Motivation makes differences in entrepreneurs

A study of poultry farmers in Busia County, Kenya

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List of Acronyms

ASDS	Agricultural Sector Development Strategies
BDS	Business Development Services
CABE	the Centre for African Bio-Entrepreneurship
CRA	Commission on Revenue Allocation
CWG	Common Working Group
GoK	The Government of Kenya
GDP	Gross Domestic Product
IDA	International Development Association
KAPAP	Kenya Agricultural Productivity and Agribusiness Project
KAPP	Kenya Agricultural Productivity Program
KIHBS	Kenya Integrated Household Baseline Survey
NGO	Non-Governmental Organization
IDA	International Development Association
LED	Local Economic Development
MTP	Medium Term Plan
MSE	Micro-Small Enterprise
OECD	Organisation for Economic Co-operation and Development

Abstract

The aim of the research is to study how motivation effects differentiation of entrepreneurs. This research started by doubting the simplification of entrepreneurs by dividing into two or three categories: survival and growth oriented entrepreneurs as well as constrained gazelles. Adapting entrepreneurial process (Shane et al. 2003), it focused on influence of motivation of entrepreneurs over entrepreneurial process. Motivation was regarded as passion and differentiated from motives. The field research was conducted in Busia Country, Western Kenya, through interviewing 40 poultry farmers.

The findings from the research were as follows. Firstly, the relationship between entrepreneurial motivation and performance of the farmers were not clear. Secondly, the motives to start poultry keeping were income generation, securing food and security reasons. Thirdly, it also successfully unveiled that motivation was obtained through CABE interventions even after having been engaged in the activity. Finally, this paper found that motives exist no matter what entrepreneurial activities they operate while entrepreneurial activities matter for motivation in a way that entrepreneurs need to see possibilities to achieve motives.

This paper also argued the differences among entrepreneurs in terms of motivation. They were named as Constrained Geese, Taking-Off Survivalists, Great Survivalists, Upper Survivalists and Lower Survivalists. Each group has features but significantly Constrained Geese had new ideas on poultry production with well-arranged environment for poultry keeping and Taking-Off Survivalists were ready to go for the next step by arranging the environment for poultry keeping. Great survivalists were still interested in other activities for achieving their motives, they were aware of opportunities of poultry keeping in order to obtain their motives. It should be mentioned that these groups were simply named for convenience and there were more degrees within each stage.

Following these findings above, it turned out that motivation influences differentiation of entrepreneurs by making entrepreneurs engage in the activity. The more motivated, the more committed and invested. As entrepreneurial process goes, they are more likely to be involved in activities no matter what the motives are. The perception would give a new perspective to the argument on entrepreneurs in the development.

This research would contribute to the argument on entrepreneurs by casting degrees of the farmers. By acknowledging these degrees, we might be able to understand what are entrepreneurs and their features correctly thus better interventions would be implemented by following the differences among entrepreneurs.

Keywords

Entrepreneurial motivation and motives; entrepreneurial process; Growth-oriented and survival entrepreneurs; poultry keeping; Busia, Western Kenya; KAPPAP.

Chapter 1
Entrance to arguments on entrepreneurs for better intervention practices

1.1 Filling the gap in theories on motivation in entrepreneurship context

This research will study how motivation effects differentiation of entrepreneurs. The study focuses on 40 poultry farmers in Busia County, Western Kenya. It employs semi-structured interviewing as the research method and qualitative and quantitative analysis are also used.

Entrepreneur (ship) has attracted development scholars for decades. Since this area has been discussed in several disciplines, there seems to be no common definition of it, which makes things complicated. In the development sphere, it is widely regarded as a contributor to economic development. Small and new enterprises especially have been paid attention to as one of the actors to accelerate economies (Davidsson 1995). However, little is known about how these enterprises grow (Nichter & Goldmark 2009).

Necessity driven/survival entrepreneurs and opportunity driven/growth-oriented entrepreneurs are well known categorization in this field. However, as questioned in Williams (2009), Williams and Nadin (2012) and Rosa et al. (2006), categorizing entrepreneurs into the two groups is problematic since all entrepreneurs would not fit the types. A limitation of the simplification is shown by Grimm et al (2012). They unveiled that there is another group of entrepreneurs existing between the two units called constrained gazelles. Even though Grimm and his colleagues successfully found a new segment, it is still not clear that we can simply group entrepreneurs into a few segments. If there were more degrees within the groups, it is necessary to figure them in order to understand the dynamics of entrepreneurs and consequently form better interventions.

Acknowledging other contributors to success of enterprises, this paper mainly looks at motivation as an attribute. This is because, as Cardon et al. (2009) argue, the function of mitivation is not clear and previous literatures are fragmented as they are not researched in a systematic way. Also, a relatively small number of researches on influence of entrepreneurial motivation over entrepreneurial process have been conducted (Shane et al 2003). Thus, there are some avenues yet to be explored. This research will bring a meaningful discussion on entrepreneurs in the context of development and enterprise development interventions by showing degrees of entrepreneurs.

1.2 Objectives of the research

This research will study how motivation effects differentiation of entrepreneurs. With the argument on necessity and opportunity driven entrepreneurs as well as constrained gazelles, the paper assumes that there are several degrees of entrepreneurs and it can be distinguished by looking at motivation of entrepreneurs. It is not intended to argue if there is any difference between entrepre-

neurs in advanced economies and those in marginalized economies, nor mean to categorize entrepreneurs. It rather tries to find out diversity of entrepreneurs in terms of motivation in order to think of better interventions. Acknowledging other attributes to enterprise success discussed in previous research, motivation is focused on since there are some avenues to be explored. In order to achieve the objective of the research, the following questions will be answered:

Research question:

How does motivation effect differentiation of entrepreneurs?

Sub-questions:

1. Is there any relationship between motivation and income?
2. What are motives of entrepreneurs?
3. How can motivation be obtained during entrepreneurial activities?
4. What is the relationship between motives and motivation?
5. What features of entrepreneurs can be identified?

1.3 Research methods

The research method employs semi-structured interviewing. It focuses on 40 poultry farmers in Busia County, Western Kenya. Since most empirical studies on entrepreneurship in the developing world are based on quantitative data, this study focuses more on qualitative aspects of entrepreneurs in order to capture dynamics of entrepreneurs. This research concentrated on an indigenous poultry programme of Kenya Agricultural Productivity and Agribusiness Project (KAPAP).

The fieldwork was conducted from 31st of July to 23rd of August 2012 in Busia County, Western Kenya with assistance of the Centre for African Bio-Entrepreneurship (CABE). Hiring two CABE field officers as interpreters, interviews were implemented with 40 poultry farmers, 34 beneficiaries and 6 non-beneficiaries of CABE services. Before starting each interview, consent and confidentiality of the respondent were confirmed. They were told not to answer any question with which they were not comfortable and their answers would be kept confidential. It was also agreed to record the interview.

In addition to that, four self-help groups and a CABE project manager as well as a KAPAP officer were interviewed. Since Busia County is large it was difficult to cover the entire county. Two sub-districts out of seven, Busia Township and Nambare, were chosen as the areas of research. The reason of picking up these districts was distance from the centre of economic activities in this county, Busia Township. Nambare is located 8.4 km away from the town. It was considered that this distance would effect entrepreneurial activities and motivation as logistics were expected to be a problem for them.

The data on income of the beneficiaries from poultry keeping was collected by CABE and used in this research. The organization gathered the data from the beneficiaries through Common Working Groups (CWGs) every three months so that it could check the performance of the beneficiaries and impact of the project.

Stratified and random samplings were applied using the data to identify a sample. 400 farmers both from Nambare and Busia Township were recognized under the project. The procedures of choosing the sample were taken as follows. Firstly, the beneficiaries in each district were equally divided into four groups based on their performance in poultry keeping. Secondly, from the eight groups obtained on the first step, five farmers were randomly chosen from each subgroup and 40 farmers were obtained as expected interviewees. This random sampling was conducted by Microsoft Excel[1]. In addition, non-beneficiaries were also identified through the beneficiaries. At the beginning, the expected numbers of the sample was 50 including non-beneficiaries, however because of the time limitation and availabilities of the farmers, 40 interviews were conducted. The stratification by poultry income level allowed this research to select farmers from each income level in order to compare differences in motivation.

Also standardization of the data was implemented in the analytical process. Since the latest data from Busia Township was not available, the data obtained in June was used to identify the sample from Busia Township. The data from Nambare was up-to-date which was collected in August 2012. Thus the one from Busia Township was multiplied by 1.50 based on the time span of Nambare. Furthermore, since the income level of the non-beneficiaries was collected based on annual wage through the interviews, the figures were also standardized by three quarter.

During the field research, the following were implemented in order to adapt to the local context:

1) Meeting with KAPPAP officer

The purpose of the meeting was to understand the scheme of the project under the national development policy, Vision 2030. With the two-hour-long meeting, the whole picture of the programme and the position of poultry value within it were obtained.

2) Modification of questionnaire

A prepared questionnaire was modified after pretesting with six poultry farmers in both Nambare and Busia Township; a discussion with the CABE field officers. The aim of this process was to make sure that the questionnaire would go along with the locality. After the step, two types of the questionnaires were formed respectively for beneficiaries and non-beneficiaries. Both of them had ones for those farmers keeping poultry as the main source of income and for those not. Also, some parts were changed from semi-structured to open-ended questions in order to get as much precise information as possible.

3) Training for field officers

In this data collection, two of CABE field officers were hired as interpreters and coordinators, who were respectively in charge of Nambare and Busia Township. For the field officers, a two-hour-long training was organized in order to explain and get them understood the purpose of the research and meaning of each question.

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[1] Check Appendix A.

1.4 Analytical tools

The analysis employs both qualitative and quantitative analysis. Since the sample size would not be representative enough, qualitative research was also conducted in order to capture the dynamics of entrepreneurs in Busia Township and Nambare. However, quantitative data was used in order to compliment and support qualitative data. In quantitative data analysis, conditional probability is mainly calculated to study relationship between performance and motivation. Conditional probability is adapted since it is useful to see probability of event A if event B also occurs (Hamilton 1990). Although simple liner regression could be also used to see the relationship, the paper more fucuses on possibility of one indicator to another in order to see the tendencies in each indicator.

1.5 Limitations

(1) Poultry as one of activities

One of the limitations of the research is that data on income from other income generating activities apart from poultry keeping was not available. Even though the poultry farmers had some other agricultural activities and some of them had non agricultural work, this research could not gather the data on income from these activities. Therefore, this paper cannot research on income level of the farmers but only income from poultry keeping.

(2) Small sample

The second limitation is that this research has too small sample to generalize the findings. The study investigated 40 poultry farmers in Busia, Western Kenya, which would not be representative. Therefore this paper argues its findings in this specific context.

(3) Language barriers

Language barriers are the third limitation of the research. Some of the interviews were conducted through interpreters[2]. This would lead to two limitations. Firstly, it might have caused communication problem with the interviewees. Comparing with the interviews conducted in English, building trust was difficult in the ones done through interpreters and sometimes could not have achieved the same results. Throughout the interviewing process, trust was one of the biggest challenges. However, the questionnaire was organized in a way that it tries to build up trust with the interviewees, thus this bias would be minimized. Secondly, the interpreters would have led to a bias. The interpreters could have removed or added their own knowledge to the interpretation because they were familiar with the context. In order to deal with these biases, a meeting with the field officers was held to explain what the research was trying to figure out and what each question meant. Moreover, when I realized that the interpreters were trying to add more information than what the informants gave, I confirmed if it was additional information and they were told not to do it again. By doing this, the biases through interpretation could be reduced.

[2] Languages used: 14 farmers in Swahili, 11 in English and Swahili, 14 in English, and one in Teso.

1.6 Structure of the paper

This paper consists of six chapters. As shown above, the first chapter is an overall discussion on entrepreneurs in the development field, objectives of the research and research methods as well as limitations. In chapter 2, framework of the study is introduced after arguing the simplification of entrepreneurs and the discussion on differences in motivation and motives. Chapter 3 will introduce readers to the position of KAPPAP under Vision 2030. Also, roles of CABE in this project are introduced followed by challenges of the farmers. Chapter 4 discusses roles of motivation. After analysing a relation between motivation and performance, how motivation can be obtained is discussed. Then, influences of control factors over poultry keeping are discussed. In order to accurately understand the sample, their actions are assessed. In Chapter 5, degrees of the farmers are discussed focusing on motivation. By scoring the farmers, several groups of farmers are identified. After clarifying the relationship between motivation and performance, how motivation effects entrepreneurial process is discussed. In chapter 6, the findings of the research are reviewed and implementations of the findings to development practices are argued.

Chapter 2
Entrepreneurial motivation for greater entrepreneurial process

2.1 Introduction

This chapter will form a framework of this study. It starts from a discussion on categorization of entrepreneurs in the development context. It mainly focuses on opportunity/ growth oriented and necessity/ survival entrepreneurs as a problematic way to group entrepreneurs. After that, the role of motivation in entrepreneurship is discussed by clarifying the differences with motives. This paper adapts definitions of passion in order to define motivation. Acknowledging the importance of cognitive factors and control factors, this research only focuses on motivation since the function of mitivation is not clear and previous literatures are fragmented as they are not researched in a systematic way (Cardon et al. 2009). As for the analytical framework of this research, entrepreneurial process is adapted from Shane et al. (2003) and modified with respect to the context.

2.2 Argument on categorization of entrepreneurs

The term, entrepreneur, has no common definition. This is because it is "studied in virtually all disciplines, ranging from social anthropology to organizational theory to mathematical economics" (Henrekson 2007: 1). In the field of development focusing on Micro-Small Enterprises (MSEs), there are also some scholars trying to define the concept. Looking at qualitative aspects of entrepreneurs rather than quantitative dimensions, Berner et al (2008) try to distinguish growth oriented and survival entrepreneurs. The first difference is motivation. Generally, survival entrepreneurs are not interested in growing their enterprises. Secondly, survival entrepreneurs simply do not have enough money to sustain their livelihood, therefore, rarely invest in their business. The third categorization is their market positions. Survivalists tend to start their business in market saturations as they think it is profitable. Another difference is that most survival entrepreneurs are women as they need to take up both productive and reproductive work. The last difference is the ease of access to business development assistance. Having different purposes, they are considered as different groups of individuals. In sum, growth-oriented entrepreneurs can be defined as ones that are driven by opportunity with specialized production or services that are willing to take risks in order to grow their businesses. In contrast to this, survival entrepreneurs would be those who diversify their means of income in order to sustain their lives and to spread risk.

However, these categorizations would be problematic to precisely capture heterogeneity of entrepreneurs. Firstly, since the theories are based on the discussion on opportunity and necessity driven entrepreneurs, drawing a clear line between them would lead to oversimplification of entrepreneurs (Williams 2009). Rosa et al (2006) interestingly further discuss this point and find that there were many respondents in their study who did not understand the meaning of opportunity, necessity, and lack of choice. This is because there is a huge

gap between the entrepreneurs' perception of work and that of what scholars use (ibid). Secondly, as questioned in Williams (2009) and Rosa et al. (2006), all entrepreneurs cannot be classified into a few types. Since the assumption simply classifies them in a way that necessity driven entrepreneurs are widespread in the place where unemployment rate is high and opportunity driven ones are widespread where many opportunities exist (for instance Desai 2011), it never takes the possibility of co-existence of pull and push factors into consideration (Langevang et al 2012).

A limitation of the simplification was found in Grimm et al (2012). They argue further on types of entrepreneurs in the field of development by identifying the third categorization called "constrained gazelles". This segment shares lots of features with successful entrepreneurs such as business skills and entrepreneurship while having low stock of capital as survival entrepreneurs do (ibid). Their criteria to distinguish constrained gazelles from top-performers and survivalists are based both on qualitative and quantitative aspects. The former is about the argument on survival and growth-oriented entrepreneurs, and the latter is on the returns to investments. The definition of constrained gazelles for them is "those entrepreneurs who have a high empirical probability of being a top-performer given their observable characteristics" (ibid: 1355). In their work, thus, constrained gazelles can be defined as those who have abilities and capacities including motivation to expand their business, however they also have some constraints like limited amount of finance. Often survival entrepreneurs are not regarded as entrepreneurial actors; however it is not the case of "constrained gazelles" (ibid).

Entrepreneurs cannot be put into a few boxes. This would be supported by the fact that lots of scholars have not reached a common definition (Shane & Venkataraman 2000). Accordingly, we might be still in a maze of finding better interventions. Given the fact that entrepreneurs are different from each other, it would be more important to detect what features entrepreneurs have rather than categorizing them and how interventions can be better designed for entrepreneurs based on their characteristics rather than categorizing them. Even though this paper never discusses on definitions of entrepreneurship, it adapts a definition from Shane and Venkataraman (ibid: 218) that entrepreneurship is a process where "opportunities to create future goods and services are discovered, evaluated, and exploited". They argue that this definition accompanies creative process, however they also mention that levels of the process varies among entrepreneurs. Also Berner and his colleagues (2012) argue that all types of enterprises can work as innovators no matter how big the impact is, and given not all of entrepreneurs in the advanced economy can play such a role, survival entrepreneurs are also entrepreneurs. Following these arguments, those who are engaged in activities that try to change their situation through the activities can be regarded as entrepreneurs including both opportunity- and necessity driven entrepreneurs as well as constrained gazelles.

2.3 Motives and motivation discussion

There are several factors considered as attributes to enterprise success such as work experience (Nichter & Goldmark 2009), education (Van der Sluis el al. 2008) and social networks (Bosma et al 2000). Even though motivation is also considered as one attribute to success of entrepreneurship, previous re-

search seem to have no clear evidence of it. There are several studies on motivational factors for entrepreneurs; however the previous research is confused over different theories (Cardon et al. 2009). Therefore there is a necessity to clearly define motivation. In this paper, motivation is conceptualized by adapting a definition on passion as a similar concept. Since start-up motives are focused on in previous literature, this paper tries to distinguish between start-up motives and motivation.

Previous studies try to find out the influence of motives on enterprise success. Benzing and Chun (2009: 62) categorized motives into four groups: Extrinsic rewards, Independence/ autonomy, Intrinsic rewards, and Family security. The first category, Extrinsic rewards, means economic motivation that entrepreneurs work for, such as income. Benzing and Chun (ibid) investigated the most influential factor on motives in Kenya, Ghana and Nigeria and found that entrepreneurs in these countries were motivated the most by income. The second category, independence or autonomy, is a desire to be independent for various reasons, for instance, self-satisfaction and growth. Intrinsic rewards, as the third category, are inner motivation that is related to self-satisfaction and improvement. With the second category, Davidsson (1995:22) mentions that "general attitudes related to achievement, chance-orientation, competitiveness and autonomy" works just as mediators that influence on conviction of starting business as an alternative. As for the final category, Family security, Benzing and Chun (2009) found that Nigerian entrepreneurs are more likely to be closer to family than Kenyan and Ghanaian entrepreneurs while acknowledging there is no clear reason. Stefanovic et al. (2010) found similar motives in Serbia. Analysing 11 motivational factors, they found four: greater business achievement, independence, intrinsic factor, and job security. They argued that there was a lack of motives over sustainable enterprise development while they also mentioned that a variety of success factors depend on current local environment.

In contrast to these studies, Hussain and Yaqub (2010), examining motives, challenges and success factors in Pakistan, reached different findings. They found that self-employment and employment of family members are the most common reasons of the start-up, but independence and autonomy are not as important to them. Even though increasing income is a common reason, independence is not the reason for entrepreneurs in Pakistan while it is the case for those in Serbia. Although there are several common entrepreneurial motives observed, these differences are deprived from each local environment, and economic situation such as income and employment (Stefanovic et al. 2010; Benzing et al. 2009).

Those scholars look at motives of start-up and seem not to consider motivation during entrepreneurial activities. As Gidden (1984: 6) says: motivation denotes "potential for action" and motives have "direct purchase on action". Thus motivation and motives need to be identified as different creatures. Given the argument on motives discussed above, motives can be considered as objectives that entrepreneurs want to achieve through their entrepreneurial activities. This paper considers this as the definition of motives.

Motivation in entrepreneurship study is often referred as passion of entrepreneurs. Vallerand and his colleagues (2003: 756) define passion as "a strong inclination toward an activity that people like, that they find important, and in which they invest time and energy". In this context, entrepreneurial passion is a

willingness to get involved in activity (ies) through investing into it. Cardon et al. (2005) argue that when entrepreneurs face long lasting challenges, passion help them keep being passionate during the time. Thus a lack of passion might cause a lack of efforts and faith during entrepreneurial activities (ibid). Motivation is important in order for entrepreneurs to get involved in entrepreneurial activities as it is willingness towards entrepreneurial activities.

Smilor (1997: 342) argues that "[p]assion is intrinsic. Its locus is inside each one of us". It would be true that passion emerges from inside, however it might also be true that external factors can influence over the occurrence. Cardon et al (2009: 516) argue that entrepreneurial passion is gained engaging in "something that relates to a meaningful and salient self-identity for them". They categorize identities into three segments: inventor identity, founder identity, and developer identity. These identities motivate entrepreneurs to engage in certain activities (ibid). In addition, Littunen (2000) found that the beginning of entrepreneurship and its earliest actions as entrepreneurs are entrepreneurial learning process, which leads to change in personality of the entrepreneurs. These findings suggest that entrepreneurs would identify themselves as an entrepreneur through their own experience and entrepreneurial process. This perception allows us to think of motivation obtained in the process of entrepreneurial activities. Therefore it does not necessarily mean that entrepreneurial motivation is inherent or gained before starting entrepreneurial activities. Also, given the heterogeneity of entrepreneurs, they need to be evaluated within each institution (Henrekson 2007). Thus qualitative research is necessary to figure out motivation in each context (Rosa et al 2006).

Although the studies on entrepreneurial passion often do not interact with each other as different scholars uses different terms (Cardon et al. 2009), Vallerand et al. (2003) categorize passion into two types: harmonious and obsessive passion. The former is obtained when one accepts activities as important without any pressure from outside and integrates them into the one's identity. This accelerates a willingness to engage in an activity. This type of passion is controllable by individuals. Since this is accepted in a flexible manner, the passion generates positive influence and less negative effects than obsessive passion. As for the latter, this type of passion occurs when individuals feel pressure. Even if one likes the activity, the person feels pushed to engage in it as he/she cannot control the eventualities. Since possible events can never be controlled by individuals, it creates conflicts with other activities that the person carries out.

Vallerand and his colleagues' (2003) findings are that both harmonious and obsessive passions have to do with realizing activities as high valued and worth spending time and energy. As for spending time, they indicate that even if one is not directly involved in activities, harmonious passion positively influences activities while obsessive passion has negative effects over time. Thus as long as one has control over the activity, one invests time and energy into it. However, if the person engages in activity feeling pressure or having no control, they are less likely to spend their time over work as they never achieve psychological needs with obsessive passion.

Adapting this theory, Forest et al (2011) tested the "dualistic passion". One of the findings in their research is that harmonious passion positively effects on concentration of entrepreneurs over activities. This finding suggests that if individuals are positively passionate, they are more likely to engage in

their activities. Following this finding, they suggest that harmonious passion works as a catalyst for individuals to lead to positive outcomes through greater investment into their work.

It seems that motivation is important for entrepreneurs to prosper; however there still seems to be some scepticism remained (Jenkins& Johnson 1997). Shane and Venkataraman (2000) investigate on the role of motivation and personal traits on entrepreneurship. They conclude that a relationship between those factors with success is not clear. Moreover, there is a critique that systematically insufficient and fragmented studies on motivation are available, even though entrepreneurial motivation has recently come into focus (Cardon et al. 2009). Given the arguments above, the relationship between motivation and performance as well as role of motivation need to be discussed.

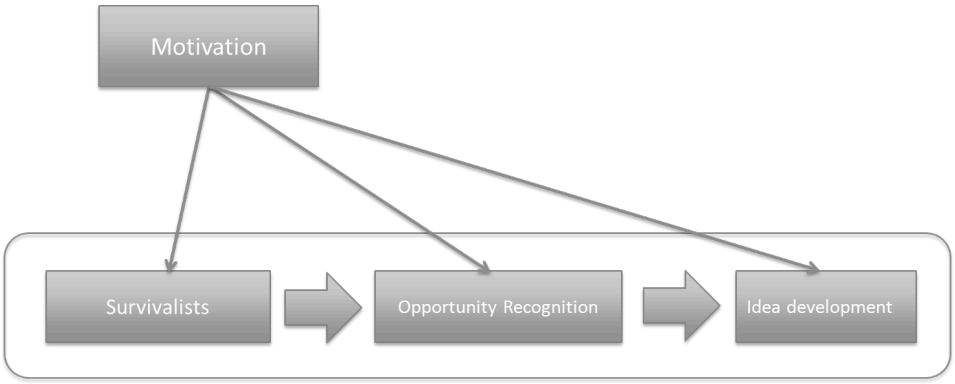
2.4 Analytical framework

In this research, a framework from Shane et al. (2003) is adapted and modified (Figure 2-1). Shane et al. (ibid) suggest all or some of the motivations influence entrepreneurs to move to the next stages of entrepreneurship. The arrows in the diagram mean that motivation effects entrepreneurs on each stage respectively to move on to the next stages. Motivation is not something to achieve but emerge within individuals and that effects entrepreneurs on each stage. What Shane and his colleagues (ibid) mean by motivations widely embraces concepts of motivation, includes motives of entrepreneurs and passion of entrepreneurs. However, this paper does not consider motives as motivation since they are different factors. Motives are "direct purchase on action" (Gidden 1984: 6), thus they are objectives that each entrepreneur would like to achieve. Motivation, in contrast, is considered as passion which Vallerand and his colleagues (2003: 756) define as "a strong inclination toward an activity that people like, that they find important, and in which they invest time and energy". Motivation is different in a sense that it is a willingness to commit into specific business. As for motivation, it can be obtained in the process even if the persons were not interested in the entrepreneurial activities in the early stage. That is because, as Cardon et al. (2009) argue, entrepreneurial passion is not only inherent to specific groups of entrepreneurs but also can be obtained through other activities related to self-recognition.

Although Benzing et al. (2009) argued that physical traits are difficult to measure without psychological tests; it is presumed that motivation can be observed through entrepreneurial actions since motivation is "potential for action". The indicators of entrepreneurial behaviour are: working hours, investment in business, active involvement to meetings; frequency of contacts to others involved in poultry keeping, specialized business, hiring others and keeping business records. In addition, comments of the farmers related to expansion of poultry keeping are also taken into consideration as one of the actions. Therefore, in this study, motivation was identified based on entrepreneurial actions and their responses. The latter is adapted when the interviewees clearly stated their will to scale up their business to commercial level. In this sense, answering poultry keeping as the main source of income was not necessarily considered as willingness to "expand" business. In addition, motives in this study are extrinsic rewards, independence/ autonomy, intrinsic rewards, and family security. Even though Shane et al. (2003) argue that all human ac-

tions are based on motivational and cognitive actors, this research focuses only on motivation[3].

Figure 2-1 Entrepreneur process in relations with motivation



Self-elaboration from Shane et al. (2003)

2.5 Conclusion

This chapter formed the framework of this study. First of all, this chapter argued that entrepreneurs cannot be categorized into a few groups as they are diversified. Thus categorization of growth/opportunity driven and survival/ necessity driven entrepreneurs is problematic. This paper assumes that there are several degrees among entrepreneurs. Secondly, it also claimed that motivation and motives are different factors that should be distinguished. Motivation refers to "a strong inclination toward an activity that people like, that they find important, and in which they invest time and energy" (Vallerand et al 2003: 756), while motives are objectives that entrepreneurs want to achieve through their entrepreneurial activities. The differences would be clear as locus of motivation is inside individuals (Smilor 1997), while motives are objectives. Motivation seems important factor, however as Jenkins & Johnson (1997) argued there are still scepticism remained. Following these arguments, a framework from Shane and his colleagues (2003) was modified to see how motivation effect differentiation of entrepreneurs. In the framework, cognitive factors and environment were not considered in order to focus on motivation per se while the paper also regarded the importance of these factors. Motivation would be analysed through: working hours, investment in business, active involvement to meetings; frequency of contacts to others involved in poultry keeping, specialized business, hiring others and keeping business records.

[3] Refer to Appendix C

Chapter 3
Poultry project in Busia, Western Kenya

3.1 Calls for development

Agriculture is still a back bone of Kenyan economy. The agricultural sector in Kenya consists of industrial crops, food crops, horticulture, livestock, fisheries and forestry (GoK 2010), which directly contributes to 24 % of GDP. However, indirect contribution with 27 % is done through connection to manufacturing, distribution and service related sectors (Royal Danish Embassy 2010). In addition, the Government of Kenya (GoK, 2010) shows a correlation between growth of the national economy and that of the agriculture. According to GoK (ibid), the average growth rate of agriculture marked six per cent and that of the national economy showed seven per cent for two decades after the independence in 1964, which was the most significant growth in sub-Saharan Africa. However, this growth did not last and when the Agricultural sector performed badly, the whole economy also did the same. GoK analysed the reasons as "low investment in the sector, mismanagement, virtual collapse of agricultural institutions and, more importantly, negligence of agricultural extension and research" (Gok ibid: 2). Also, the agriculture sector contributed to 30 to 40% of the total GDP from 1960 to 2010 (WB 2012) and when it comes to employment, employment in agriculture over total employment in 2005 was 61% (Ibid). The sector creates more than 70% of informal employment in rural areas (GoK 2010).

Moreover, GoK considers agriculture as the most important sector for poverty reduction (ibid). In Kenyan Vision 2030[4], the government sets the sector as one of the critical pillars for achieving the national goals. As it indicates, the use of improved technologies is necessary but the low adaptation of such technologies is a constraint. Taken the arguments above together, improving and expanding small-scaled farmers seems to be keys to accomplishing the national goal. For this purpose, careful interventions based on types of enterprises would be necessary for effective enterprise development programmes. However, looking at the situation in Kenya, most farmers are engaged small-scaled farming, which is often regarded as a livelihood strategy.

Busia County, one of the administrative counties, is located in the Western province in Kenya. This county used to be one unified district before the constitution enacted in 2010. The current Constitution accelerated decentralization and seven sub-districts emerged; the sub-districts are Teso-North, Teso-South, Nambare, Butula, Samia, Bunyala, and Busia Township. The county shares the border with Bungoma, Kakamega and Siaya, Lake Victoria, and Uganda. The 1,134 square km of the land with fertile land and tropical weather allows people in this area to engage in Agriculture. Busia Township is regarded as the entrance to the county having the largest population in the county of 51,981,

[4] Kenya Vision 2030 aims to "transform Kenya into a newly industrializing, middle-income country providing a high quality of life to all its citizens by 2030 in a clean and secure environment" (Kenya Vision 2030 2011).

which faces the border with Uganda (Commission on Revenue Allocation 2011).

Map 3-1 **The location of Busia County**

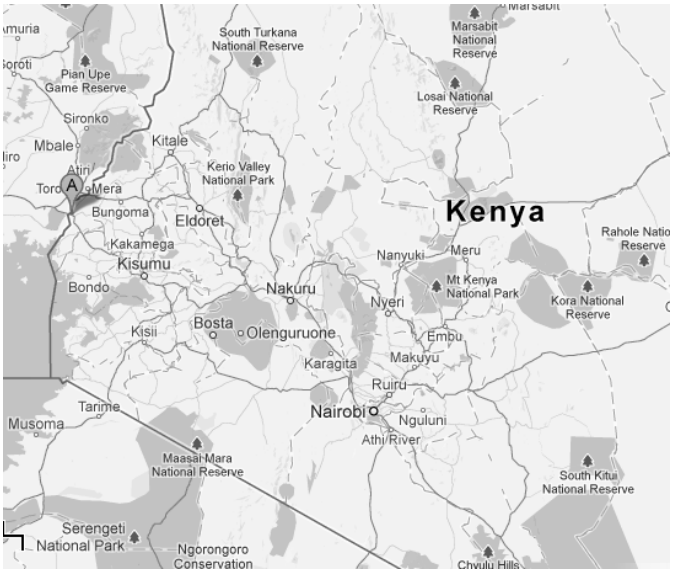


Image from Google map (2012)

Development in Busia would be behind compared to some dimensions of the country average. The poverty rate[5] in this area, with 66.7%, is higher than the national average of 47.2% (ibid). Urbanization seems not to be a case of Busia as its rate in 2009 was lower, with 16.4%, than the national average of 32.3% (Gok 2011). Looking at education level the portion of the population in Busia with primary education is 72.3% and that of secondary education is 9.8% (bid). Moreover, the portion of rural households with access to electricity is 2.15% while that of urban households is 23.5% (Commission on Revenue Allocation 2011). Overall, it would be fair to say that Busia County is still developing given the statistics shown above. Especially infrastructure and education as well as economic situation of the citizens need to be improved.

3.2 Roles of CABE in KAPPAP under Vision 2030

GoK adapted a new development policy called Vision 2030. Starting from 2008, it will be implemented up to the year of 2030. Its overall aim is to convert Kenya into an industrialized middle-income country with high quality of life for all its citizens. This vision will be implemented through five-year con-

[5] County poverty data have been computed based on the Kenya Integrated Household Baseline Survey (KIHBS) district poverty estimates of 2005/06. County poverty rates are derived simply by dividing the total number of poor people in each county in 2005/06 by the total population in each county Commission on Revenue Allocation 2011: v)

sequent Medium-Term Plans (MTP). The first MTP has been carried out since 2008 till 2012, and this will continue until 2030.

This vision consists of three pillars: Economic, Social and Political. As for the economic pillar, it tries "to improve the prosperity of all Kenyans through an economic development programme" (GoK 2007: 1), and to accomplish annual Gross Domestic Product (GDP) growth rate of 10 % at average, including 2012. The second pillar, social pillar, aims to improve security and cleanliness within the country through establishing solidarity and equity in the society. With the last pillar, this policy tries to build a democratic political system where laws and freedoms as well as rights are respected for every person in Kenya.

Focusing on economic pillars, inequality in the Kenyan economy seemed to arise from the colonial regime, racism and sexism, economic policies focusing on certain areas, and regional economic favouritism that the central government has been implementing (Society for International Development 2010). This prejudiced social system would lead to both vertical and horizontal inequality and inequity. For instance, accessibility to water and health system as well as job availability are some of the inequalities (ibid).

There are several sectors determined as the focused industries under the 2030 plan. Agriculture is one of the pivotal industries in this policy. The country tries to increase incomes in agriculture, livestock and fisheries by processing and value addition especially through: (1) transforming key institutions in agriculture and livestock to promote household and private sector agricultural growth; (2) increasing productivity of crops and livestock (GoK 2007).

KAPAP, operating from 2010 until 2015, is co-financed by the World Bank (IDA) providing US$82 million and the Government of Kenya's US$14.1 (World Bank 2009). This has been implemented in line with Vision 2030 and Agricultural Sector Development Strategies (ASDS) as the second phase of Kenya Agricultural Productivity Program (KAPP) which started in 2004. The objective of KAPPAP is "to increase agricultural productivity and incomes of smallholder farmers from agricultural and agribusiness activities" (KAPPAP 2009:4).

The project covers 59 districts over Kenya (ibid). This project consists of four components: Policy/ Institutional and Project Implementation; Agricultural research System, Agricultural research system; Agricultural extension and farmer and other stakeholder empowerment; supporting Agribusiness and Market Development. As for the fourth category, four value chains were selected as focused sub-sectors, which are meats, grains, fruits and vegetables, and dairy. Within the value chains, a focused production was chosen in each chain. This process was conducted through Participatory Rural Appraisal in 2011, which allowed famers to identify the important subsectors by themselves (KAPPAP 2012, personal interview[6]). In the meat value chain, poultry was chosen as one of the most important farming sectors in Busia.

In Busia, poultry was determined as a focused product in KAPPAP. Given the culture in the area where traditional poultry keeping is active and demand

[6] Personal interview with a KAPPAP officer, at Busia District office, Busia Township, 31 July 2012.

of chickens in the country is high, it seems like a natural step. With the Centre for African Bio- Entrepreneurship (CABE), the project currently covers 24 locations in the county with 96 Common Working Groups (CWG) and 1,068 farmers (CABE 2012). With this project, five out of the seven sub-districts are covered and there is no service provided in Teso North and South. This intervention started in January 2012 aiming to increase the number of beneficiaries to 3,000 farmers and achieve Ksh60 million in profits. Even though farming is active in this region, the heavy reliance on rainfall is one of the major constraints, and specifically in poultry keeping, production, value additions, and marketing are determined as challenges (CABE 2011).

CABE, as a BDS provider, mobilizes the production and farmers in this county through formation of CWGs. Having its main office in Nairobi and regional offices in Busia and Sioport, it provides business development services. This organization aims to build capacity of small scaled farmers and youth in agro-foods, and link up smallholders and youth with policy makers. Its focused activities are:

(1) Training on establishment of business hubs at community level;

(2) Creating awareness on use of improved indigenous chickens breeds;

(3) Training on value addition of chicken instead of selling live chicken;

(4) Training on small-scale local poultry feed processing.

There are currently 16 staff, five research associates and eight field officers as well as three administrative staff belonging to the organization. In this poultry project, there were eight local field offices in charge of each sub-district. They manage CWGs and teach skills on poultry keeping to the members; however this process is taken in a way that the members could learn from each other. The officers also collect data on performance of the members every three months from the leader of each CWG so that they can check the progress of the project. KAPPAP finances CABE based on the farmers' performance, which means that if aggregate income of the farmers meets the benchmarks in each term set by KAPPAP, CABE can get financed.

3.3 Challenges of the farmers

Here challenges of the farmers are introduced in order to capture the farmers' situation. The most serious challenge for the interviewees, 27 out of 40, was lacking finance for poultry keeping. This financial challenge can be divided into three categories. First category is deficit of finance for medication. 14 people claim lacking finance for vaccination and medicine to treat chickens. Most of them said they did not have enough finance for the drug and vaccine. Since this is the only way to keep chickens without diseases, finance for medication is crucial for the farmers. However, actually vaccination did not cost so that much according to one of the CABE field officers. They could get it by selling one of the chickens they had, instead of allowing most chickens get diseases and die.

In addition, it also turned out that three farmers, one from Busia and the other two from Nambare, claimed that they had to go to towns in order to get vaccination. Although lots of the interviewees were claiming their lack of finance for medication, these informants mentioned the availability of drugs in

the areas they live. One of them mentioned transportation fee to get to places where the medicines are available is one of the problems. Since this famer lives in Nambare, this geographical factor is one of the challenges for him related to finance.

Actually 19 farmers recognized disease is one of the biggest challenges they have, however only seven acknowledged their lack of knowledge on prevention. Since three out of the seven were non-beneficiaries, they would not have known preventions, however the rest answered they attended meeting with CWG members every time. Thus they would have known how to prevent it. Also, since CABE told the beneficiaries to take collective actions including buying vaccination with groups, it is difficult to think of the farmers unaware of benefits to work as a group.

Secondly, 10 farmers mentioned lack of feed for chickens because of finance deficit. What they meant by feed would be ones sold in markets, however maize could be an alternative given some of the farmers give it to their chickens. Since these farmers who claimed the lack of finance for feed adapted the traditional poultry keeping method, the farmers would not be serious about poultry keeping to scale up to commercial level. In this area, poultry keeping has traditionally and culturally practiced in a way that farmers leave chickens freely and the chickens find something to eat by themselves. Therefore, most farmers do not mind what they would eat as long as the chickens come back to their home. Given this situation, it would be fair to say that they were just not motivated as poultry farmers, but might be interested in other agricultural or non-agricultural activities. Actually, one of the respondents said that he never cares about what chickens would have as he was not serious about poultry keeping. However, those who were motivated in a sense that they wanted to expand poultry keeping and develop to commercial level gave different answers. Two farmers showed their willingness to increase and improve their production. One of them wanted to increase the number of chickens but finance constraint did not allow him to do so. The other claimed that he wanted to rare bigger chickens by giving nutritious feeds but he did not have enough finance to buy it. He said:

> We use just local feed. If you give local feed, it grows slowly, the production is down. […] I need nutritional food. [….] lack of money is a big problem, challenge.
>
> (Male farmer, Personal interview[7]).

Thirdly, nine interviewees answered that they were lacking capital for poultry house. The houses are so important that they could protect their chickens from wild animals and diseases as well as thieves, which were also mentioned as their challenges during the interviews. For instance, nine of the respondents mentioned wild animals as a challenge. As shown above, if farmers engaged in the local poultry production, they would never realize which chicken had disappeared. Also, eight farmers mentioned losses by thieves. As the

[7] Personal interview with a farmer on field, Nambare, 10th August 2012.

local poultry production accompanies no space limitations, it would be easy to lose their chickens no matter what would be the reasons. Thus it can be said that building a poultry house is one of indicators to measure their motivation because these farmers try to avoid those situations mentioned right above. Looking at the interviewees, it turned out that two of the beneficiaries focusing on poultry keeping had and one was building a house unless the rest of the interviewees never mentioned the possession to a question on their investment within six months.

As shown above, this section unveiled the following points. Firstly, the biggest problem for them is a lack of finance for the activity. Secondly, the types of production in which farmers engaged can be one of the benchmarks to differentiate farmers' motivation towards poultry keeping. Thus, possessing and indicating a poultry house, fence, and feed can be also points that can distinguish motivated farmers as these are not the local method of poultry keeping, rather they required some investments which are necessary to expand their activities.

Chapter 4
Roles of Motivation

4.1 Introduction

In this chapter, roles of motivation are discussed. First of all, the indicators of motivation are examined in relation with performance of the poultry farmers. Since this paper only focuses on income from poultry keeping, it never considers income level of the farmers. Secondly, how motivation can be obtained is discussed after confirming the motives to start keeping poultry for them. Then the farmers are assessed if they are survivalists or not in order to capture levels of entrepreneurship they practice.

4.2 Correlation between indicators and performance

Entrepreneurial actions set in Chapter 2 are considered as indicators to measure motivation of farmers. Firstly, there was a correlation between working hours and performance. The top group shows high tendency that longer the work, higher the income level. The probability of being the first group and working for six to nine hours is 66.7% and also that of being in the 2nd group with the same working hours is 33.3%. This finding is contradictory to Boston and Boston (2007) that there is little difference in working hours between high and low growth enterprises. The reason would be that these poultry productions are still at stage where individuals' effort, working longer, can effect performance. Also, the farmers with a longer time spent would be positively engaged in this activity as shown in Vallerand and his colleagues (2003) that harmonious passion leads to positive effects on activities through spending time and energy. Given these better performers tended to work longer, they would have recognized poultry keeping as a good source of income and they were more likely to be serious about poultry. In this sense, the better performers can be less likely to feel pressure to work on poultry.

Table 4-1
Conditional probability of working hours and income level (N=38)

	1st group	2ndgroup	3rd group	4th group	Total
6 to 9 hours	66.7%	33.3%	0.0%	0.0%	100.0%
3 to 5 hours	30.8%	30.8%	23.1%	15.4%	100.0%
1 to 2 hours	22.2%	22.2%	22.2%	33.3%	100.0%
Less than 1 hours	0.0%	0.0%	50.0%	50.0%	100.0%

Secondly, in the interviews, uses of income from poultry keeping and main source of income were also asked. This question was intended to know if they would invest in poultry keeping in order to expand it. However, it turned out that only three out of 40 were regularly investing into poultry keeping. In addition, a question on if they bought any equipment for poultry keeping in the last six months was asked, and only 11 out of 40 farmers bought some tools to

rear chickens. Since most of the sample did not invest into poultry keeping, this can be regarded as an indicator to see if the farmers consider poultry as an important source of income. Looking at farmers who bought the tools, 10 out of 11 were categorised in the top and second performance groups, six top performers and four in the second group. Therefore, those who invested in the production are likely to be successful.

As shown in the table 4-2, there was a strong tendency for farmers with keeping business records to earn higher income in poultry keeping. The possibility of being in the first group and regularly keeping business records is 45.5% while that of being in the third and the last group without keeping business records are respectively 31.6% and 26.3%. These data would indicate that the more frequently updated the better performance. Since managing poultry takes time, half of the poultry farmers did not keep business records. However, once they got motivated, they would start it as records are necessary to maintain and grow their activities. Although they might not have known how to do it and the importance of it, the action would be a great evidence to show their willingness to expand their projects.

Table 4-2
Conditional probability of keeping business record and income level (N=38)

	1st group	2nd group	3rd group	4th group	Total
Yes	45.5%	18.2%	27.3%	9.1%	100.0%
not regularly	14.3%	42.9%	0.0%	42.9%	100.0%
Partially updated	0.0%	0.0%	0.0%	100.0%	100.0%
No	21.1%	21.1%	31.6%	26.3%	100.0%

Before going to the field, several criteria were set as indicators of motivation, however active involvement in meetings, frequency of contacts with others involved in poultry keeping, specialized business, and hiring others were not appropriate as indicators to measure motivation of the farmers.

There are two reasons for not considering participation in group meetings as an indicator. Firstly, it turned out that there was no significant difference among the farmers' participation rate. 34 beneficiaries were asked the number of meetings they had with their group members per month, and their attendance. Since the number of meetings per month varied from group to group, the percentage of their attendance was obtained. 25 beneficiaries answered they attended every session while five could not mention the number of their participation because they just joined CGWs. 17 farmers marked 100 % attendance. The reason would be the number of meetings was a few: 11 had two meetings and six had only one per month. As for the non-beneficiaries, all six were not participating in any groups on poultry keeping. Secondly, reasons for attending the meetings would not reflect their motivation. In the interview, reasons they attended the meetings were asked. The most frequent answer was to get new knowledge on poultry keeping such as how to vaccinate and keep chickens as well as how to control diseases. This can be reasonably regarded as their motivation to poultry keeping however, seven farmers responded that they attended meetings because of social reasons. This implies that there was a social constraint over the participation. The social reasons can be categorized into two

groups. Firstly, three of them mentioned the responsibility they had as a member of CWGs and the rest were just to socialize with others. Secondly, another three clearly mentioned that they were attending it in order to get unified as a group and to improve the group as well as the communities. Given the culture of this area, the relationship with neighbors is important. Since the CWGs were organized according to location, socialization or keeping ties with neighbors could have made them attend the meetings.

> "To get development of community and family […] when we get education from here, we also go and export, we also go and tell our fellow, neighbours who don't come here, importance of poultry and agriculture"
>
> (A male farmer, Personal interview through interprets 2012[8]).

Also, no significant differences were found among the sample in terms of frequency of contacts with others and specializing their business. As for the contacts, it turned out that the farmers meet neighbours on a daily basis. Through the daily contacts, they also talk about agriculture they are operating. Although this could have been counted into the frequency of contacts, given the involvement of farmers with traditional production around these areas, it would be difficult to get new ideas that dramatically improve the profitability of their poultry keeping. When it comes to specializing business, all of the farmers had several agricultural products[9], which would be common for farmers to do so. Therefore, it was regarded difficult to distinguish degree of motivation by looking at the number of agricultural activities they were engaged in. Moreover, hiring people in poultry production was considered as an inappropriate indicator given the fact that there was no one who hired people in poultry production. Given the feature of poultry keeping in Nambare and Busia Township, it has been operated as a family activity, thus it would not be common for them to hire someone to manage the production.

4.3 Motives of start-up and motivation

The motives for starting poultry keeping were asked to the interviewees. There were two big reasons for them to start it. The most frequent reason, with 34 out of 40 farmers, was to get or increase income and the second was, with 27 farmers, to keep poultry as foods for both families and visitors. As for the former, the same was found in Benzing and Chu (2009) that entrepreneurs in Kenya are notably motivated by income generation. Also they were pushed to be entrepreneurs as there was a high necessity to "increase income and create job stability for themselves" (ibid: 73). Given the poverty rate and local market price of chickens, 300 to 600Ksh, chickens would be a great source of income. As for the second frequent motive, since they culturally keep poultry for domestic use and as food for visitors, it is not surprising that most of them kept chickens as food. However this does not mean that they have poultry for commercial purposes, rather for subsistence.

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[8] Personal interview with a farmer on field, Nambare, 1st August 2012.

[9] Refer to Table 4-4

Apart from income and consumption, security is another motive for some farmers. Four interviewees regarded poultry as security in an emergency. For instance, when their families especially children got sick, they sold a chicken to pay the hospital bills. This is a way for them to survive in case of emergency as their little income would never allow them to pay extra expenses. For them, poultry seems to be an alternative to keeping money as they sell chickens when they need money for medical bills.

> "in case somebody comes sick in the house and you don't have money to take him or her to the hospital, you sell a hen"
>
> (A male farmer, Personal interview 2012[10])

> "problems and if go disease it can also be somebody else it maybe child sick unable to [go see] doctors to talk"
>
> (A male farmer, Personal interview 2012[11])

> "I like poultry because when I'm sick, I can sell it for hospital"
>
> (A female farmer, Personal interview with interprets 2012[12]).

> "when I am sick, I can run for it" ".
>
> (A female farmer, Personal interview with interpreter 2012[13]).

Interestingly no answer on satisfaction and social status was obtained contradicting to some of the previous literature (for instance Benzing et al 2005). The reason could be because this activity is just a survival strategy for them rather than an entrepreneurial activity. This finding is consistent with Benzing and Chun (2009) that entrepreneurs in Kenya are motivated by income generation. It is easily understood that they need to gain or increase income given the status quo in Busia. These motives are of starting poultry keeping, therefore there is a need to study the effect on motivation in post start-up phase. In order to confirm the question, when and how they got motivated need to be confirmed.

In the interviews, three beneficiaries and one non-beneficiary mentioned that the intervention changed their perception towards poultry. They had been engaged in poultry keeping even before the intervention; however they would not have realized that poultry could generate enough cash to sustain their lives. This realization seems important as first step for them to be identified as worthy of support since they would spend more time working on poultry than before, if they recognized poultry would be a good income generation source. In

[10] Personal interview with a male famer on field, Nambare, 12th August 2012.
[11] Personal interview with a male famer on field, Nambare, 12th August 2012.
[12] Personal interview with a female famer on field, Nambare, 16th August 2012.
[13] Personal interview with a female famer on field, Nambare, 9th August 2012.

this sense, motivation can be obtained through engaging in an activity even if they were not serious about it at the beginning.

> "When I learned poultry, I got more motivated. [...] I joined CABE this year. […] I just gave it to relatives and ate some. […] I decided to make it commercial. Although I haven't sold it yet. I started this year, April. I learned it's some good money. "
>
> (A female farmer, Personal interview 2012[14])

> "I was given a hen as a gift, when I was in primary, 1966. […] By that time, it was kept it as food, but with mwalimu [teacher]" started as commercial poultry at the beginning of this year. "[…] "When this was given, it removes[d] poverty if you have thousands of hence. It is better than being employed. […] when mwalimu gave us the education"
>
> (A male farmer, Personal interview 2012[15])

Looking at these farmers, the former is the best performer in the sample and the latter answered poultry as his main source of income. The former was a doctor who started it as she wanted to take care of patients. Since her father used to have his own clinic, she might have been a doctor even though it would not be beneficial as the patients could not afford the bills and she would get loss (Personal interview 2012). She was well educated as she completed secondary education and dropped out before completing her medical degree.

Motivation would lead farmers to further steps as commercial farmers. One of the beneficiaries clearly stated that he wanted to make his project bigger by accessing larger markets by processing chickens.

> He is targeting bigger markets for value addition of poultry products. […] Marketing for processing other products. That is what he is also targeting. […] He wants to do poultry for commercial purposes. […] "maybe town like…big hotels, […] Kisumu".
>
> (A male farmer, Personal interview through interpret 2012[16])

These cases show that a change in farmers' motivation leads to a change in their actions. This change in attitude seems to be the most important part for survivalists to go to further steps. These changes were brought about by the interventions that tried to make farmers realize that.

> "Through the lessons, he learned that he was able to know how much [money] he could get from one hen and two or three birds. That's why he started".
>
> (A male farmer, Personal interview through interpret 2012[17])

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[14] Personal interview with a farmer on field, Busia Township, 16th August 2012.
[15] Personal interview with a farmer on field, Nambare, 20th August 2012.
[16] Personal interview with a farmer on field, Nambare, 20th August 2012.

As these cases show, motivation can be obtained in the process of entrepreneurial activities. However, it seems necessary for them to have some opportunities for this realization, which in this case was the intervention by CABE. Since the farmers started poultry keeping with the motives of getting income, keeping foods, and security reasons, they would be categorized as survivalists. Because of it, they would be motivated if they realize there is a chance for them to get either income or foods. The motivated farmers mentioned above would have realized the opportunities to get the goals in markets. In this regard, they would be above the stage of "opportunity recognition" as Shane et al. (2003) argue. Given the fact that most of the interviewees answered income and food as reasons for start-up, their motivations were towards survival purposes. However, it seems there were exceptions, which might show that not all the sample was going for survival reasons.

Two cases imply that as long as one's motive is achieved, type(s) of activity (ies) the one engaged in does not matter. One of the farmers indicated her interest into taking care of people as a doctor. Even though she said she wanted to make poultry keeping commercial, she had her own clinic which was her main source of income. This work seems much more important for her given her background where her father had his clinic and she worked together. Also, being a doctor for her would be something to live for as she liked to take care of patients. This would imply that she was not so much enthusiastic about poultry; however she would keep the business for income generation in order to continue her clinic. This does not necessarily mean that she was not interested in poultry keeping; rather she had another work that she wanted to focus more on.

In addition, the case of a carpenter would show types of entrepreneurial activities do not matter as long as he could achieve his motives. The farmer tried to increase his income through poultry and working as carpenter while having agricultural production. His motive to these works was to get income. He became serious on poultry keeping as he realized market opportunities and the ease of keeping poultry.

4.4 The farmers are survivalists

It would be important to capture what common features the farmers have in order to understand their levels of entrepreneurship. It rather looks at if the farmers have features of entrepreneurs discussed in previous research. Before that, the paper concerns their behaviour over income and finance.

Firstly, the use of income gained from poultry keeping was asked during the interviews. It was found that 27 farmers used the income for tuition fee following 29 for daily necessities such as food and clothes. This would show that no matter how poor they were, they were aware of importance of education. Also, four interviewees spent on medical bills and three were saving for emergency and future purposes. Even though three farmers invested in poultry keeping in order to expand it, eight respondents spent on other agricultural

[17] Personal interview with a farmer on field, Busia Township, 13th August 2012.

activities like buying fertilizer and maize seeds as well as hiring people for cultivating maize or sugarcane fields. Another two used it for paying for Merry-go-round[18] and table banking, which is required as a member of CWG. In total, there were five farmers spent their income from poultry keeping on poultry related activities.

Also, those who had a main source of income apart from poultry keeping were asked how they spent money from the income generating activities. Same as the usage of income from poultry, 25 out of 27 farmers spent it on tuition fee for their children. Also expenditure for necessities was the second frequent answer with 22. Four farmers mentioned reinvesting into business, however there was only one farmer who regularly invested into poultry production by buying feed for chickens. The rest of them used it for other agricultural activities. Thus, it would be said that farmers are more likely to reinvest into their main source of income, in which they are interested rather than spreading the finance over every product.

In addition to that, it turned out that nine farmers were taking advantage of being a member of CWGs. Firstly; six out of them mentioned Merry-go-round as a reason to attend the meetings. The detailed use of the money from Merry-go-round would be;

> "to buy vaccination and chicks in order to increase the number of chickens" (A farmer, Personal interview 2012[19]).

> "she uses it to buy things she doesn't have in the house […] she can also buy birds from merry-go-round money"
>
> (A female farmer with interpret, Personal interview 2012[20]).

Similar to this, secondly, one farmer mentioned accessing to table banking as a reason. This is another common system that each farmer contributes a small amount of money to the group loan and borrowers pay it back with low interest. In addition, two were involving themselves in their groups for getting vaccination with small contribution. This is an advantage of the members because they can take collective actions, which CABE was promoting.

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[18] Merry-go-round is a system that each the member host meetings in order and the host would get compensation for having the meeting as hosts are expected to provide something to eat and drinks such as chai (milk tea) and foods as well as snacks to the members. Each member contributes a small amount of money as compensation and the host is allowed to freely use the contribution. This system is a common system that each poultry CWG within KAPPAP in Busia county practices. Since the host is chosen in order, this system is called Merry-go-round.

[19] Personal interview with a farmer on field, Busia Township, 13th August 2012.

[20] Personal interview with a farmer on field, Busia Township, 13th August 2012.

"we do contribute money to look for vaccine[…] tell members want to contribute. […] we organize to get vaccine. […] if you contribute the group it is easy because you contribute small amount [of money], then you vaccine the groups of your hence. You spend a small amount of money"

(A male farmer, Personal interview[21]).

"to share money. […] to get medicine through the group. […] we have money…. we say that for after three months, we shall buy medicine, vaccine. Also we use that money to buy feed for chickens because through a group you buy at good price"

(A female farmer, Personal interview through interprets 2012[22]).

In addition, as Table 4-4 shows, all of them grew some vegetables and kept livestock, which seems common for farmers. 17 out of 40 interviewees engaged in four to six agricultural activities, and 12 did in seven to nice. In addition, seven had non-agricultural business; Carpenter, Sand mining, Buy and sell tomato, Doctor, Buy and sell sugars, Making shoes and transportation.

Table 4-4
Number of Agricultural activities (N=40)

Number of agricultural activities	Frequency
1 to 3	4
4 to 6	17
7 to 9	12
10 and above	7
Total	40

Are these activities survival strategies for them? The answer might be yes. First of all, income both from poultry and other source of income were used mainly for daily necessities like foods. Their motives both to poultry keeping and main source of incomes were economic reasons and foods. Secondly, there were several farmers taking advantage of being a member of CWGs. Since there was no regulation over usage of the finances, they were free to use for whatever they want. From the interviews, cases of using for the project and family consumptions were perceived. Therefore it is not clear if they were motivated in poultry keeping or attending the meetings for getting money for households. Thus in this case, it would be said that they were motivated in poultry but also trying to find financial source as a survival strategy. Thirdly, diversification of farming can be seen as a feature of survivalist. As Berner et al (2012: 5) argue, survivalists would have "multiple but volatile sources of household income". Thus their multi-farming can be considered as a survival strategy. Given these points, most of the farmers would be regarded

[21] Personal interview with a farmer on field, Nambare, 21st August 2012.
[22] Personal interview with a farmer on field, Busia Township 16st August 2012.

as survival entrepreneurs. However, it also true that there are several degrees among them. This paper tries to find the differences in the following chapter.

4.5 Conclusion

This section showed positive relationship between performance and each indicator of motivation: long working hours, investment and business record keeping. It was also found that the rest of the indicators were not suitable to this research. Active involvement in meetings was rejected as an indicator since firstly it turned out that there was no significant difference among the farmers' participation rate. Secondly, it was also argued that reasons for attending the meetings would not reflect their motivation. In addition, no significant differences were also found in frequency of contacts with others involved in poultry keeping. It turned out that the farmers met neighbours on a daily basis. Specialized business was also not considered as an indicator because all of the farmers diversified their agricultural products. Also, no one hired anybody for poultry keeping. Given the local poultry production, it would be natural for them by keeping poultry without any help. Then, it was considered that the three indicators would work as the criteria of categorizing the sample: working hours, investment and keeping business record.

After assessing the indicators, the paper figured out motives of starting poultry keeping. The motives in these areas were to increase income, food and security reasons. This finding is consistent with Benzing and Chu (2009) that the most frequent motive to start small business in Kenya is to increase income. Then, how motivation can be obtained on entrepreneurial process was assessed. It was found that motivation was gained through CABE interventions where the farmers realized market opportunities that they mentioned as motives. Also, identifying a doctor and carpenter, it was argued that motivation would not necessarily direct to one entrepreneurial activity, but several as long as the farmers could achieve their motives. Motives are what they are trying to get through the activities, which were income, food and security in this study. Thus motives exist no matter what entrepreneurial activities they operate while entrepreneurial activities matter for motivation in a way that entrepreneurs need to see possibilities to achieve motives.

At the end of the chapter, it discussed about whether the farmers were survivalist or not. The answer was yes. Given their motives and the use of income from both poultry keeping and other farming as well as use of finance and loan in order to achieve the motives, they would be considered as survivalists rather than entrepreneurs who are willing to expand their enterprises. Diversification of farming also supported the argument. However, there were several farmers found who for instance invested in poultry keeping and engaging into non-agricultural activities. By acknowledging these differences, further analysis is implemented in the following chapter focusing on motivation and performance.

Chapter 5
Discussion on groups of farmers

5.1 Introduction

This chapter figures out differences among the farmers in terms of motivation. The farmers are classified by being scored based on the indicators of motivation. Firstly, if interviewers mentioned their willingness to scale up their production to commercial level, two points were given while no point for those without such answer. Secondly, if they bought a tool for poultry in the last six months, two points were given but no point for non-investors. Thirdly, as for working hours, if farmers work more than ten hours, two points were given, and one point for more than three hours, as well as zero for less than 2 hours. Moreover, those who regularly kept business records were given two points, and irregular and partial updates were given one point while no point was given to non-recorders.

After categorising them, features of the farmers in each category are discussed. Even though each indicator of motivation showed a positive relationship with performance, a relationship between motivation and performance is analysed by the categorization of the farmers. This pointing system is assessed by adapting different systems in order to confirm the reliability. At the end of the chapter, effects of motivation on differentiation of the farmers are considered and a new framework is introduced for further research.

5.2 Identify degrees among farmers

In this section, points were given to the farmers depending on their answers in order to distinguish farmers following the process below. Firstly, if interviewers mentioned their willingness to scale up their production to commercial level, two points were given while no point for those without such answer. In the areas, most farmers were practicing the local production method, where farmers have no space to keep poultry at home such as poultry house and fence, and free chickens so that they do not need to feed the chicken. Since this local production would imply that farmers were not motivated in poultry keeping, they were less likely to refer to commercial production as they had not reached the stage where they realized that their production would produce enough/more income as/than they needed. Thus, as a remarkable distinction, those who mentioned to it were given two points.

Secondly, the same rule was adapted to investment criteria. If they bought a tool for poultry in the last six months, two points were given but no point for non-investors. Given the local method mentioned above, it is less likely to happen for farmers to buy tools for poultry keeping. This action, buying equipment, can be considered as a significant measurement to assess motivation of farmers in poultry keeping. Thus two points were set as the score.

Thirdly, as for working hours, if farmers work more than ten hours, two points were given, and one point for more than three hours, as well as zero for less than 2 hours. These criteria were set because most of the farmers worked for one and a half hours, three times and 30 minutes for each a day. If one

worked more than one and half or two hours, it means the one would have made an extra effort for poultry keeping.

Moreover, those who regularly kept business records were given two points, and irregular and partial updates were given one point while no point was given to non-recorders. The local production never accompanies business records, thus keeping it regularly can be an obvious distinction. Since it turned out that there were several farmers who kept the records either partially or irregularly, points were differentiated. This criterion considers that regularly updating business records would be difficult for non-motivated farmers and only passionate poultry farmers could do it.

Following the criteria explained above, several degrees of the farmers were observed. For convenience, those were named as: Constrained Geese for the top group; Taking-Off Survivalists for the second group; Great Survivalists for the third group; Upper-Survivalists for those who got three points; Lower-Survivalists for the rest of the farmers. These are not categorizations of the farmers, rather trying to see similarities of farmers by grouping them. Thus it needs to be admitted that even in each group there were several differences found. This point is further discussed later in this section.

Two farmers were identified as Constrained Geese, who got seven points. The group was named after flying geese which refers to a pattern of growth that happened in 1990's East Asia. The reason it was named after this was that they were more likely than others to grow once they get enough finance because they have clear ideas on what they should do for better production. In this sense they are similar to Constrained Gazelles in Grimm et al (2012). The common features they had were, firstly, they mentioned to start or started commercial poultry production. Secondly, both of them regularly updated their business records. Thirdly, one built and the other was building a poultry house. Especially, for the first feature, one of them was willing to explore markets:

> He is targeting bigger markets for value addition of poultry products. […] Marketing for processing other products. That is what he is also targeting. […] He wants to do poultry for commercial purposes. […] "maybe town like…big hotels, […] Kisumu".
>
> (A male farmer, Personal interview through interpret 2012[23])

This farmer was categorized in the last group based on income level. Even though he was not doing well on poultry keeping, he had a will to expand his production. Also, this farmer was asked the reasons to attend the meetings, and he said he wanted to learn how to access to finance from commercial banks. This persona was the only one who mentioned to commercial loan.

As for the other, when reasons to personally contact to the CABE field officer were asked, he answered:

[23] Personal interview with a farmer on field, Nambare, 20th August 2012.

> "When it reaches to that stage, they will connect to a market" […] "When your business grows up, you need a good connection." "Feeding […] when it reaches stages it needs different feeds are necessary. When it reaches to this stage, you need to conduct to them"
>
> (A male farmer, Personal interview 2012[24])

This farmer knew what he needed in order to develop his poultry production. Although he had 12 agricultural products practicing while working as a carpenter, he answered that poultry is his main source of income as he realized that this would financially make his life different. Also, he mentioned that he had a poultry house and wanted nutritious feeds to make chickens bigger by saying:

> "We use just local feed. If you give local feed it grows slowly, the production is down. […] I need nutritional food. ….] lack of money is a big problem, challenge"
>
> (A male farmer, Personal interview 2012[25])

Surprisingly, when he was asked challenges in poultry keeping, he responded he needed a machine for hatching so that he could improve his production: *"Machines for brooding […] if you have a lot of money it goes faster"* (Ibid[26]). He mentioned that these ideas came from his mind and was not taught by anyone. It is not realistic to think that he never got any inspiration from anyone, however the importance is that he named them as challenges he had, which would imply that these were to be obtained in his plans once he got finance.

Their motives were income generations and keeping foods; however they realized the opportunities to achieve their goals in poultry markets and tried to develop their ideas for better productions. What people at this stage need might be finance to carry out the ideas they have and context specific advices based on their plans.

Six farmers who got five points were named as Taking-off Survivalists. There were two common features found in these farmers. First of all, all of the farmers bought equipment necessary for poultry keeping such as drinkers, feeding pats, fence, and poultry house. Also, all worked on poultry for more than three hours a day. From these facts, it can be said that they are those who realized the opportunities and started/ had been arranging their environment for poultry production by investments. Four out of six acknowledged poultry as main source of income and another one mentioned that he wanted to concentrate on poultry. The difference from Constrained Geese is that they were not on the stage of idea development as in Shane et al (2003) since no future idea was recognized in the interviews with them.

Overall, the farmers in this group performed well as all but one belonged to above the second top group in terms of performance, three in the first and

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[24] Personal interview with a farmer on field, Nambare, 10th August 2012.
[25] Personal interview with a farmer on field, Nambare, 10th August 2012.
[26] ibid

two in the second. However, this group is complicated in a sense that all of them have a possibility to join the most motivated group. For instance, although two of them were never keeping business records, they mentioned that they would start doing it when it comes to the stage.

> "Now I can start it [business record] because I have learned."
>
> (A female farmer, Personal interview 2012[27])

> "I'm planning to start [business record] but I haven't started. When I will have enough chicks, I will start it. Because I want to concentrate on this project […] I see there is enough market. And project is also easy to work on it."
>
> (A male farmer, Personal interview 2012[28])

As for Great Survivalists, who got four points, they are different from Upper and Lower Survivalists in a sense that they started/had recognized market opportunities to achieve their motives. Two out of three mentioned to upgrade their production to commercial level and the other mentioned poultry keeping as his main source of income. All of them showed their motivation through keeping business records. However, their actions would not completely have reflected the remarks. For instance, all of them never invested into poultry keeping and significantly less time than the Constrained Geese was spent on poultry keeping: One spent less than one hour and the other did no more than two hours. One of the reasons would be that they were less interested in poultry keeping than other activities. Two of them showed they had been attracted by other activities whatever the motives were. One was the top performer in the sample. She was a doctor who would be motivated by social motive that she wanted to take care of people even if she got loss in her clinic. The other farmer invested income from poultry in other agricultural activities while never spent it on poultry itself. Therefore it would be fair to say that they realized the opportunities of poultry market to get income, which is one of their motives to poultry.

Those who got three and two points were categorized as Upper-Survivalists. Four farmers were given three points and nine farmers with two points. Their common feature was no one mentioned to commercial production. However, the rests of the actions differ in each farmer. Two of four with three points worked more than 10 hours and partially or irregularly updated business records, while the other two invested in poultry and either work relatively long or partially updated business records. In a group of two points, five out of nine invested and two farmers regularly update business records. The rests just worked for more than ten hours or relatively work long and partially kept business record.

Lower-Survivalists were those who got one or no point. The 14 farmers were much less motivated than the other groups in poultry as they were practicing one or zero of the indicators, which were even not fully implemented.

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[27] Personal interview with a farmer on field, Busia Township, 16th August 2012.
[28] Personal interview with a farmer on field, Busia Township, 16th August 2012.

Those with one point, they either worked "relatively" long, around four to three hours or "irregularly" took business records. Also there were seven farmers who got no point. With their action, it can be said that they might not have realized opportunities in markets as these people were more likely to be in the worst performance group: all but one were in the last group of performers and seven out of nine in the second worst performance group. There were three farmers from the top performance group and one farmer from the second top found in this group. However the income data on all but one was modified. Since eight farmers in this group were in the third and the last performance groups, Lower-Survivalists tend to be worse performers. This point will be confirmed later.

This section claimed that there were several degrees among the farmers in terms of motivation. In the top group, there were two farmers found who were either in the last or top performers' groups. These farmers were highly motivated and had clear ideas on what to do next for better production. Clearly they tried to make their productions bigger. Secondly, six farmers were in transition from Taking-Off Survivalists to Constrained Geese. They were good performers and highly motivated. However, if the study would just set the criteria of motivation without paying attention to their comments, they could have been ignored. Thus, this finding is important given most of literatures on entrepreneurship focus on quantitative aspects of entrepreneurial performance. In addition, one of the interesting findings was that even if ones were motivated in poultry keeping, the ones do not necessarily specialize into only one business but several. This would all depend on their interests. In conventional debate on necessity-opportunity driven entrepreneurs, necessity driven were pushed to work as entrepreneurs; however there would be more complex reasons behind that given a case of a female doctor. Therefore, this paper agrees with Williams (2009: 207) that "necessity-driven has been replaced by a view of them as near enough universally driven by opportunity and doing so out of choice".

In order to check reliability of this pointing system, different grading system was also practiced. Without changing the rules for comments and business records, that of working hours and investment were respectively modified. As for investment, the maximum point was lifted up by four points since it was considered that investment easily effects performance of poultry keeping and can be a clear measurement given the local production. Also, four points were given to those who worked more than ten hours on poultry; two points to those with more than three hours; zero point for the rest. The reason was that the poultry production method practiced by most of the farmers did not require long work hours. Also it never accompanies any special tool or finance, thus it was considered easy for the farmers to implement.

Based on this pointing system, the farmers were categorized. It turned out that there was no big change compared to the first grading system. However minor changes were identified. Firstly, Great Survivalists were integrated into Upper-Survivalists. Secondly, some of the Upper-Survivalists were graded down to Lower-Survivalist. These minor changes happened because Upper-Survivalists were a group of farmers who either invested into poultry keeping, seven out of 13, or worked a long time, three out of 13. Two of Upper-Survivalists who were integrated to Lower-Survivalists never practiced these indicators while the rest got two points in work hour and one in business rec-

ords. These changes would suggest that comments as willingness for expansion are important for Great Survivalists to be distinguished from Upper-Survivalists. Actually if the indicator was dropped off from the criteria, two out of the three would have been fallen into Lower-Survivalists while there was no significant change in the other groups. Thus qualitative aspect of the research is important as if this study focused on quantitative data, this would have been ignored.

5.3 Motivation and performance

Here the linkage between performance and motivation is discussed. Table 5-1 shows possibilities of farmers falling into any group of performance and that of motivation. As the table shows, there can be seen some relationship between them. First of all, Taking-Off Survivalists are more likely to be the second best performers with the possibility of 50%. The total number of the Taking-Off Survivalists were six, thus the possibilities seem to be exaggerated in a way that even though one farmer exists within the third group of performance, the table shows 16.7%. However two and three farmers were separately categorized in the top and the second group. This would show that Taking-survivalist were more likely to be better performers.

Secondly, 42.9% of Lower-Survivalists would be the last performers. This is a significant number even looking at the absolute number of those in this group, which is six out of 14. Adding the second worst performers to it, it accounts 10 out of 14. Even though there can be seen a high possibility of being in the top with 21.4%, it would be said that Lower-Survivalists tend to have less income from poultry keeping than the other groups.

In contrast, it might be difficult to conclude that Great Survivalists have a high tendency to be in the third group. This is because the total number is three while the possibility of being in the third performance group is 66.7%. Even though it also can be said that these farmers would be a mix of people on different income levels, the relationship between motivation and performance in this group seems weak. Also as for Upper-Survivalists, there is a high possibility for them to be in the second group with 38.5% while they were more likely to be the third and forth performers with 23.1% respectively. From this category, it might be difficult to see a correlation between performance and motivation.

Table 5-1
Conditional probability of each group by performance

	1st group	2nd group	3rd group	4th group
Constrained geese	50.0%	0.0%	0.0%	50.0%
Taking-off Survivalists	33.3%	50.0%	16.7%	0.0%
Great Survivalists	33.3%	0.0%	66.7%	0.0%
Upper-Survivalists	15.4%	38.5%	23.1%	23.1%
Lower-Survivalists	21.4%	7.1%	28.6%	42.9%

Overall, it turned out that there is a weak linkage between motivation and performance of the farmers. Even though Taking-Off Survivalists and Lower-Survivalists showed a correlation between them, clear relationship was not

identified in the other groups. This finding is contradictory to findings in chapter 4 that there was a relationship between each indicator and performance. Constrained Geese would be a good example to show the weak relationship. There were two farmers found in this category and they were either in the best or the worst performance group. Since this group showed strong motivation to poultry keeping, if there were a strong relationship between them, one of the farmer would be in the first performance group. This fact would imply that motivation does not reflect performance of the farmers. In addition there were several farmers found who performed well but no so motivated for instance 38.5% of Upper-Survivalists would be in the second performance group. The opposite trend was also found that motivated farmers performed badly for instance one of Constrained Geese in the last performance group. It would be said from these findings that there might be positive relationship between motivation and performance; however it is not clear if motivated farmers can earn more income from poultry.

5.4 Motivation effects differentiation of the farmers

In the previous sections the following points were argued. Firstly, there were several degrees of the farmers in terms of motivation. Identifying motivation of entrepreneurs, five groups were identified. It also turned out motivation in activity is more likely to be gained as they realized the possibilities to achieve their motives. However it was also discussed that motivation can be directed to other activities as well because it might not matter for the several farmers what activities to be involved them. In addition, it was claimed that it was not clear if there was a positive relationship between motivation and performance. These findings lead us to the next question that needs to be solved: How motivation effects differentiation of entrepreneurs?

Recalling the motives in the sample, their motives were mainly income generations, gaining foods, and security reasons no matter what their main source of incomes were. Thus it can be said that their interests were those factors and they were trying to achieve them through entrepreneurial activities.

Constrained Geese showed their active involvement into poultry keeping through persistently updated business records, investment and relatively long working hour. Also their willingness to commercialize their production, which could be supported by their idea and plans, was acknowledged. Their strength was to be able to develop their idea on the production: as one of them referred, machine for hatching or as the other mentioned processing poultry to target bigger markets. It can be said they are on the stage of idea development as in Shane et al (2003).

Taking-Off Survivalists also showed their active involvement via investment and relatively long working hours while they lack either constantly updated business records or positive comments to commercial poultry production. However, there could be seen a willingness of improvement, which two farmers indicated starting business records as they learned how to keep it. These two farmers can be closer to Constrained Geese than the rest of the group in terms of motivation as both of them mentioned to start business records soon. Given this fact, there can be seen degrees even among Taking-Off Survivalists.

Also, there were two farmers who might lead us to the answer in Great Survivalists. An exception was a doctor who is mentioned above started her

clinic for taking care of patients while she was also interested in poultry as a cash income. Her motives of operating her clinic were both getting income and taking care of people. However according to her, the patients often cannot pay for the bills even though she treats them and gives them medication. Thus she had to compensate the loss by herself. She also mentioned that she started to focus on poultry keeping as source of income since she was motivated through CABE intervention. Given her situation, she might have become interested in poultry in order to compensate the loss in her clinic. If it is the case, she might not care what activities through which she can generate income as long as she can keep operating her clinic, which was her top priority.

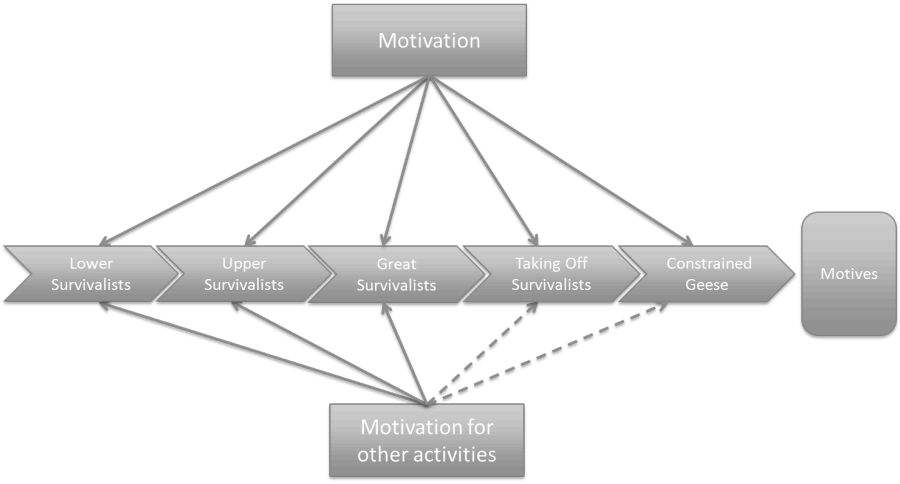
Another case also showed a relationship between motivation and motives. A male farmer was a carpenter and his motive of the job was getting income. Looking at his poultry production, it was his main source of income and he tried to expand it using his knowledge. The motive for poultry was also to get more income. Since he started being serious on poultry keeping, he realized poultry keeping as a cash product. Thus he would not mind what activities he was engaged in as long as he could get income as his motive was income generation.

These two cases show the difference and suggest several degrees within the group. Great Survivalists seemed more likely to be interested in other activities as they were satisfied with the activities in order to achieve their motives. However, two of them mentioned to focus on poultry keeping as they realized the market would help them in achieving their motives. On the other hand, there was a farmer who focused on poultry as main source of income. Thus it can be said there were differences in terms of realization that the two just realized possibilities of poultry for achieving their motives and the other had realized it and was trying to exploit the opportunities by organizing their environment through investment and by concentrating on the activity.

As for Upper-Survivalists, they were less likely to be passionate to poultry keeping given their action and only four out of 13 acknowledged poultry as main income generation. The same can be said to Lower-Survivalists but they were much less motivated as they were hardly working on poultry.

Taking into consideration the findings in this research, Figure 5-1 was formed. This diagram aims to show the gradation of entrepreneurs. From Lower Survivalists to Constrained Geese, there seems to be no clear cut among entrepreneurs. How much farmers become serious on an activity depends on their motivation and motivation would be based on their motives. The more motivated, the more focused. Therefore, motivation effect on entrepreneurial process in a way that an activity attracts the entrepreneurs since they realize their motives would be achieved through the activity. If farmers are not so motivated in the activity, they would be attracted by other activities. This tendencies would more likely to be seen in the beginning of the process, Upper- and Lower-Survivalists and Great Survivalists, as they were not or just aware of opportunities. However, Taking-Off Survivalists and Constrained Geese would less likely to be attracted as they fully or mostly realized the possibility of the market for achieving their motives. As for the control factors, they would effect on motivation no matter on what stages they were as it might be difficult to change in short term.

Figure 5-1 Entrepreneur process modified version



5.5 Conclusion

This chapter argued that there were several stages among entrepreneurs: Constrained Geese; Taking-Off Survivalists; Great Survivalist; Upper Survivalists; Lower Survivalists. As the process goes, the farmers were more likely to focus on poultry keeping as it would assume that their motives can be achieved through the activity (ies). However, it is not the case all the time. There were two farmers found who were a doctor and carpenter. The cases would imply that farmers would not care entrepreneurial activities in which they were involved insofar as they could meet their motives.

Focusing on income from poultry keeping, this research studied on relationship between motivation and performance. It turned out that there was no strong relationship between them. Actually, several groups showed positive relationship between the factors. For instance, Taking-Off Survivalists would be better performers with possibilities of being the top and second group of performance with 33.3 % and 50.0%. Also, Lower survivalists showed high probabilities of falling into the last performance group with 42.9%. However, the rest of the categories did not show a strong correlation between them. Constrained Geese for instance were a group of two farmers. They were either in the top or worst performance group. Given they were strongly motivated; the worst performer could have been in the top performance group if there were a positive relationship between motivation and performance. Also, Upper-Survivalists were more likely to belong to the second best performance group. Therefore, this paper argued that there was no strong positive relationship between performance and motivation.

This chapter also challenged to show differences among the farmers based on the findings. Figure 5-1 showed gradual differences among entrepreneurs. Constrained Geese were those who met all the indicators with ideas for the production. In this sense, the can be at the stage of idea development in Shane et al (2003). Taking-Off Survivalists showed their active involvement via investment and relatively long working hours while lacking in business records and comments on commercial production. However, there were two farmers found who showed their willingness for commercial production. In addition, two farmers in Great Survivalists showed that entrepreneurial activities do not

matter for them as long as they can achieve their motives. Upper-Survivalists, they were less likely to be passionate to poultry keeping given their action and only four out of 13 acknowledged poultry as main income generation. The same can be said to Lower-Survivalists but they were much less motivated as they were hardly working on poultry.

This research claimed in this chapter that there were several differences among the farmers and even in each category. Therefore, it might be difficult to clearly divide entrepreneurs while some tendencies were seen. It also argued that the farmers were more likely to focus on specific activity (ies) as they motivated. In other words, farmers on the early stages would be influenced by other activities as entrepreneurs in those stages might not have found possibilities to achieve their motives through the activity. Thus, motivation effects on differentiation of entrepreneurs in a way that motivation makes entrepreneurs get involved in entrepreneurial activities since they realize their motives would be achieved through the activity.

Chapter 6
Looking forward for better theories and interventions

The aim of the research was to study how motivation effects differentiation of entrepreneurs. This research started by doubting the simplification of entrepreneurs by dividing into two or three categories: survival and growth oriented entrepreneurs as well as constrained gazelles. Adapting entrepreneurial process (Shane et al. 2003), it focused on influence of motivation of entrepreneurs over entrepreneurial process. Motivation was regarded same as passion and differentiated from motives. The field research was conducted in Busia Country, Western Kenya, through interviewing 40 poultry farmers.

The findings from the research were as follows. Firstly, the relationship between entrepreneurial motivation and performance of the farmers are not clear. It assumed motivation would be reflected on entrepreneurial actions and it turned out that the following indicators fit this context: keeping business records, investment, and working hours. Each indicator showed positive relationship with performance; however when it comes to performance and the groups based on motivation, a clear relation was not found. Secondly, the motives to start poultry keeping were income generation, securing food and security reasons. This finding is consistent with Benzing and Chu (2009) that the most significant motive to start up enterprise in Kenya is to increase income. After confirming these factors, thirdly, it also successfully unveiled that motivation was obtained through CABE interventions even after having been engaged in the activity. Finally, this paper found that motives exist no matter what entrepreneurial activities they operate while entrepreneurial activities matter for motivation in a way that entrepreneurs need to see possibilities to achieve motives. Even if one is engaged in an activity, the one does not necessarily focus only on one activity, but several insofar as these activities achieve their motives. Therefore motives are bases of motivation to entrepreneurial activities.

In Chapter 5, this paper found the differences among entrepreneurs in terms of motivation. They were named as Constrained Geese, Taking-Off Survivalists, Great Survivalists, Upper-Survivalists and Lower-Survivalists. Each group has features but significantly Constrained Geese had new ideas on poultry production with well arranged environment for poultry keeping and Taking-Off Survivalists were ready to go for the next step by arranging the environment for poultry keeping. Great survivalists were still interested in other activities for achieving their motives, they were aware of opportunities of poultry keeping in order to obtain their motives. It should be mentioned that these groups were simply named for convenience and there were more degrees within each stage.

Following these findings above, it turned out that motivation influences differentiation of entrepreneurs by making entrepreneurs engage in the activity. The more motivated, the more committed and invested. As entrepreneurial process goes, they are more likely to be involved in activities no matter what

the motives are. The perception would give a new perspective to the argument on entrepreneurs in the development.

This research would contribute to the argument on entrepreneurs by casting degrees of the farmers. In previous literature, survival entrepreneurs were considered not interested in growing their enterprises (Berner et al 2008) and as if they are passive while opportunity driven/ growth oriented entrepreneurs are not. This categorization seems too careless to see their differences, thus this research might show an important point that entrepreneurs are a diversified group. By acknowledging these degrees, we might be able to understand what are entrepreneurs and their features correctly thus better interventions would be implemented by following the differences among entrepreneurs.

Implementations from the findings in this study to development practice would be firstly, targets need to be chosen based on motivation. In this research it turned out that the more motivated the better performance as they invest or spend more time on the activities. Even though the sample of the study could have been classified as necessity driven entrepreneurs as in some prior researches, they were more active than what they have been regarded. Therefore, these entrepreneurs can be captured based on their motivation. Secondly, since motivation can be gained as bring engaged in activities, interventions can encourage beneficiaries in a way that it motivate them following their motives towards the entrepreneurial activity. Since entrepreneurs might not focus only on one project, the interventions might need to make the beneficiaries realize the possibilities of achieving their motives through the activity (activities). Thus, the practitioners might need to know their motives towards their works and distinguish what motives would suit the project. Although this work would require more time and tasks, motivation of beneficiaries might be necessary for more active commitments.

For the further research, the following needs to be cleared. Firstly, indicators of enterprise performance should be improved. In this research, a number of people hired was also asked, which is often used to see the growth of enterprises, however most of the farmers did not hire anyone for poultry keeping. Given small-scale farmers are less likely to have business records, how to measure performance of enterprise should be reconsidered. Secondly, gender perspective could be investigated. Even though there still were some gender related issues in this region, a significant effect was not found in aggregated data. However, this would ignore how gender effect entrepreneurship. Since this research did not focused on this aspect, this point could be elaborated in future researches. In addition, cognitive factors also need to be investigated in relationship with motivation of entrepreneurs. This point was acknowledged by Shane et al (2003); however these factors were not mentioned in this paper.

Entrepreneurs are an important element of local development in terms of economic activities. Given the fact that little is known about that, more research should be implemented. By focusing on motivation of entrepreneurs, entrepreneurs would be understood more and consequently development practices will be improved.

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Appendices

Appendix A: Process taken for random sampling

This paper identified the sample by random sampling after stratified the data by CABE, after selecting two sub-districts: Busia Township and Nambare. I classified the dataset based on their earning by selling chickens. Firstly, I sorted the data from Busia and Nambare respectively in descending order. Secondly, they were equally divided into four groups based of earnings from poultry. After getting eight groups, samples were randomly chosen following the procedures explained in University of Wisconsin-Eau Claire (2011). The procedures are as follows:

1. If *Column A* is not already empty add two columns to the left of it
2. In *Column A,* select the rows of cells you would like to assign a random number to
3. In the *Formula* text box, type **=RAND()**
4. Press [**Ctrl**] + [**Enter**]
5. Select all of the cells containing the random numbers that have just been generated
6. On the *Home* tab, click **COPY**
7. Place your insertion point in the first cell at the top of *Column B*
8. On the *Home* tab, from the *Paste* pull-down menu, select ***Paste Values***
9. Delete *Column A*
10. Excluding title cells, select all of your data
11. From the *Data* tab, in the *Sort and Filter* group, click **SORT**
12. From the *Sort By* pull-down menu, select ***Column A***
13. From the *Order* pull down-menu, select ***Smallest to Largest***
14. Click **OK**
    The *Sort* dialog box closes.
    Your data is in order by the random numbers.
15. Select your sample by selecting the number of rows for the desired sample size

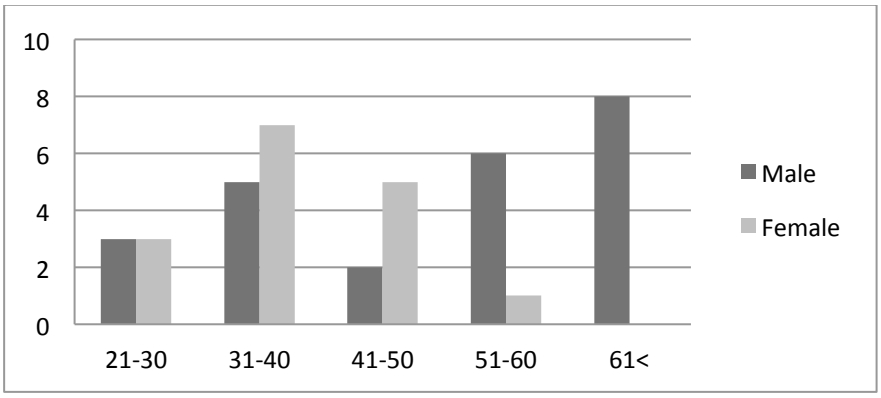
As the results, the first five farmers in each group were chosen and 40 farmers were obtained as the sample of this research.

Appendix B: Profile of farmers

Figure A-1. shows the distribution of the sample by age and gender. There were several features found in this sample. Firstly, even though the sample was concentrated on the rage of 31 to 40 years old with 12, females were more likely to be fallen into younger generation than men. 10 out of 16 females were not more than 40 years old, while 16 out of 24 males were more than 40 years. Interestingly, there were no women in the group of 61 and above, and only one in that of 51 to 60. This could imply that active involvement of male into CWGs as they would have realized the possibility of poultry as cash production given the culture around the area that women are in charge of keeping chickens.

This business would look unprofitable given a few young men are engaged in this activity. However, lots of young males tend to be Piki-Piki (motor bike taxi) or Boda-boda (bicycle taxi) riders around these areas as there are few job creations and it is one of the easiest ways to make small money for them. Although this young generation is less likely to get involved in Agricultural activities, the researcher met some young males who just started a self-help group of young people for poultry keeping. Their approach was different from those of "old generation" the researcher met during the research in terms of marketing. One of the challenges the farmers had was marketing, and the young farmers used the Internet and tried to sell their chickens online. Since the leader of the group just graduated from university and studied programming, they could use his skills for their marketing strategies. Given the example, most of the young generation in Busia has just never had realized the profitability of poultry keeping as this has been culturally for domestic use.

Figure B-1 Sample distribution by Age and Gender



Secondly, it turned out that the most of the interviewees in the study were married. Looking at gender differences, all the male respondents were married. The high portion of female famers, 13, was also married while two were widows and one was single. This marital status would have effected on their work choices because, as for male, even though they have to sustain their households, they might have more freedom of choosing jobs than females. However, for female single and widows, they would not have as many choices as males do, and they need to work for themselves and/or their children in order to sustain their lives.

Table B-1
Marital status of the sample (N=40)

	Male	Female	Total
Single	0	1	1
Married	24	13	37
Widow/ Widower	0	2	2
Total	24	16	40

Appendix C: How do control factors effect entrepreneurship?

Control factors are also considered in Shane et al (2003) as environment. Gender and climate were considered as control factors that effect entrepreneurial process. It is generally perceived that women have cultural constraints to start up or operate businesses. Marlow and Patton (2005) reached to a conclusion that gender unfairness is likely to prevent women from obtaining human, social, cultural, and financial capitals. Also, it is generally argued that women-owned enterprises tend to have less income than men-owned businesses because of low labour productivity, which can be attributed to poor management skills and time constraints to their business (OECD 2012). With respect to climate, it can be easily recognized as an important external factor in agriculture. Mariara and Karanja (2007) investigated the impacts on climate change over production of crops in Kenya. The study of 816 households show global climate change negatively affects productivity of crops. Even though this paper does not consider cognitive factors, gender and climate would be restrictions for female entrepreneurs, especially where men are culturally dominant over women, and for all farmers.

Gender seems to be one of the constraints of keeping poultry and scaling up to commercial levels. In the research, the interviewees were asked if there was any gender factor that would hamper or accelerate poultry keeping. There were two answers from female farmers, which reflects gender differences around the area, that;

> ”According to the culture around this area [Nambare], only men can construct a poultry house”
>
> (A female farmer, Personal interview through interprets 2012).

> “[She] cannot sell [chickens] without asking […] asking the husband. [She] must get authority to sell. It doesn't matter whether [she] is the only one managing chickens. [She] has to ask authority before selling [chickens]”
>
> (A female farmer, Personal interview through interpret 2012[29]).

Also, two male farmers clearly mentioned that poultry keeping is not men’s work but women’s. Two of the beneficiaries having other means of income generating activities as the main source of income said:

> “In fact, she is the one in charge of poultry. Poultry keeping is mainly done by women “
>
> (A male farmer, Personal interview 2012[30]).

> “That [poultry] is work of women”
>
> (A male farmer, Personal interview 2012[31]).

[29] Personal interview with a female farmer on field, Nambare,
[30] Personal interview with a male famer on field, Nambare, 17th August 2012.

These answers would imply the followings points. Firstly, since permissions from husbands were required, it would be difficult for female poultry farmers to freely operate poultry production. This would prevent women from upgrading the poultry keeping and making it a commercial income generating activity from subsistence. Secondly, the perception that poultry as women's work would have made males ignore the possibility of poultry as a cash product. This culturally embedded common sense might hamper both male and female famers from being commercial farmers and expanding the production.

However, these gender constraints were never reflected on the performance of the interviewees. Table4-2 shows the conditional probability of gender and income level of the interviewees. Interestingly, female farmers tend to be successful in poultry keeping. The probability of female being in the top group is 37.5%, while that of male is quite low with 18.2%.

Table C-1
Conditional probability of gender and Income level (N=38)

	1st group	2nd group	3rd group	4th group	Total
Male	18.2%	27.3%	27.3%	27.3%	100.0%
Female	37.5%	18.8%	18.8%	25.0%	100.0%

Apart from gender, climate that influenced the respondents to start poultry keeping were asked in the interviews. Two of the beneficiaries working on poultry as the main income generation answered that the weather forced them to start poultry keeping, while none of those with other agricultural product as main source of income indicated such an answer.

> "I had some challenges from horticulture about the climate and soil. My lands had more weeds that effected maize and I saw I had to change from farming. I should not depend on farming only. And I started poultry"
>
> (A male farmer, Personal interview 2012[32]).

> "There were lots of hailstorms. When the crops hit by hailstorms, they get matured nothing. They reverted to poultry which they are sure of getting something from it".
>
> (A female farmer, Personal interview through interpret 2012[33]).

It is easily imagined that if weather effected farmers, they would look for other means of income generation as a survival strategy. Even though the respondents who shifted to poultry keeping were only two, they answered poultry as their main source of income. This would suggest that if farmers had any

[31] Personal interview with a male famer on field, Nambare, 17th August 2012.
[32] Personal interview with a male famer on field, Nambare, 9th August 2012.
[33] Personal interview with a female famer on field, Nambare, 9th August 2012.

climate challenge, they would diversify their Agro-products; however it would not be poultry keeping if they never realized the possibility of poultry as a cash product.

In Busia and Nambare, it was found that existing gender bias might have constrained female farmers from controlling their productions. This domination by men would deactivate the entrepreneurial activity in terms of preventing female entrepreneurship and ignoring possibility of poultry keeping as a cash product. Also, the climate would have made farmers change their main income generating activities in the areas.

Appendix D: Questionnaire for beneficiaries, poultry as main source of income

Questionnaire for Beneficiaries (Poultry)

Gender: Male / Female

Part1: Basic information

Q1-1. What is your name?

( )

Q1-2. How old are you?

A. <20
B. 21-30
C. 31-40
D. 41-50
E. 51-60
F. 61<

Q1-3. What is your educational background?

A. Haven't completed primary school
B. Completed primary school
C. Haven't completed secondary school
D. Completed secondary school
E. Certificate/ diploma
F. BA and above
G. No schooling

Q1-4. Are you married?

A. Single
B. Married
C. Widow/ Widower
D. Divorced

Part2: About Agricultural activities

Q2-1. What kind of agricultural activities are you operating?

( )

Q2-2-1. Do you have any other source of income apart from the agriculture?

A. Yes
B. No

Q2-2-2. If yes what are they?

( )

Q2-3. Which of them is your main source of income?
( )

Part 3: About poultry keeping

Q3-1. When did you start keeping poultry?
( ) ex. 1998, 2001

Q3-2. What was the main reason to start keeping poultry?
A. Self-satisfaction,
B. Family security reason
C. To increase income
D. Social status
E. There was no option except it
F. others ( )

Q3-3-1. Do you hire any paid worker for the poultry keeping?
A. Yes
B. No

Q3-3-2. If yes, what kind of workers are they?
A. Full time paid worker(s)
B. Part time regular worker(s)
C. Occasional or irregular paid worker(s)
D. No

Q3-3-3. If yes, how many people do you hire?
( )

Q2-3-4. If yes, where do you find them?
A. Spouse
B. Sons/Daughters
C. Relatives
D. Friends
E. Others ( )

Q3-4. Do you keep written business records for the poultry keeping?
A. Yes
B. Yes but NOT regularly updated or irregular accountancy
C. Partially
D. No

Q3-5. What kind of challenge(s) do you have in the poultry keeping?
( )

Part 4: Entrepreneurial behavior in poultry keeping

Q4-1-1. Have you had any experience related to the poultry keeping before starting it?

A. Yes
B. No

Q4-1-2. If yes, how long had you been working for that?

A. More than 5 years
B. 3 to 4 years
C. 2 to1 year(s)
D. Less than that

Q4-1-3-1. If no, do you have any other work experience?

A. Yes
B. No

Q4-1-3-2. If yes, what kind of work experience it was (they were)?

( )

Q4-2. How many days in general do you work for keeping poultry per year?

A. More than 200 days
B. 199 to 100 days
C. Less than 99 days
D. Don't remember/ Can't tell

Q4-3. How many hours in general do you work for the keeping poultry per a day?

A. More than 12 hours
B. 12 to 10 hours
C. 9 to 6 hours
D. 5 to 3 hours
E. 2 to 1 hours
F. Less than that

Q4-4. How many times in a month do you have meetings with your CWG?

( )

Q 4-5-1. How many times do you personally attend the meeting in a month?

( )

Q4-5-2. What is the main reason (not) to attend the meetings?

( )

Q4-6-1. Do you have any other chance to have regular training apart from the group?

A. Yes
B. No

Q4-6-2. If yes, what kind of service (s) it is (they are)?
( )

Q4-6-3 If yes, where does the finance come from?

A. Your own business
B. Spouse's income
C. Other household income
D. Loan from friends
E. Loan from relatives
F. Others ( )

Q4-7-1. Do you personally ask CABE/ the field officer for any advice about your poultry keeping apart from the meetings?

A. Yes
B. No

Q4-7-2. If yes, how many times per month do you ask for it?

A. More than 10 times
B. 7 to 9 times
C. 4 to 6 times
D. 1 to 3 times
E. 0

Q 4-7-3. What is the main reason to ask for it?
( )

Q4-8-1. Is there anyone in your family who own business?

A. Yes
B. No

Q4-8-2. If yes how many of them?
( )

Q4-8-3 If yes, what do they do?
( )

Q4-8-4. If yes, what is the main reason to operate it?
( )

Q4-9-1. Do you have any contact with someone keeping from your CWG?

A. Yes
B. No

Q4-9-2 If yes, how often do you exchange information on poultry keeping with the person/ people per month?

A. Less than once
B. Once to three
C. Four to seven
D. Eight to ten
E. More than ten

Q4-10. Was there any climate impact that accelerates/ hampers you to start the poultry keeping?

A. Yes
B. No

Q4-11-1. Do you have any difficulty in keeping poultry because of gender constraints?

A. Yes
B. No

Q4-11-2. If yes, why do you think so?

( )

Q4-12-1.Do you have any difficulty in poultry keeping because of other factors apart from gender perspective?

A. Yes
B. No

Q4-12-2 If yes, why do you think so?

( )

Q4-13-1. Do you think you have any either direct or indirect support from your spouse for poultry keeping?

A. Yes
B. No

Q4-13-2. If yes, why do you think so?

( )

Part 5: Finance and expenditure for poultry keeping

Q5-1-1. Did you borrow any finance to start keeping poultry?

A. Yes
B. No

Q5-1-2. If yes, who did lend the finance?

A. Spouse
B. Sons/Daughters
C. Relatives
D. Friends
E. Others ( )

Q5-2. What is your main use of income from poultry production?

A. Tuition fee
B. Medical care
C. Necessities
D. Your business
E. Others ( )

Q5-3-1. Did you buy any equipment for keeping poultry in the last 6 months?

A. Yes
B. No

Q5-3-2. If yes, what did you buy?

( )