

ENTREPRENEURIAL INGENUITY, CAPITAL, RESILIENCE AND INNOVATION: CONTEXTUAL PERSPECTIVES ON MVUMA MICRO-ENTREPRENEURSHIP, ZIMBABWE

M. C. Madondo and M. Phiri

*School of Management, IT and Governance, University of KwaZulu-Natal, Pietermaritzburg, South Africa
E-mails: madondomc@gmail.com; phirim@ukzn.ac.za*

Abstract: Exploring the advancement of micro-entrepreneurship in Mvuma, Zimbabwe, rests with endogenous innovativeness as based on contextual perspectives. This paper spots contextual knowledge and perspectives in innovation as challenges for advancing the micro-entrepreneurship discourse in southern Africa. Hence, the research problem for this paper is that there is exclusion of information on the endogenous innovativeness of micro-enterprises in Mvuma, Zimbabwe, from the national consideration of firm survival, success or growth to the broader SMEs policy-making. The research question is, therefore: In what way is the endogenous innovativeness of micro-enterprises in Mvuma, Zimbabwe, based on contextual perspectives allowing for growth, success, or survival? This paper applies a mixed methods approach, using the survey, face-to-face interviews, focus group interviews, and field observations techniques. It discusses the research results and findings from a field study conducted. It concludes that contextual perspectives such as micro-entrepreneurial social ingenuity, capital, resilience and motivation emerge from within this Mvuma community.

Key Words: Contextual micro-enterprise; endogenous imperatives; entrepreneurial ingenuity; entrepreneurial capital; entrepreneurial resilience; entrepreneurial motivation.

1. INTRODUCTION

In Zimbabwe, the logic of innovation in micro-entrepreneurship differs from that in macro-entrepreneurship and the mainstream business sector. Endogenous innovativeness is “a way of life” (Toledo-Lopez, Díaz-Pichardo, Jiménez-Castañeda and Sánchez-Medina, 2012) from which the majority of rural and micro-owners perceive business. This paper discusses innovation in the micro-entrepreneurship in Zimbabwe as a product from within the culture of self-employment, social effects and unconventional methods rather than a novelty for conventional monetary and economic rewards or wealth creation. While innovation in the mainstream business sector is predominantly justified on exogenous perspectives such as sales, profits, employment upper hand, size and related financial measures, the innovativeness in rural and micro-entrepreneurship is a

contextual dynamic. It evolves from observable unconventional methods and socio-cultural effects or occurrences inherent in micro-entrepreneurships. The research problem for this paper is that there is an exclusion of information on the endogenous innovativeness of micro-enterprises in Mvuma, Zimbabwe, from the national consideration of firm survival, success or growth, and even in the broader SMEs policy-making. The research question is, therefore: In what way is the endogenous innovativeness of micro-enterprise in Mvuma, Zimbabwe, a contextual perspective to allow for growth, success, or survival? Thus, micro-entrepreneurial phenomena can be explained using this innovative and contextual dynamic. This paper considers this dynamic starting from the relationship between micro-entrepreneurial adeptness inherent in micro-entrepreneurs and the innovation of enterprises in Mvuma, Zimbabwe.

2. LITERATURE REVIEW

Historically, micro-entrepreneurship is known from the substantial contribution of small businesses to economic growth in developing and underdeveloped countries (Busenitz *et al.*, 2003; Bridge, O'Neill and Martin, 2009; Storey and Green, 2010). Mahadea and Youngless on (2013) assert that "innovation is 'the intentional introduction and application within a role, group or organisation of ideas, processes, products or procedures new to the relevant unit of adoption designed significantly to benefit the individual, the group, the organisation or wider society'". This view predominantly relates to the exogenous fundamentals such as employing people, selling products and services and creating markets (Busenitz *et al.*, 2003; Bridge *et al.*, 2009; Storey and Greene, 2010; Toledo-Lopez *et al.*, 2012).

In addition, southern Africa is a rural region consisting of low-income countries whose economies are largely characterised by micro-entrepreneurialism (Toledo-Lopez *et al.*, 2012; Fox, Haines, Muñoz and Thomas, 2013). Fox *et al.* (2013) describe that in low income countries micro-entrepreneurialism is growing 'non-wage employment' and 'household enterprise employment', and is known for unconventional but creative entrepreneurial methods and practices. These methods and practices involve endogenous dynamics that include personal and social norms, beliefs and values, and influences of family, friends, the neighbourhood, workers and role models. Endogenous dynamics are creative tools microenterprises use to exploit local knowledge (Rasmussen, 1992; Maphosa, 1998; Rosenberg, 2000; Parker, 2004). These practices can be considered as micro-entrepreneurial adeptness, although they are yet to be acknowledged as innovation. Hence, Mahadea and Youngless on (2013) argue and exemplify that "despite the devastating effect AIDS has caused in sub-Saharan Africa, business opportunities have been created in the funeral services business ... The bus boycotts during apartheid years gave birth to the multi-billion rand 'minibus' taxi industry in South Africa". In southern Africa, Zimbabwe in particular, a combination of contextual and social dynamics compels micro-entrepreneurship innovation, with a difference amplified by the absence of dedicated research from this perspective

(Chirisa, 2009; Nyamwanza, 2013; Mahadea and Youngless on, 2013).

Keeping to the Zimbabwean context, the *GEMINI Technical Report 25* focused as it is on the survival and growth conditions of micro and small-scale enterprises (MSEs) is instructive to the background of SMEs research. Attention is on the type of industry, sector dominance, enterprise location, gender parities and ownership, employment edge, profits and the most pressing economic problems (McPherson, 1991). MSEs in Zimbabwe operate for almost 24 days in a month from January to December with the sector providing a fraction of the household's income and half of the family's total income (McPherson 1991). In addition, a typical Zimbabwean MSE activity "is a one person operation [and is] largely based in rural areas, reflecting the fact that most Zimbabweans live in the rural areas" (McPherson, 1991). Studies' focus is on the dynamic role of MSEs in the economic setup and on emphasising the general MSEs development process contributing to poverty alleviation and economic growth (McPherson, 1991; Liedholm and Mead, 1995).

The Zimbabwe National Statistics Agency (ZIMSTAT), conducted surveys in order to set up a functional database of business establishments operating and forming developments in and prospects for the manufacturing and mining industrial sectors in the country (ZIMSTAT, 2014a; ZIMSTAT, 2014b). ZIMSTAT surveys, just as the GEMINI studies, pay attention to exogenous dynamics and perspectives including location, main economic activity, industry, number of employees, profits and capacity (McPherson, 1991; Liedholm and Mead, 1995; ZIMSTAT, 2014a). These are guided by the logic of innovation based on economics and econometric perspectives. Innovation is not oriented towards contextual perspectives and the endogenous dynamics of entrepreneurship. This constitutes a gap in micro-entrepreneurship research. Studies point out that even under very dire economic conditions, the Zimbabwean MSEs/SMEs sector continues to survive, and some of the entities are able to transition into middle and large business entities (McPherson, 1991; Liedholm and Mead, 1995; ZIMSTAT, 2014a). This gap forms the basis for this paper.

The observation is that micro-enterprises in Zimbabwe may be widely researched, but the sampling of entities is still viewed as not significant in the perceptions of political economists. A research gap associated with micro-entrepreneurship at Mvuma town is found in recent baseline survey documents released by the Government of Zimbabwe (GoZ) (ZIMSTAT, 2014a; ZIMSTAT, 2014b). For instance, the ZIMSTAT baseline surveys included, all establishments that were on the master list ... an amalgamation of registers from ZIMSTAT, local authorities, NSSA and business associations ... establishments that were not on the master list but found on the ground were also covered (ZIMSTAT, 2014a).

The Central Business Register (CBR) notes other sectors of enterprises on the basis that “establishments employing less than twenty employees have a small contribution to value added ... hence their exclusion would not significantly alter the results” (ZIMSTAT, 2014a). In Mvuma, micro-enterprises are, therefore, not mentioned in the CBR (ZIMSTAT, 2014a) and the Business Tendency Stats (BTS) (ZIMSTAT, 2014b). The establishments are recorded in local district authorities’ registers and yet they do not form part of the national statistical information. There is, therefore, a research gap in identifying potential “lead[ing] to breakthrough innovation and growth through new levels of opportunity identification” (Mahadea and Younglesson, 2015) beyond what is perceived as ‘necessity entrepreneurship’ (Figueroa-Armijos, Dabson, and Johnson, 2012). Thus, in such a context, micro-entrepreneurship innovation is just a wish. This paper contests this ‘wish’ consideration from the domain literature, appealing for positive contextual perspectives in micro-entrepreneurship innovativeness using the example of Mvuma town.

3. THEORETICAL APPROACH TO THE MICRO-ENTREPRENEURSHIP

Theoretical approaches to micro-entrepreneurship are diverse. This paper combined two theoretical pedestals, namely, ‘endogenous social effects’ (Manski, 1993), and ‘socio-cultural effects’ (Rasmussen, 1992; Maphosa, 1998) as presented below in Figure 1.

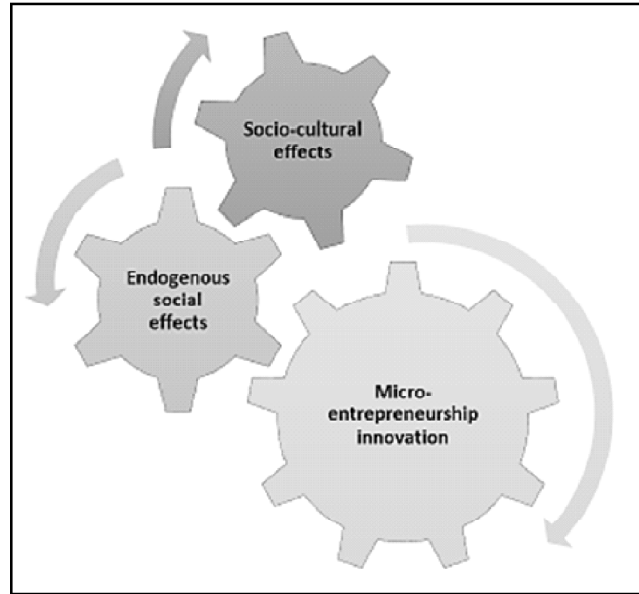


Figure 1: Theoretical bases

3.1. Socio-cultural effects

Rasmussen (1992) and Maphosa (1998) consider micro-entrepreneurship from overarching notions: ‘entrepreneurial milieu’ and ‘socio-cultural effects’. Thus, the relationship between micro-enterprise growth, success or survival can be explained better by using socio-cultural milieu inferences (Rasmussen, 1992; Maphosa, 1998). This thinking amounted to the idea of socio-cultural effects describing micro-entrepreneurial innovation to include the evolution of local skills, work practices, patterns of social interrelations, familial responsibilities, traditional norms, roles and beliefs (Rasmussen, 1992; Maphosa, 1998).

3.2. ‘Endogenous social effects’ theory

Manski (1993) hypothesises that “endogenous effects, wherein the propensity of an individual to behave in some way varies with the behaviour of the group” was relevant for this paper. The scholar views ‘endogenous effects’ as generating a ‘social multiplier’ explainable with a linear regression $\beta \neq 0$ as a model (Manski 1993). This view was found connected to the notion of ‘socio-cultural effects’ (Rasmussen 1992; Maphosa 1998).

3.3. Developed experimental model

Endogenous entrepreneurship, social effects and socio-cultural effects, were used to explain micro-

entrepreneurship with the help of “ANOVA ... as a special case of the linear regression model” (Kaplan, 2004). An experimental model was developed to explain the relationship between micro-entrepreneurial adeptness inherent to entrepreneurs and the enterprise growth, success or survival within firms themselves and within their local economic setups in Mvuma:

$$\text{Endogenous Innovativeness (EIs)} = \frac{\text{Entrepreneurial Adeptness in Entrepreneurs (EAs)}}{\text{Enterprise growth (Eg)}}$$

$$\text{Thus, } EIs = \frac{EA_e}{Eg}$$

From the view that endogenous innovativeness naturally recurs as entrepreneurial adeptness inherent in micro-entrepreneurs within the Mvuma environment, the experimental model endogenous innovativeness was considered EI_s . Entrepreneurial Adeptness considered as EA_e , representing all numerator elements (dependent variables) that capture the occurring of entrepreneurs’ resilience, persistence, beliefs, attitudes, intentions, personal efforts, circumstances and experiences, and influences of family, neighbourhood, peers and workers and exploiting of freely available knowledge. Enterprise Growth was considered E_g to represent all denominator elements (independent variables) capturing the occurrence of enterprise situational and functional evolution such as firm survival, achievements, success, growth and existence. Therefore, if EA_e is computed for a right-distributive relationship with E_g it should result in indicators of EI_s .

4. RESEARCH METHODOLOGY

This paper uses a mixed methods research approach to search, from a contextual perspective, knowledge and understanding of the endogenous innovativeness of micro-entrepreneurs in Mvuma, Zimbabwe. In this context, micro-enterprise endogenous innovativeness is a multi-complex social reality and personally lived experience to individual entrepreneurs. Thus, this reality could only be measured through the mixed methods technique called the sequential data collection tool, measurement instruments and data analysis (Creswell, 2003). We adopted a purposive sampling method due to the unpredictability of business establishments in Mvuma

town (ZIMSTAT, 2014a). The population size of 75 micro owner-managers was selected on the basis of their availability and willingness to participate in this research (Ritchie *et al*, 2003; Durrheim and Painter, 2006). Once a purposive sampling method was adopted, survey questionnaires were administered, and field observations, face-to-face interviews and focus group discussions were conducted to elicit in-depth information from micro-entrepreneurs (Ritchie *et al*, 2003; Snape and Spencer, 2003). Once raw data were collated two descriptive data analysis methods were applied: inferential statistics analysis and textual-interpretive analysis (Terre Blanche *et al*, 2006). Both the statistical data (survey) and textual data (transcripts) were transformed into results using computer-assisted data analysis software, SPSS software and Nvivo software, involving four tasks: descriptive statistical analysis, coding, entering, and cleaning (Spencer *et al*, 2003; Durrheim, 2006).

5. RESULTS OF THE STUDY

In this section the results are presented in two forms: the descriptive inferential statistics and the textual-narrative results. The following section presents the inferential statistics results.

5.1. Inferential statistic results

A one-way analysis of variance (ANOVA) was computed based on an F -test as follows: $F = \frac{MSE}{MSW}$ where MSE is mean square between-groups estimated variance and MSW is mean-square within-group estimated variance (Bryman and Cramer, 2009), in order to test the moderating hypothesis (H_m): Endogenous innovativeness is a naturally recurring entrepreneurial adeptness with micro entrepreneurs and within the Mvuma environment and is related to the growth, success or survival of these enterprises, yet it is not receiving external policy support. H_m was tested by computing ANOVA’s F -test where F is *Endogenous Innovativeness (EIs)*, MSE is a mean square between-groups estimated variances of *Entrepreneurial Adeptness in Entrepreneurs (EAs)*, and where MSW is a mean-square within-group estimated variances of *Enterprise growth (Eg)* as:

$$\text{Thus, } E_{ls} = \frac{EA_e}{E_g}$$

Thus, a comparison of the two variables through a computed ANOVA, wherein if $p < 0.05$ shows that the two variables are statistically related (H_1):

Natural occurrences of entrepreneurial adeptness in the micro entrepreneurs and their environment are related to enterprise growth, success or survival $p < 0.05$. The researchers, therefore, generated Table 1, wherein $p < 0.05$ to present this inferential statistics result indicated in the “**Result**” column of the table.

Table 1
Inferential statistics result

<i>Dependent Variable</i>	<i>Independent Variable</i>	<i>F</i>	<i>Sig.</i>	<i>Result</i>
Culture of Excellence	Business Survival	2.734	.024	Statistically related
Culture of Excellence	Business Success	3.814	.004	Statistically related
Character in Business	Business Survival	3.786	.004	Statistically related
Character in Business	Business Success	2.392	.044	Statistically related
Business Skill And Experience	Highest Qualification Obtained	2.910	.018	Statistically related
Business Skill And Experience	People Employed	3.590	.021	Statistically related
Create effective contacts	Highest Qualification Obtained	4.856	.001	Statistically related
Create effective contacts	Nature of Business Changes	2.577	.026	Statistically related
Passion	Highest Qualification Obtained	2.914	.018	Statistically related
Successful	Age Range	2.692	.026	Statistically related
Successful	Business Category	2.216	.046	Statistically related
Successful	Years in Business	4.936	.005	Statistically related
Time Spent Observing opportunities	Business Location	4.272	.010	Statistically related
Building Certainties	Learn from Business	8.752	.000	Statistically related
Significance	Business Category	2.706	.017	Statistically related
Significance	Learn Playing Different Roles in Business	2.622	.024	Statistically related
Personal growth	Business Category	3.673	.003	Statistically related
Personal growth	Marital status	3.146	.034	Statistically related
Personal growth	Years in Business	4.371	.009	Statistically related
Personal growth	Business Survival	2.390	.044	Statistically related
Finance	Marital status	3.300	.028	Statistically related
Finance	Highest Qualification Obtained	2.852	.020	Statistically related
Skills and Abilities in Business	People Employed	3.655	.019	Statistically related
Skills and Abilities in Business	Years in Business	3.439	.024	Statistically related
Skills and Abilities in Business	Business Survival	3.438	.007	Statistically related
Skills and Abilities in Business	Business Success	2.409	.043	Statistically related
Beliefs and values	Business Category	3.964	.001	Statistically related

5.2. Textual-Narrative Results

5.2.1. Text Similarity

A text search pattern query was computed in NVIVO in order to carry out a constant comparison analysis of the

face-to-face interviews, surveys, focus group interviews and observation data sets (Richards, 1999; Leech and Onwuegbuzie, 2007). This text similarity analysis enabled the generating of textual clustering results presented in Figure 2.

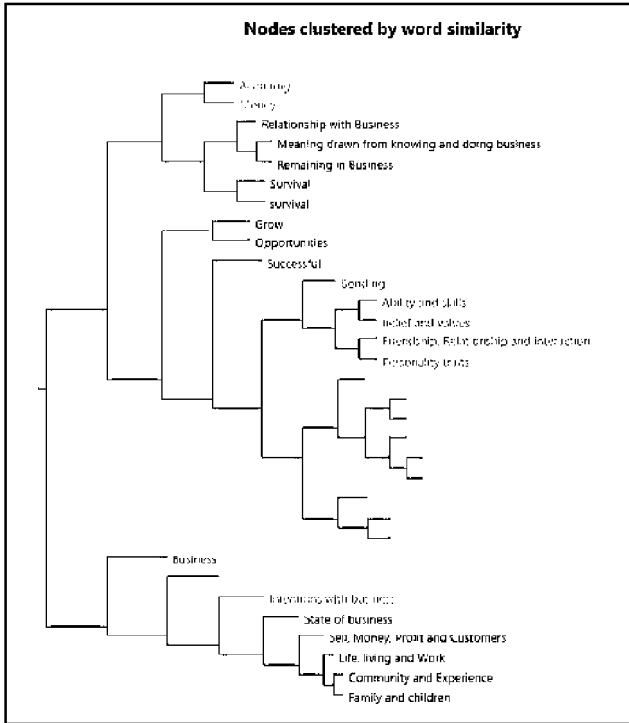


Figure 2: Textual Clustering

5.2.2. Thematic analysis result

The above textual clustering enabled researchers to generate thematic analysis results from the coded face-to-face interviews, surveys, focus group data and observation of narratives and texts.



Figure 3: Business, community and experience

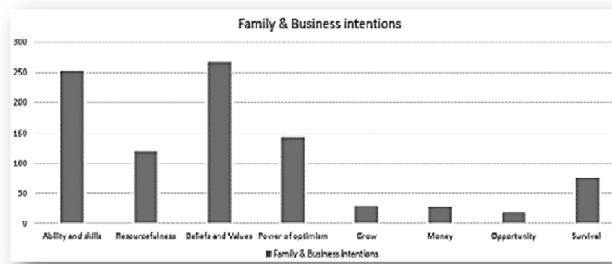


Figure 4: Family and Business intentions

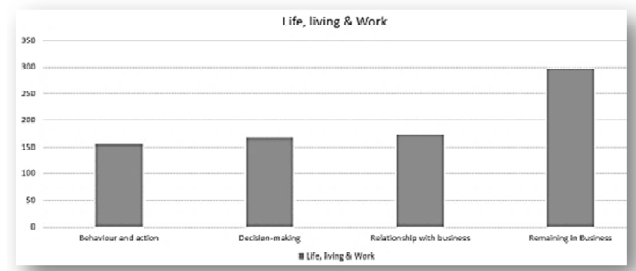


Figure 5: Life, living & work



Figure 6: State of business

5.3. Research findings

The researcher applied a triangulation method of analysis, which threaded links between the descriptive and inferential statistics results and textual-narrative thematic outcomes in consideration of the endogenous innovativeness of micro entrepreneurs in Mvuma, Zimbabwe, drawing out these 5 key qualitative findings. Individual micro entrepreneurs articulate patterns of:

1. Self-reliance and system free-riders resource capabilities.
2. Relationship strength.
3. Come-forward aptitude.
4. Cut-overheads and flexibility in time management.
5. Personal and family life abilities.

6. DISCUSSION OF FINDINGS

A large body of literature focuses on micro-entrepreneurial behavioural conditions such as social ingenuity, capital, resilience, and motivation (Baron and Markman, 2003; Rose *et al*, 2006; Man *et al*, 2008; Bridge *et al*, 2009; Osirim, 2011; Shane *et al*, 2012). The micro-enterprises operate and function through social facets on the one hand and on the other hand through economic

dimensions. In the research objective, to detect endogenous innovativeness as a determinant factor for micro-enterprise growth in Mvumatown, this discussion entails entrepreneurial properties such as social ingenuity, capital, resilience, and motivation. We developed Figure 7 below to visually explain this position.

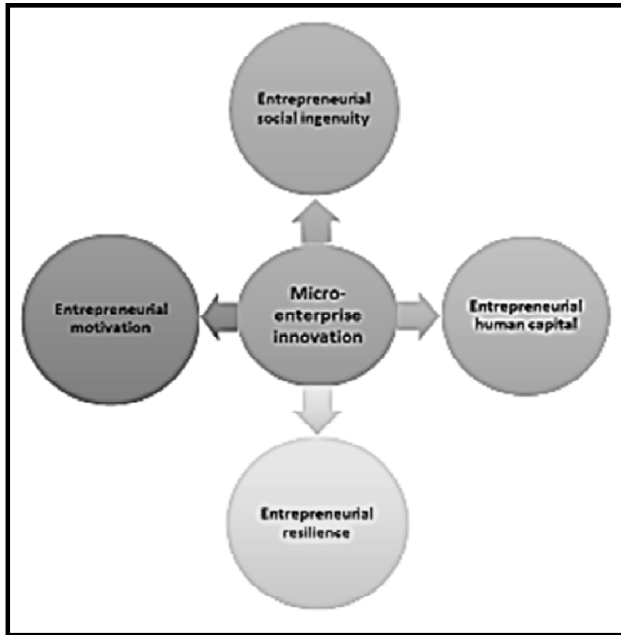


Figure 7: Entrepreneurial behavioural properties

Figure 7, in Mvuma, Zimbabwe, is the starting point to debate the innovativeness of micro-entrepreneurs deriving from the simultaneous relationship between the existing entrepreneurial properties and the socio-cultural patterns from within the group and the context.

6.1. Social ingenuity

Entrepreneurship literature largely focuses on the small businesses' social capital building and strengthening function in nurturing community economic development (Gruidl and Markley, 2009; Lyons *et al.*, 2012). For instance, a study carried out by Man *et al.* (2008) on the relationship between entrepreneurial character and SME performance found "the entrepreneur's opportunity, relationship, innovative, human and strategic competencies in affecting the long-term performance of an SME". Furthermore, Baron and Markman (2003) also note that social competence is about:

accuracy in perceiving others, skill at impression management, persuasiveness [and that] social adaptability [is] the ability to adapt to a wide range of social situations, and expressiveness [is] the ability to express emotions and feelings in an appropriate manner.

Hence, empirical data in this paper depicts social competence and social adaptability as elicited in thinking, working, constructing and conducting business and interaction with customers.

This research found that micro-entrepreneurs in Mvuma, Zimbabwe, are communicative of their inventiveness as originating from relationship strength and management competencies. Baron and Markman (2003) found that a combination of social adaptability and expressiveness influences entrepreneurial financial success. Thus, micro-enterprise innovativeness is elicited in family neighbourliness and community relational perspective patterns such as persuasiveness, day-to-day tracking of information, freelancing sales channels and oral marketing and community savings groups, and hope and self-determination. This is, therefore, exclusive to recurrences within social and cultural interactions and perceptions. Man *et al.* (2008) advance the view on social competence and social adaptability, arguing that "an entrepreneur can perceive a widened competitive scope such as more opportunities for innovation, business growth, and the provision of new services or products". In the context of Zimbabwe, entrepreneurial social ingenuity drives innovativeness.

6.2. Human capital

Entrepreneurship literature indeed maps the concept of entrepreneurial human capital as multifaceted function, competence and commitment of small and medium entrepreneurs (Man *et al.*, 2002). The human factor plays a significant role in ensuring the success of small and medium entrepreneurship (Man *et al.*, 2002; Rose *et al.*, 2006). Rose *et al.* (2006) "found [a] significant relationship between venture growth and entrepreneurs with high personal initiative". Man *et al.* (2008) argue that "the influential role of the entrepreneur [affects] the performance of the firm". A study of the micro-entrepreneurial activities in Mvuma, Zimbabwe, shows

that owner-managers' personal 'experiences' and 'goal orientation' embedded in 'the concentration of their own decision-making power' have a bearing on their innovativeness in businesses. We found that micro-entrepreneurs in Mvuma relied on various qualities and characteristics such as personal and family life, self-reliance and system free-rider of resource competencies and commitments. In view of this, Erikson(2002)writes "entrepreneurial capital [is] defined as a multiplicative function of entrepreneurial competence and entrepreneurial commitment". Therefore, we argue that in contexts like the Mvuma town, micro-entrepreneurship innovation should be viewed from the human capital perspective within that context. Munyanyi (2015) outlines the way in which Zimbabwean rural entrepreneurs engage in various strategies such as employing fewer than five people, using local transport operators to ferry supplies from city suppliers and joining 'money clubs with other operators'. Rural entrepreneurs, like those in Mvuma, are not shy to display multifaceted competencies manifesting in their personality traits, human abilities and skills (Man *et al.*, 2002; Munyanyi, 2015).

6.3. Resilience

Entrepreneurship scholars associate resilience with self-renewal and being innovative in the pursuit of opportunities (Kruger and Brazeal, 1994). Kruger and Brazeal (1994) argue that "resilience requires a supply of potential entrepreneurs who surface and take the initiative when a personally attractive opportunity presents itself." Osirim (2011) notes that Zimbabwe's entrepreneurial sector is diverse and complex where women entrepreneurs' resilience is pursuing self-renewal and self-resourcefulness and is key to the continuous contribution to both household economies and the local and national economy.

This paper found that the micro-entrepreneurs in Mvuma are resilient, as they constantly seek to cut overheads and behave in ways that show flexible individual and personal qualities and self-resourcefulness. Thus, given the agonising economic conditions, resilience is here considered as operating micro-enterprises in persistence towards keeping the business afloat, determination to survive, financial prudence with own

methods in savings and reinvesting profits into the business (Osirim, 2011). Gimeno *et al.* (1997) explain that "for owners of family-owned businesses, the firm may not only be a source of income but also a context for family activity and embodiment of its pride and identity". Munyanyi (2015) adds that rural entrepreneurs as resilient business owners use 'flexible tactics' such as employing family member(s), using local transport for supplies from city suppliers, and participating in 'money clubs with other operators'. Therefore, this paper argues that an encapsulation of survival, self-renewal, flexible tactics, and onset potential initiative-taking and convenience specific to individual micro-enterprises constitute the state of entrepreneurial resilience.

6.4. Human motivation

Segal, Borgia and Schoenfeld (2005) expound that "tolerance for risk, self-efficacy and perceived net desirability significantly predict self-employment intentions and [are] a strong indication for the intention to become an entrepreneur". This study found that the micro-entrepreneurs in Mvuma, Zimbabwe, value relationship strength, cutting-overheads and being flexible, and competencies in come-forward, personal and family life, self-reliance and system free-riders tactics. Thus, in Mvuma the entrepreneurial human motivation entails relationships pittedness with the families and the community, willingness to cut costs the best way one can, the inclination to flexibility in managing the day-to-day business activities, availability to personal and family life and survival, self-reliance and the desire to be ten steps ahead of changes in the country's political and economic set up. Gruidl and Markley (2008) confirm that a community entrepreneur is understood through "the ingredients of the entrepreneurial spirit: creativity, innovation, motivation, and capacity". Shane *et al.* (2012) argue that "success depends on people's willingness to become entrepreneurs", meaning that human motivations influence decisions on the exploitation of opportunities, resources and mechanisms.

7. CONCLUSION

This paper focused on the question: In what way is the endogenous innovativeness of micro-enterprises in

Mvuma, Zimbabwe, a contextual perspective allowing growth, success, or survival? Domain literature does not have a justification for contextual perspectives of micro-entrepreneurship innovation. Overall, discourses on innovation in micro-entrepreneurship shy away from contextual dynamics. This paper, therefore, considered the socio-cultural dynamics starting from the relationship between micro-entrepreneurial adeptness inherent in micro-entrepreneurs and the innovation of enterprises in Mvuma, Zimbabwe. Drawing from the research results and findings from Mvuma town, the paper advances positive contextual perspectives in micro-entrepreneurship innovativeness as motivation, resilience, human capital and social ingenuity. These perspectives are manifest in micro-entrepreneurs' spiritedness in improving personal and family life and survival, willingness to cutting costs, and inclination to flexibility in day-to-day business management, and self-reliance.

REFERENCE

- Ahn, S. and Hemmings, P. (2000). Policy influences on economic growth in OECD countries: an evaluation of the evidence, *OECD Economics Department Working Papers*, No. 246, OECD Publishing.
- Baron, R. A. and Markman, G. D. (2003). Beyond social capital: The role of entrepreneurs' social competence in their financial success. *Journal of Business Venturing*, Vol. 18 (1), pp. 41–60.
- Busenitz, L.W., West III, G.P., Shepherd, D., Nelson, T., Chandler, G.N. and Zacharakis, A. (2003). Entrepreneurship research in emergence: Past trends and future directions. *Journal of Management*, Vol. 29, pp. 285.
- Bridge, S., O'Neill, K. and Martin, F. (2009). *Understanding enterprise: Entrepreneurship and small business*. Basingstoke: Palgrave Macmillan.
- Chirisa, I. (2009). The geography of informal sector operations (ISOs): A perspective of urban Zimbabwe. *Journal of Geography and Regional Planning*, Vol. 2(4), 66–79.
- Creswell, J. W. (2003). *Research design: Qualitative, quantitative, and mixed methods approaches*. Thousand Oaks: Sage.
- Durrheim, K. (2006). Basic quantitative analysis. In: M. Terre Blanche, K. Durrheim, & D. Painter (Eds), *Research in practice: applied methods for the social sciences*, Cape Town: University of Cape Town Press, pp. 187–214.
- Erikson, T. (2002). Entrepreneurial capital: The emerging venture's most important asset and competitive advantage. *Journal of Business Venturing*, Vol. 17 (3), pp. 275–290.
- Durrheim, K. and Painter, D. (2006). Collecting quantitative data: Sampling and measuring. In: M. Terre Blanche, K. Durrheim, & D. Painter (Eds), *Research in practice: applied methods for the social sciences*, Cape Town: University of Cape Town Press, pp. 132.
- Figueroa-Armijos, M., Dabson, B. and Johnson, T. G. (2012). Rural entrepreneurship in a time of recession. *Entrepreneurship Research Journal*, Vol. 2 (1), Article 3, Retrieved from: <http://s3.documentcloud.org/documents/406291/entrepreneurship-recession-2012.pdf> (Accessed: 15 December 2016).
- Fox, L., Haines, C., Muñoz, J. H. and Thomas, A. H. (2013). Africa's got work to do: Employment prospects in the new century. *IMF Working Paper*, WP/13/20, International Monetary Fund.
- Gimeno, J., Folta, T. B., Cooper, A. C., and Woo, C. Y. (1997). Survival of the fittest? Entrepreneurial human capital and the persistence of underperforming firms. *Administrative Science Quarterly*, Vol. 42 (4), pp. 750–783.
- Gruidl, J. and Markley, D. M. (2008). Entrepreneurship as a community development strategy. In R. Pittman & R. Phillips (Eds), *An Introduction to Community Development*, New York: Routledge.
- Kaplan, D. (Ed.). (2004). *The Sage handbook of quantitative methodology for the social sciences*. Thousand Oaks: Sage.
- Krueger, N. F. and Brazeal, D. V. (1994). Entrepreneurial potential and potential entrepreneurs. *Entrepreneurship Theory and Practice*, Vol. 18, pp. 91.
- Leech, N.L., and Onwuegbuzie, A.J. (2007). An array of qualitative data analysis tools: A call for data analysis triangulation. *School Psychology Quarterly*, Vol. 22 (4), pp. 557.
- Liedholm, C., and Mead, D. (1995). The dynamic role of micro and small enterprises in the development process. *GEMINI Action Research Program I: Final Report*. Retrieved from: http://www.afre.msu.edu/uploads/files/Mead/GEMINI_Final_Report__NABX419.pdf (Accessed: 15 December 2016).
- Lyons, T.S., Alter, T.R., Audretsch, D. and Augustine, D. (2012). Entrepreneurship and community: The next frontier of entrepreneurship inquiry. *Entrepreneurship Research Journal*, Vol. 2 (1), pp. 1–26.

- Mahadea, D. and Youngleson, J. (2013). *Entrepreneurship and Small Business Management*. Cape Town: Pearson.
- Man, T.W., Lau, T. and Snape, E. (2008). Entrepreneurial competencies and the performance of small and medium enterprises: An investigation through a framework of competitiveness. *Journal of Small Business & Entrepreneurship*, Vol. 21 (3), pp. 257–276.
- Manski, C.F. (1993). Identification of endogenous social effects: The reflection problem. *The Review of Economic Studies*, Vol. 60 (3), pp. 531–542.
- Maphosa, F. (1998). Towards the sociology of Zimbabwean indigenous entrepreneurship. *Zambezia*, Vol. 25(2), pp. 173–190.
- McPherson, M.A. (1991). Micro and small-scale enterprises in Zimbabwe: Results of a countrywide survey. *GEMINI Technical Report 25*. Maryland: Development Alternatives Inc.
- Munyanyi, W. (2015). Winborg and Landstrom's financial bootstrapping strategies and Zimbabwean rural entrepreneurs. *International Journal of Academic Research in Business and Social Sciences*, Vol. 5(7), pp. 289–299.
- Nagler, P. and Naudé, W. (2014). Young entrepreneurs in rural Africa: Prevalence, determinants, productivity. *IZADiscussion Paper*, No. 8564 (October 2014).
- Nyamwanza, T.A. (2013). Case study review of pre-requisite for strategy for implementation among SMEs in Zimbabwe. *European Journal of Business and Social Sciences*, Vol. 2 (9), pp. 124–133.
- Osirim, M.J. (2011). Enterprisingwomen in Zimbabwe: confronting crisis in a globalizing era. In: B. House-Soremekun and T. Falola, *Globalization and Sustainable Development in Africa* (Vol. 51), New York: University of Rochester Press/Boydell & Brewer, pp. 175–195.
- Parker, S.C. (2004). *The economics of self-employment and entrepreneurship*. Cambridge: Cambridge University Press.
- Rasmussen, J. (1992). Entrepreneurial milieu in smaller towns the case of Masvingo, Zimbabwe. In: J. Baker and P.O. Pedersen (eds), *The rural-urban interface in Africa: Expansion and adaptation*, Seminar proceedings No. 27, Uppsala: The Scandinavian Institute of African Studies/Copenhagen: Centre for Development Research, pp.171–186.
- Raspe, O. and van Oort, F. (2008). Firm growth and localized knowledge externalities. *Journal of Regional Analysis and Policy*, Vol. 38(2), pp. 100–116.
- Richards, L. (1999). *Using NVivo in qualitative research*. Thousand Oaks, CA: Sage.
- Ritchie, J., Lewis, J. and Elam, G. (2003). Designing and selecting samples. In Ritchie, J. and Lewis, J. (eds), *Qualitative research practice: A guide for social science students and researchers*, Thousand Oaks, CA: Sage, pp.111–145.
- Rose, R.C., Kumar, N. and Yen, L.L. (2006). The dynamics of entrepreneurs' success factors in influencing venture growth. *Journal of Asia Entrepreneurship and Sustainability*, Vol. 2(2), pp.1–22.
- Rosenberg, N. (2000). *Schumpeter and the endogeneity of technology: Some American perspectives*. London: Routledge.
- Segal, G., Borgia, D. and Schoenfeld, J. (2005). The motivation to become an entrepreneur. *International Journal of Entrepreneurial Behavior and Research*, Vol. 11(1), pp. 42–57.
- Shane, S., Locke, E.A. and Collins, C.J. (2003). Entrepreneurial motivation. *Human Resource Management Review*, Vol. 13(2), pp. 257–279.
- Snape, D. and Spencer, L. (2003). The foundations of qualitative research. In: J. Ritchie and J. Lewis (eds), *Qualitative research practice: A guide for social science students and researchers*, Thousand Oaks, CA: Sage, pp. 1–23.
- Storey, D.J. and Greene, F.J. (2010). *Small business and entrepreneurship*. Harlow: Financial Times Prentice Hall.
- Terre Blanche, M., Kelly, K., Durrheim, K. and Painter, D. (2006). Why qualitative research? In: M. Terre Blanche, K. Durrheim and D. Painter (eds), *Research in practice: Applied methods for the social sciences*, Cape Town: UCT Press, pp. 271–284.
- Toledo-López, A., Díaz-Pichardo, R., Jiménez-Castañeda, J.C. and Sánchez-Medina, P.S. (2012). Defining success in subsistence businesses. *Journal of Business Research*, Vol. 65(12), pp.1658–1664.
- Wiklund, J., Davidsson, P. and Delmar, F. (2003). What do they think and feel about growth? An expectancy value approach to small business managers' attitudes toward growth. *Entrepreneurship Theory and Practice*, Vol. 27(3), pp. 247–270.
- ZIMSTAT (Zimbabwe National Statistics Agency). (2014a) *Central Business Register Inquiry Report 2013*. Retrieved From: http://pdf.usaid.gov/pdf_docs/PBAAB489.pdf (Accessed 16 December 2016).
- ZIMSTAT (Zimbabwe National Statistics Agency). (2014b). *Business tendency survey September–December 2014*. Retrieved from: http://www.zimstat.co.zw/sites/default/files/img/publications/Production/BTS_3_2014.pdf. (Accessed 16 December 2016).