the financial performance of a firm include tax before profit per organizational employee, revenue growth, and an increase in the number of employees. Non-financial performance metrics include customer satisfaction levels, referrals, client base expansion, and market share (Kokwaro, et al., 2018). The scientific literature is littered with contradicting conclusions due to various performance metrics. According to several researchers in low- and middle-income nations, small- and medium-sized firms (SMEs) can be evaluated based on personal wealth and financial and non-financial metrics.

According to numerous studies, an entrepreneurial attitude has been associated with higher performance levels in various settings (Nyachio, 2020). According to the findings, firms need to become more entrepreneurial-oriented to get a competitive advantage.

Entrepreneurship's brightest star was first presented by Drucker (2007), who dubbed knowledge-based innovation (KBI) as its shining star. An entrepreneurial mindset can improve performance in underdeveloped nations, according to Boso et al. (2013). In this study, openness was not a mediating factor in the association between intellectual capital and the ability to innovate; instead, risk-taking and proactive behavior were important mediators. Hofstede's (1984) theory of national culture is used to explain the findings of Hayton et al. (2002), who discovered that country culture could influence entrepreneurial behavior, which is also a possible explanation for different outcomes in prior studies.

2.0 MATERIALS AND METHODS

This study adopted a descriptive survey research design that aimed at collecting data from motorcycle taxi operators in Nairobi County. The population that was targeted by this study were motorcycle taxi operators/riders registered in motorcycle Savings and Cooperative Societies in Nairobi County between 2016 and 2021. Nairobi County in the Republic of Kenya was taken into consideration for the study since it has a large number of very organized motorcycle taxi businesses connecting various parts of the County. Nairobi County being cosmopolitan, the study population comprised people from different ethnic groups.

A sample size of 249 was arrived at by undertaking a calculation of the target population of 726 having a confidence level of 95% as well as an error of 0.05 through the use of the formula below.

$$n = \frac{z^2 \cdot N \cdot \hat{p}^2}{(N - 1)e^2 + z^2 \hat{p}^2}$$

$$n = \frac{z^2 \cdot N \cdot \hat{p}^2}{(N - 1)e^2 + z^2 \hat{p}^2} \quad n = \frac{z^2 \cdot N \cdot \hat{p}^2}{(N - 1)e^2 + z^2 \hat{p}^2}$$

Where; n = Size of the sample,

N = Size of the population and given as 726,

e = Acceptable error and given as 0.05,

\hat{p} = The standard deviation of the population and given as 0.5 where not known,

Z = Standard variate at a confidence level given as 1.96 at 95% confidence level.

Primary data was used for the study with self-administered questionnaires for data collection. The research questionnaire comprised of both open-ended as well as closed-ended questions which covered each of the variables of the study

The pilot testing was conducted using the questionnaire which was administered to 20 respondents who were randomly selected and comprised of motorcycle taxi operators in Nairobi Central Business District. Both content and construct validity were used in the study to ascertain the validity of the research instruments.

In the assessment of the reliability coefficient of the research instrument, Cronbach's alpha (α) was used, and it was computed as follows:

$$A = k/k-1 \times [1 - \sum (S^2) / \sum S^2 \text{sum}]$$

Where:

α = Cronbach's alpha

k = The frequency of responses

$\sum (S^2)$ = Variance of items summed up individually



$$\sum S^2_{\text{sum}} = \text{Variance of summed up scores}$$

For the entire study, the research ensured legal frameworks as well as professional ethics that are required to conduct social science research. Before data collection, the researcher ensured that informed consent was sought from the respondents and that no participants in the study were coerced in any way to provide any information, freedom was encouraged to ensure the respondents' willingness to participate in the study.

3.0 RESULTS AND DISCUSSION

Descriptive results of Entrepreneurial Orientation and sustainability of motorcycle taxi business

Having considered 4 items, Cronbach's Alpha for entrepreneurial orientation was established to be 0.891. This coefficient was above the 0.7 thresholds and therefore no editing was required for the instrument for the entrepreneurial orientation variable concerned. This implies that all the items were reliable. It was therefore deduced that all the factors under entrepreneurial orientation were reliable in determining the sustainability of the motorcycle taxi business in Nairobi County, Kenya.

Table 1:

<i>Item-Total Statistics (Entrepreneurial orientation)</i>	
Cronbach's Alpha	Number of Items
.891	4

From the data in Table 4.1, the study established the anticipated changes in Cronbach's Alpha if an item is deleted for the entrepreneurial orientation variable. Since the initial Cronbach's Alpha, was above the 0.7 thresholds, there was no need for editing the instrument. All the variables under entrepreneurial orientation notably, reactivity, competition, risk-taking, and innovativeness were later used for further analysis. Based on the recommendations of Tabachnick & Fidell (2007), the use of factor loading with values of 0.7 and above is good in the determination of the factors that can be retained.

Table 2:

Entrepreneurial Orientation

	Cronbach's Alpha
Motorcycle taxi operators are always ready to pursue new options that improve their business (pro-activeness)	.825
Motorcycle taxi operators are willing to do anything to outperform all other competitors	.834
Motorcycle taxi operators are willing to exploit new routes with better returns (risk taking)	.901
The operators of the motorcycle taxi business are doing everything to make the business different from others who operate in a similar environment (innovativeness)	.889

The researcher instructed the respondents to indicate the extent to which they were agreeing with statements on Entrepreneurial Orientation, as presented in table 2, the following statement was agreed with: Motorcycle taxi operators are always ready to pursue new options that improve their business (pro-activeness) (Mean=4.4; SD=0.659); Motorcycle taxi operators are willing to do anything to outperform all other competitors (Mean=4.45; SD=0.562); Motorcycle taxi operators are willing to exploit new routes with better returns (risk taking) (Mean=4.43; SD=0.617); and the operators of motorcycle taxi business are doing everything to make The business that is not similarly operating in the same environment (innovativeness) (Mean=4.38; SD=0.588).

Table 3:
Regression Coefficients: Entrepreneurial Orientation

	N	Min.	Max.	Mean	Std. Dev.
Motorcycle taxi operators are always ready to pursue new options that improve their business (pro-activeness)	238	3	5	4.45	.659
Motorcycle taxi operators are willing to do anything to outperform all other competitors	238	3	5	4.45	.562
Motorcycle taxi operators are willing to exploit new routes with better returns (risk taking)	238	3	5	4.43	.617
The operators of the motorcycle taxi business are doing everything to make	238	3	5	4.38	.588
Valid N (listwise)	238				

Table 4:
Model Summary- Entrepreneurial Orientation

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1	.309 ^a	.395	.392	.31517

Predictors: (Constant), Entrepreneurial Orientation

Table 5.
ANOVA- Entrepreneurial Orientation

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	2.475	1	2.475	24.913	.001 ^b
Residual	23.443	236	.099		
Total	25.917	237			

a. Dependent Variable: Sustainability

b. Independent variables: (Constant), Entrepreneurial orientation

Based on the results presented in the ANOVA table, the variable Entrepreneurial Orientation, the model is significant statistically since the p-value is not more than .05. The F values (1, 236) = 24.913, $P < 0.05$, indicating that Entrepreneurial Orientation is statistically significant and it predicts the sustainability of motorcycle taxi businesses in Kenya and that Entrepreneurial Orientation significantly influences the sustainability of motorcycle taxi business in Kenya. This implies that Entrepreneurial Orientation as a variable insignificantly affects the sustainability of motorcycle business in Nairobi County, Kenya was rejected.

Entrepreneurial orientation and its influence on the Sustainability of Motorcycle Taxi Businesses

This research examined the influence of entrepreneurial orientation on Motorcycle Taxi Businesses' sustainability in Kenya. Findings showed a very significant variation in entrepreneurial orientation among the operators of motorcycle businesses with their motorcycles ("owner-managers") and those operators who have been employed by owners of motorcycle taxis. Those who owned the motorcycle taxis and managed the operations of the taxis were found to be highly motivated in operating the motorcycle taxis, they were also found to be more innovative than the riders who were not the owners of the motorcycles, and their risk-taking propensity was very high, they had a high level of competitiveness, autonomy in making key business decisions and pro-activeness compared to those who had been employed by motorcycle owners.

The study tested the hypothesis that entrepreneurial orientation does not significantly affect the sustainability of the motorcycle taxi business. This hypothesis was not accepted and it was inferred that entrepreneurial orientation significantly influences Motorcycle Taxi Businesses' sustainability in Kenya. A higher percentage of the respondents agreed that motorcycle taxi operators are always ready to pursue new options that improve their business (pro-activeness). There was also an almost undivided agreement that Business The operators of the



motorcycle taxi business is doing everything to make the business different from other business operating in a similar environment (innovativeness).

The study established that all the Entrepreneurial orientation dimensions which comprise innovativeness, proactiveness, and risk-taking had a positive and statistically significant influence on the sustainability of motorcycle taxi businesses in Nairobi County, Kenya. This implies that behaviors that are linked with innovativeness, proactiveness, and risk-taking when taken as an overall strategy may indeed help SMEs in Kenya to grow. Further, the results suggest that Entrepreneurial orientation-oriented activities by motorcycle taxi entrepreneurs not only result in better performance and business sustainability but also assist the motorcycle taxi businesses to decide better about the choice of strategic resources that are acquired. The findings of the study shed more light on the understanding of the relationship between Entrepreneurial orientation and business sustainability of motorcycle taxis and represent a key contribution to the body of research as well as knowledge in the area of entrepreneurship.

4.0 CONCLUSION

Based on the findings, it was concluded that Entrepreneurial Orientation significantly influences the motorcycle taxi business sustainability in Kenya. With the development of strategic orientation, as well as capturing specific entrepreneurial aspects of decision-making styles, methods, and practices, businesses have been sustainable.

5.0 RECOMMENDATIONS

Motorcycle taxi business owners and operators need to develop strategic orientation, as well as capture specific entrepreneurial aspects of decision-making styles, methods, and practices to improve their business performance and hence sustainability. They need to focus on the efficiency of business operations.

Motorcycle taxi operators also need to embrace the entrepreneurial orientation dimensions, innovativeness, risk-taking, and reactivity to enhance the sustainability of their businesses. They need to consider risk-taking to effectively and successfully respond to the dynamic environments that require businesses to increase decision-making speed. Motorcycle taxi entrepreneurs should be innovative in terms of service improvement and development to enhance business sustainability. They also need to be very proactive by carrying out strategic environmental scans for new business opportunities in the sector. Finally, there is a need for the government to consider in its blueprint, the facilitation of workshops and seminars for motorcycle taxi entrepreneurs to sensitize them on the significance of these dimensions in business sustainability.

REFERENCES

1. Arosanyin, G., Olowosulu, T. and Oyeyemi, M. (2017). *Employment Generation and Earnings in the Informal Transport Sector in Nigeria*. *International Business and Management* 2(2), 139-148. <http://www.cscanada.net/index.php/ibm/article/view/j.ibm.1923842820110202.015>
2. Boso, N., Vicky, S., & Cadogan, W. (2013). *Entrepreneurial Orientation, Market Orientation, Network Ties, and Performance: Study of Entrepreneurial Firms in a Developing Economy*. *Journal of Business Venturing* 28(6), 708–727. DOI: 10.1016/j.jbusvent.2013.04.001
3. Covin, J. G., & Slevin, D. P. (2019). *Empirical relationships among strategic posture environmental context variables, and new venture sustainability*. *Frontiers of Entrepreneurship Research*. In R. Bockhaus et al. (eds.) 370–382. Wellesley, MA: Babson College.
4. Drucker, P.F (2007) *Innovation and Entrepreneurship: Practice and Principles*. Routledge
5. Gay, L. R. (2017). *Educational research*. Maxwell Macmillan International.
6. Hitt, M. A., Ireland, R. D., Camp, S. M. & Sexton, D. L. (2017) *Strategic Entrepreneurship: Entrepreneurial strategies for wealth creation*. *Strategic Management Journal*, 22, 479–491. <https://doi.org/10.1002/smj.196>
7. Kenya National Bureau and Statistics (2018) *National Economic Survey, 2018*. Kenya National Bureau of Statistics: Nairobi
8. Kodithuwakku, S. S., & Rosa, P. (2016). *The entrepreneurial process and economic success in a constrained environment*. *Journal of Business Venturing*, 17(5), 431–465. <https://EconPapers.repec.org/RePEc:eee:jbvent:v:17:y:2002:i:5:p:431-465>
9. Kokwaro, P., Ajowi, O. Kokwaro, E. (2018) *A Competitive Forces Influencing Business Sustainability of Bicycle Taxis in Kisumu City, Kenya*. *Mediterranean Journal of Social Sciences*. 4(2)719 – 728. <http://ir.jooust.ac.ke:8080/xmlui/handle/123456789/9336>
10. Kumar, A. (2011). *Understanding the Emerging Role of Motorcycles in African Cities: A Political Economy Perspective*. *Sub-Saharan Africa Transport Policy Program (SSATP) (discussion paper); no. 13*. World Bank, Washington, DC. World Bank. <https://openknowledge.worldbank.org/handle/10986/17804> License: CC BY 3.0 IGO.
11. Lazonick, W. (2018) *The Theory of Innovative Enterprise: A Foundation of Economic Analysis*. *The Academic-Industry Research Network*.



12. Lee, S., & Peterson, S. (2018). Culture, entrepreneurial orientation, and global competitiveness. *Journal of World Business*, 35(4), 401–416. [https://doi.org/10.1016/S1090-9516\(00\)00045-6](https://doi.org/10.1016/S1090-9516(00)00045-6)
13. Lumpkin, G. T., & Dess, G. G. (2016). Clarifying the entrepreneurial orientation construct and linking it to sustainability. *Academy of Management Review*, 21(1), 135–172. DOI:10.5465/AMR.1996.9602161568
14. Mugenda, A. & Mugenda, O. (2003). *Research Methods: Quantitative and Qualitative Approach*. Acts Press
15. Mutiso, W. & Behrens, R. (2017) Boda boda bicycle taxis and their role in urban transport systems: Case studies of Kisumu and Nakuru, Kenya. Centre for Transport Studies. <https://www.semanticscholar.org/paper/>
16. Nandwoli, F. (2014). Factors Influencing Motorcycle Transport On Creation of Employment Opportunities in Kenya; A Case of Bungoma South Sub-County, Bungoma County. [Master Thesis, University of Nairobi]. <http://erepository.uonbi.ac.ke/handle/11295/74330>.
17. Nyachio, G. M. M. (2020). Levels of rider training and its influence on road safety among motorcycle (Boda Boda) riders in Kisumu East Sub-County in Kisumu County, Kenya. *Journal of Research Innovation and Implications in Education* 4(4), 119 – 129. <https://jriiejournal.com/wp-content/uploads/2021/01/JRIIE-4-4-011.pdf>
18. Obura, F. (2021, June 19). Boda boda, a growing source of income for many. <https://www.standardmedia.co.ke/business/news/article/2001416091/>
19. Runyan, R., Droge, C., & Swinney, J. (2018). Small Business Orientation: A Construct Proposal *Journal of Small Business Management*, 43(3), 567–588. <https://doi.org/10.1177/1042258718807171>
20. Tabachnick, B. G., & Fidell, L. S. (2007). *Using Multivariate Statistics* (5th ed.). Allyn and Bacon.
21. Uno, S., Supratikno, H., Ugut, G., Bernarto, I., Antonio, F & Hasbullah, Y. (2021). The effects of entrepreneurial values and entrepreneurial orientation, with environmental dynamism and resource availability as moderating variables, on the financial performance and its impacts on firms' future intention. *Management Science Letters* , 11(5), 1537-1548. DOI: 10.5267/j.msl.2020.12.019