# INFLUENCE OF STRATEGIC BUSINESS SUPPORT SERVICES ON THE PERFORMANCE OF WOMEN OWNED MICRO, SMALL AND MEDIUM ENTERPRISES IN KISII COUNTY, KENYA

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**A Research Thesis Submitted in Partial Fulfillment of the Requirement of the Award of the Degree of Master of Business Administration (Strategic Management) of Masinde Muliro University of Science and Technology**

**August, 2020**

# DECLARATION

I declare that this research thesis is my original work and has not been presented to any other examination body. To the best of my understanding and belief, this research thesis contains no material previously published or written by another individual except where due reference was made in the thesis itself.

NAME OF STUDENT

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MBA/G/07/13

## CERTIFICATION

The undersigned approve that they have read and hereby recommend for acceptance of Masinde Muliro University of Science and Technology a research thesis titled '**INFLUENCE OF STRATEGIC BUSINESS SUPPORT SERVICES ON THE PERFORMANCE OF WOMEN OWNED MICRO, SMALL AND MEDIUM ENTERPRISES IN KISII COUNTY, KENYA'.**

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# DEDICATION

I humbly dedicate this research thesis to my husband Mr. Pascal Omondi and to my daughters Mishal and Faith who supported me during this period of carrying out the research thesis. May you receive God's abundant blessing.

# ACKNOWLEDGEMENT

# ABSTRACT

The state of women in enterprise development, the starting and growing of individual enterprises is a major concern among governments in most countries from the early days. The main objective of the study was to investigate the influence of strategic business support services on the performance of women owned micro, small and medium enterprises in Kisii County. The general objective was addressed by five specific objectives that sought to establish the influence of technology transfer, Access to credit, training and networking services on the performance of women owned micro small and medium enterprises in Kisii county Kenya. Finally, the study sought to establish the effect of internal business environment on the relationship between strategic business support services and the performance of women-owned micro, small and medium enterprises in Kisii County, Kenya. To achieve the above objectives, a total population of 1000 small enterprises ran by women and a sample size of 288 enterprises. A descriptive survey was employed to gather information. Primary data was collected from the indicated target women enterprises using questionnaires. Descriptive statistical models comprising of frequencies, percentages, mean and standard deviation were employed to analyze the demographic data and the data addressing each of the specific objective. Additionally the Multiple Linear Regression analysis model was employed to address all the five specific objectives of the study. In regard to testing the null hypotheses of the study $H_0 1$, $H_0 2$, $H_0 3$ and $H_0 4$ which stated that technology transfer, access to credit, training and networking services had no influence of women-owned micro, small and medium enterprises in Kisii County, Kenya respectively. The regression analysis results revealed that all the strategic business support services (technology transfer, access to credit, training and networking services) significantly accounted for the positive variability in the performance of women-owned micro, small and medium enterprises in Kisii County, Kenya at 95% confidence level. The research rejected all the null hypotheses ($H_0 1$, $H_0 2$, $H_0 3$ and $H_0 4$) which stated that technology transfer, access to credit, training and networking services had no influence of women-owned micro, small and medium enterprises in Kisii County, Kenya respectively. Since the $p$-values of each of the strategic business support service were less than 0.05. In addition, the fifth ($H_0 5$) null hypothesis was developed to address the fifth objective. Based on the regression analysis findings the researcher rejected the null hypothesis ($H_0 5$) that the internal business environment has no significant effect on the relationship between strategic business support services and the performance of women-owned firms. This is because the $p$-values of the interaction between internal business environment and all the strategic business support services (technology transfer, access to credit, training and networking services) were less than 0.05. Thus, the researcher conclude that internal business environment has a positive significant moderating effect on the relationship between strategic business support services and the performance of women-owned firms. The major setback of this study was the exclusive use of questionnaires to collect data. Future studies should consider employing interview guides and secondary information in order to come up with objective reliable findings on the influence of strategic business support services on the performance of women-owned micro, small and medium enterprises. Future studies can also consider determining the moderating effect of the external business environment on the relationship between the strategic business support services and organizational performance in women-owned or youth owned micro small and medium enterprises.

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## OPERATIONAL DEFINITION OF TERMS

**Business Ownership:** The owner of an enterprise for the purpose of this study is defined as the person who originates the business idea, making the initial business investment and the person who is the key decision maker regarding the operation of the business.

**Medium Enterprises:** these are enterprises employing 50- 100 employees.

**Micro Enterprises:** they employ up to a maximum of 10 employees.

**Micro, Small and Medium Enterprises:** employees range from 0 to a maximum of 100.

**Small Businesses**-these are owner managed businesses which employ between 1-50 employees

**Small Enterprises:** Enterprises employing more than 10 people, but less than 50.

**Woman Entrepreneur:** An entrepreneur who is the main shareholder and manager i.e., Female entrepreneurs are women who organize and manage an enterprise, especially a business.

**Woman**-Female persons, who are Kenyan Citizens of age of 18 years and above

**Women Enterprises**-are ventures in business spheres created by young people in groups by making full use of their abilities and resources that are locally available.

**Women Entrepreneurs-**are those women who think of a business, initiate it, organize and combine the factors of production, operate the enterprise and undertake risks and handle economic uncertainty involved in running a business enterprise.

**Women Groups** - these are groups formed at the community level and whose members have a common goal or objective, especially in fighting poverty. They strictly comprise women only as members.

# LIST OF ABBREVIATIONS OF ACRONYMS

**BSS**        Business Support Services

**CBK**        Central Bank of Kenya

**CEDAW**      Convention on the Elimination of all forms of Discrimination against Women

**EAC**        East African Community

**EAEF**       Egyptian American Enterprise Fund

**HRM**        Human Resource Management

**ILO**        International Labour Organization

**IT**         Information Technology

**MDGs**       Millenium Development Goals

**MPSYG**      Ministry of Public Service Youth and Gender Affairs

**MSMEs**      Micro Small Medium Enterprises

**OECD**       Organization for Economic Cooperation and Development

**SMEs**       Small Medium Enterprises

**UNCTAD**     United Nations Conference on Trade and Development

**US**         United States

**UK**         United Kingdom

**WEF**        Women Enterprise Fund

**WFP**        Women Fund Projects

**WOEs**       Women Owned Enterprises

# CHAPTER ONE
## INTRODUCTION

### 1.1 Background of the Study

The state of women in enterprise development, the starting and growing of individual enterprises is a major concern among governments in most countries from the early days. One of the global impetuses in developing countries was the United Nations Decade for Women (1976-1985).In 1979, the General Assembly of the United Nations adopted the International Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), and this paved the way for greater government attention everywhere on the role of women in development programmes and on strategies for eliminating discriminatory practices against women. During the 1980s, the question of how to integrate women effectively into development projects was more systematically researched, and the objective of development policies became more focused on how to increase women's access to education skills, training, credit, land and other productive resources to enable them to participate fully in economic activities. At the same time, there was a growing recognition that prevailing patriarchal structures and stereotypical attitudes towards women's roles in society influenced negatively on the ability of women to function as economic agents in society. Women had been wrongly perceived as a marginal economic group, rather than as a positive socioeconomic force. As entrepreneurs they had significant untapped potential as wealth creators (Stevenson & St-Onge., 2005b).

The 2012 U.S census survey of small women-owned business indicated that, US women in the early days operated small businesses as a way of supplementing their income and some due to the loss of a spouse. At that time, the activities that these women undertook were not thought of being entrepreneurial since, the term entrepreneur was reserved for men (Gwinn-Becker & Michals, 2018). These women had; low levels of wealth, access to capital problems, racial discrimination and inadequate networks as barriers and continue to be barriers to women in MSMEs (Gwinn-Becker & Michals, 2018). But, in the 1980s and 1990s the public became more receptive and encouraging to the female entrepreneurs by acknowledging the valuable contribution they were making to the economy (Gwinn-Becker & Michals, 2018). Furthermore in 1988, the National Association of Women Business Owners lend a hand to push Congress to pass the *Women's Business Ownership Act,* which would end discrimination in lending and in addition made laws that obligated married women to acquire their husband's signature for all loans. This Act also gave women-owned businesses a chance to compete for government

contracts GovTrack.us. (2019). Later on in 1989, Susan Engeleiter a woman was appointed as head of the US government's Small Business Administration whose main objective was to maintain and strengthen the nation's financial system by permitting the establishment and feasibility of small commerce. This brought more opportunities in the world of women in MSMEs. Where, many opportunities came about to help those who were interested in starting up their own businesses. Support groups, organizations for educating the women in MSMEs, and other opportunities like seminars and help with financing came from many different sources, such as the Women's Business Development Center and Count Me In.

In 2000, the World Bank conducted a survey interviewing more than 20,000 poor people in 23 developing countries including Uganda. The respondents spoke of their marginalization their powerlessness, lack of a voice and little freedom of choice or action. No matter where they lived, the poor said the same thing: they could move up in society only by gaining greater employment options through a chance to earn steadier wages in a formal sector job. Most of these respondents were women (World Bank, 2001). Some scholars even argue that women entrepreneurs' contribution tends to be higher than that resulting from entrepreneurial activity of men (Minniti, 2010). Which is replicated in a new report released by MasterCard (2018), it was reported that 34.8 percent of businesses in Uganda are owned by women, making the East African nation the top performing country in Africa in terms of women entrepreneurship (Tan, 2018).

Kenya has so far made landmarks with transformation having been completed to witness that women vigorously take up responsibility in the society that were previously viewed as male dominated. Two of the major milestones in place are, Kenya's Vision 2030 and the New Constitution enacted in 2008 which has spelt out clearly the role of women. Mbogo (2011), buttresses that women in the sector face a number of serious obstacles. Amongst these includes: gender-blind or gender-insensitive macroeconomic policies, complex tax policies and compliance procedures, gender-based inequalities in employment policies and regulations, complex business registration and licensing procedures for the smallest micro-enterprises (where the majority of women are found), lack of cultural acceptance for the role of entrepreneurship for women, limited access to appropriate business premises, limited access to BSS (business support services), lack of collateral due to property ownership practices, lack of access to term loans and sufficient working capital to meet their needs and the limited organizational and management capacity among women's advocacy groups, (Adigwe, 2012).

The Vision 2030 enabled the establishment of the government of Kenya introduced the Women Enterprise Fund and Uwezo Funds to empower women so that they are able to engage more in self-development and enhancing the country's economic development, distribute wealth across various social groups and allow them borrow money to engage in businesses and other activities at zero interest rates without the restrictions like collaterals and guarantors. This has been actualized through the establishment of Women Enterprise Fund (WEF) in 2007 and the Uwezo Fund in 2014 (Ndururi, Mukulu & Omwenga, 2019).

However, despite this growing number of initiatives and resources made available to promote and develop women's entrepreneurship in developing countries, women still earn less money in their businesses that have a slow growth, are more likely to fail and tend to be more necessity entrepreneurs.

Consequently, women are enthusiastic about their enterprises but social set up in which they operate present challenges which significantly influence on the growth of their businesses. The International Labor Organization, (ILO, 2007) mentions some of the challenges as social processes, institutional arrangements, credit systems, regulatory agencies and educational institutions. According to the 1999 National Micro and Small Enterprises (MSEs) Baseline Survey, there were 612,848 women in micro and small enterprises in Kenya accounting for 47.4% of all MSEs (Mwobobia, 2012). Women groups operating MSEs in Kenya include those running small scale enterprises (Mwobobia, 2012). They are differentiated by their demographic profiles, extent of previous business practice, needs, access to resources and growth orientation (Mwobobia, 2012). These, many women entrepreneurs lack entrepreneurship skills, adequate management education and capital necessary for successful business (Nzomo, 2015).

### 1.1.1 Strategic Business Support Services

According to UNDP (2004) Strategic Business Support Services (SBSS) are generally defined as: "services that improve the performance of the enterprise, its access to markets, and its ability to compete. The definition of 'strategic business support services'… includes an array of business services [such as training, consultancy, marketing, information, technology development and transfer, business linkage promotion. SBSS are designed to serve individual businesses, as opposed to the larger business community." SBSS are a very important means of supporting the development of micro, small and medium sized enterprises (MSMEs), which

creates job opportunities, generate income and enhances economic growth and growth. Job creation and revenue generation are predominantly important as far as impoverished rural areas, vulnerable communities and groups are concerned. In this sense, provision of quality SBSS is an important means of achieving the Millennium Development Goals (MDGs) by addressing poverty and empowering the poor and vulnerable groups (UNDP, 2005).

These are business services that are applicable to enterprises in a variety of sectors and subsectors. The aim of many of these programs is to improve the competitiveness. Some of these programs are innovating interesting new business models for the delivery of cross sector business services to medium, small and even micro enterprises. One particular area of innovation is the integration of financial services with other business services. Practitioners have long understood that most enterprises need access to both financial services and other business services. However within the development community there has traditionally been a separation between financial services and business support services. Several organisations are now working to bridge that gap by promoting links between providers of financial and business services.

### 1.1.2 Micro, Small and Medium Enterprises

Micro, Small and medium enterprises are companies whose personnel numbers fall below certain limits. The Small enterprises outnumber large companies by a wide margin and also employ many more people. MSMEs are also said to be responsible for driving innovation and competition in many economic sectors. The sector also plays a key role in employment creation, income generation and is the bedrock for industrializing the Country in the near future.

It is estimated that there are 7.5 million MSMEs in Kenya, most of which fall under the informal sector. The term informal refers to people in self-employment or small-scale industries. The informal sector is estimated to constitute 98 percent of businesses in Kenya and the micro and Small Enterprises Sector or Informal Sector provided approximately 80% of total employment and contributed over 92% of the new jobs created in 2018 according to the Economic Survey of 2019. The government recognizes the role of the informal sector and seeks ways to integrate these businesses into the formal sector.

Despite the fundamental role MSME's play in the Kenyan economy, these enterprises are not able to operate to their optimum level due to the constraints that lower their resilience to risk and

prevent them from growing and attaining economies of scale. The challenges are not only in the areas of financing investment and working capital, but also in rapid technology changes, new laws and regulations that govern them, Inadequate knowledge and skills, where the managers are not well informed in terms of managerial knowledge and skills and Lack of adequate managerial training which hampers them from making future strategic plans for the business that can help them handle challenges facing their businesses.

Other challenges facing Micro, small and medium enterprises include poor infrastructure, poor management of resources and inadequate support from the government. If these enterprises can be given the attention they demand, then they can serve as the backbone of restoring our crippled economy back on its feet. It is in this line that this research focuses on the influence of strategic business support services on the performance of women owned micro, small and medium enterprises in Kisii County Kenya to find out the role played by the support services in the performance of women owned Micro and small enterprises.

## 1.2 Problem Statement

When the environment is conducive to business and there is easy access to finance, it contributes to growth through entry of new firms and the creation of a thriving private sector with efficient distributions of resources (Klapper, Leaven & Rajan, 2006). In this environment, both female and male entrepreneurs perform similarly and have similar rates of borrowing and this is particularly true among larger formal firms. Thus; reducing gender inequality in resources and improving the status of women is "smart economies." Hence women's participation in entrepreneurship is important from the perspectives of job creation, private sector development, and wealth creation which helps expand these economies while also leading to less inequality in society.

Women owned MSMEs play an important role in the Kenyan Economy. Despite their significance, past statistics indicate that three out of five businesses fail within the first few months of operation, as they are held back by tough local conditions, such as inability to raise huge collaterals demanded by banks as a condition to access loans. Kenya National Bureau of Statistics (2007). Women Owned MSMEs are well known for their low start up and working capital, and under normal circumstances they have low growth rate and limited potential partially

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due to the type of business activities they undertake. This implies that the sector has been experiencing stagnation with no significant graduation from one enterprise level to the next. Even the government of Kenya introduced the Women Enterprise Fund to empower women so that they are able to engage more in self-development and enhancing the country's economic development, distribute wealth across various social groups and allow them borrow money to engage in businesses and other activities at zero interest rates without the restrictions like collaterals and guarantors.

But still, these businesses are lagging behind and are not experiencing any growth. It is asserted that effective provision of strategic business support services does enhance productivity and competitiveness of the Women Owned MSMEs. Services such as management skills and extension services when underutilised, have been touted as major drawbacks in the growth and development of the Women Owned MSMEs. Therefore this study sought to assess the influence of strategic business support services on the performance of women owned MSMEs in Kisii County, Kenya.

## 1.3 Objectives of the Study

The main objective of the study was to investigate the influence of strategic business support services on the performance of women owned MSMEs in Kisii County, Kenya. To achieve this, five specific objectives were identified as explained in the following sub-section.

### 1.3.1 Specific Objectives

The study specifically sought;

i) To establish the influence of technology transfer on the performance of women owned MSMEs in Kisii County, Kenya.

ii) To establish the influence of access to credit on the performance of women owned MSMEs in Kisii County, Kenya.

iii) To establish the influence of training on the performance of women owned MSMEs in Kisii County, Kenya.

iv) To establish the influence of networking services on the performance of women owned MSMEs in Kisii County, Kenya.

v) To test the moderating effect of internal business environment on the relationship between strategic business support services and performance of Women Owned MSMEs in Kisii County.

## 1.4 Research Hypothesis

$H_0$1: Technology transfer has no significant influence on the performance of women owned MSMEs in Kisii County.

$H_0$2: Access to credit has no significant influence on the performance of women owned MSMEs in Kisii County.

$H_0$3: Training has no significant influence on the performance of women owned MSMEs in Kisii County.

$H_0$4: Networking services has no significant influence on the performance of women Owned MSMEs in Kisii County.

$H_0$5: Internal business environment has no significant moderating effect on the relationship between strategic business support services and the performance of women Owned MSMEs in Kisii County.

## 1.5 Significance of the Study

The findings of this research will be critical for scholars who are interested to further explore the concept of strategic business support services and use this research as a source of reference material. This research will therefore add to the existing body of knowledge in this area and may stimulate further research on different aspects of response to women developmental issues.The result of this study will also yield information that will bring a deeper understanding on how the strategic business support services have influenced the performance of women owned MSMEs. Women Entrepreneurs will use the research results and recommendations as learnt lessons to review their plans and activities with the objectives of coming up with the best practices in their business support services. The information from this study will also be insightful in offering the empirical data that policy makers within the government can rely upon in developing policy directions for theWomen owned MSMEs sector in Kenya.

**1.6 Scope of the Study**

The scope of this study was limited to the influence of strategic business support services on the performance of women-owned MSMEs in Kisii County. The scope of strategic business support services was limited to technology transfer, training, networking services and access to credit. The assessment of performance was limited to the financial profitability of women-owned MSMEs characterized by the profit margin, current assets and return assets. The moderating variable of the study was limited to internal business environment. Finally, the scope of the research instrument was limited to structured questionnaires and the scope of the respondents was limited to women who own MSMEs in Kisii County.

**1.7 The Conceptual Framework**

A conceptual framework is a diagram presentation that conceptualizes and explains the relationships the between variables of the study (Orodho, 2008). The conceptual framework in figure 2.1 below depicted the relationship between Strategic Business Support Services (technology transfer, access to credit, training and networking services) used by the women and Performance indicators (profit margin, current assets, return on assets) of women-owned MSMEs in Kisii County. The conceptualization was developed by the researcher. This is because to the best of the researcher's knowledge there has been no study that has developed a conceptual framework to depict how the internal business environment moderates the relationship between strategic business support services and the performance of women-owned MSMEs.

The conceptual framework in Figure 2.1 also showed how the relationship is moderated by business environment.

**Figure 2.1: The Conceptual Framework**

INDEPENDENT VARIABLE                    DEPENDENT VARIABLE

STRATEGIC BUSINESS SUPPORT                    PERFORMANCE OF
SERVICES                                WOMEN OWNED MSMEs



Technology Transfer          $H_o1$

Access to Credit             $H_o2$          • Profit Margin
                                             • Current Assets
Training                     $H_o3$          • Return on Assets

Networking Services          $H_O4$

                             $H_O5$

**INTERNAL BUSINESS ENVIROMENT**

**MODERATING VARIABLE**
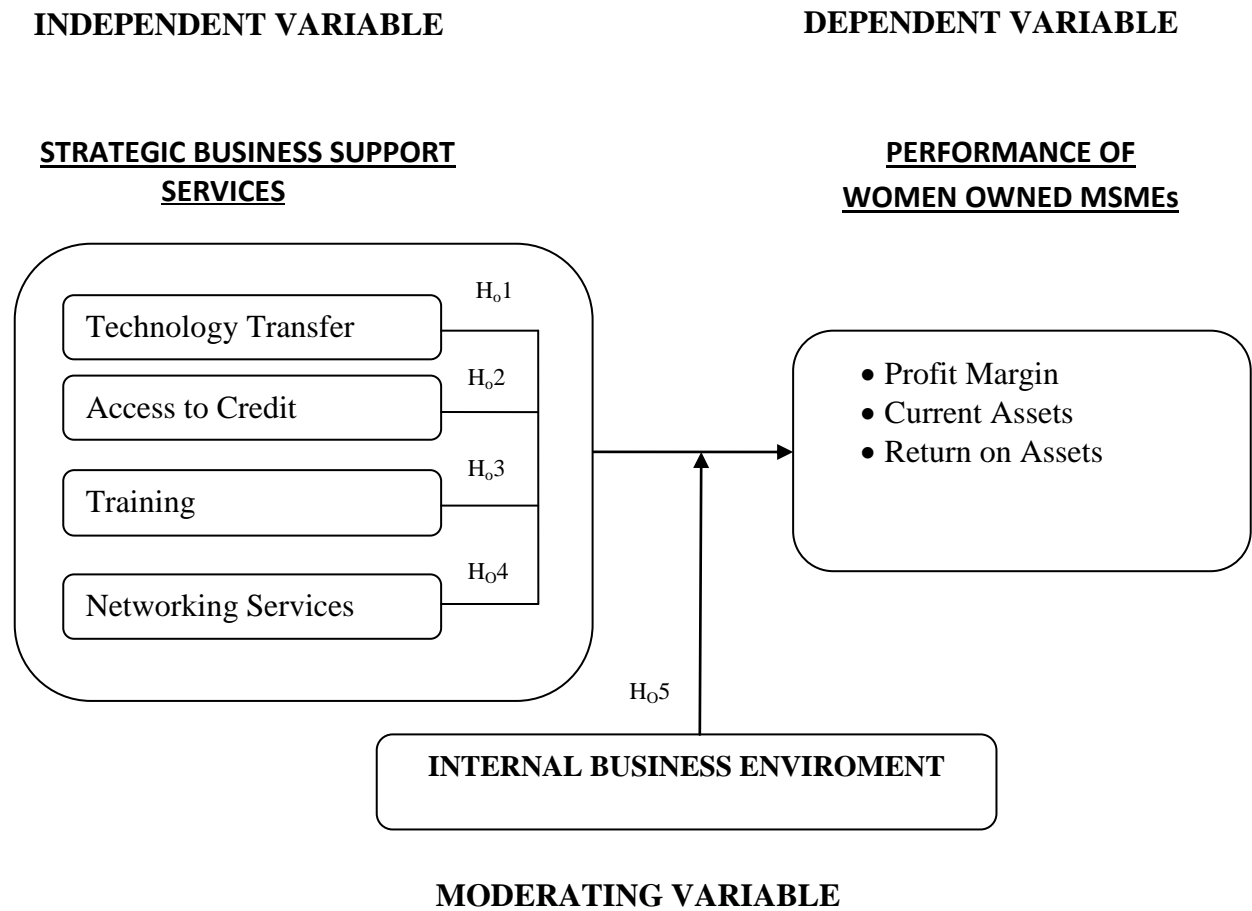
**Source: Researcher's Own Self Conceptualization (2019)**

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# CHAPTER TWO
## LITERATURE REVIEW

### Introduction

This chapter presented theories that were applicable to this study under the theoretical review; the empirical review that discussed about the findings of previous studies that were linked to the objectives of this study whereby various hypotheses were developed to address the objectives of the study. Moreover, it presented the summary of the literature review and the research gaps that needed to be addressed. Finally based on the reviewed literature the chapter developed the conceptual framework showing the relationships between the variables.

### 2.1 Theoretical Literature Review

The subsections below presented the theories related to this study.

### 2.1.1 The Human Capital Theory and Its Relationship with the Influence of Training on Performance

The theoretical model was coined by Schultz in 1961 (Ndururi, Mukulu & Omwenga, 2019). Nonetheless, Gary Becker, a Nobel economist modified the theory later on. Becker indicated that human capital theory refers to the collection of knowledge and skills that are treasured and owned by an individual charged to run a business for the benefit of that business enterprise (Ndururi, Mukulu & Omwenga, 2019). The theory conceptualizes that education training and previous experience in entrepreneurship are vital factors that influence the creation of new business ventures (Becker, 1962). That, acquired skills increase productivity, which is rewarded through higher earnings (Becker, 1993). The capability to obtain knowledge and skills is harmonized by higher wages and this also reflects the job that an individual is engaged in. Becker argued that a person will not be motivated to acquire new skills and knowledge at their own costs while working in a firm if such skills will not profit them.

Moreover, Roomi (2013) argued that the possession of new skills and knowledge by a person is encouraged by the prospects of higher future earnings. The most significant facets of an individual entrepreneurial capital are the degree of education, training and skills gained. People who possesses low productivity power are usually found in low paying jobs and are normally reluctant or incapable to invest in uplifting their entrepreneurial capital to propel them into better paying jobs (Thomas, 2002). Moreover Roberts (1991) contended that in conjunction to natural born abilities and skills, the entrepreneurs invests in entrepreneurial capital by gaining more

education, skills and experience to invest more in their business growth. This actually means that entrepreneurial training actually boosts business performance.

A good number of studies (ILO, 2018; Kamau, 2016; Makena & Moronge, 2016; McKenzie & Puerto, 2015; Muiru & Moronge, 2013; Njoroge & Jagongo, 2016; UNCTAD, 2014; Valdivia, 2015; Wasiham & Paul, 2010) have indicated that entrepreneurial capital through training sessions consequently leads to positive business performance and growth. Since entrepreneurial training focuses on opportunity recognition, enrichment of cognitive capabilities of the entrepreneur's creativity and critical thinking thus leading to improved business growth. Consequently the theoretical model is relevant to this study since it informs our variable training. This is because the study sought to test the proposition of the theory that proper entrepreneurial training sharpens the skills and experience of business owners thus improving organizational performance and growth of their business enterprises. The proposition was tested by the third specific objective of this study that sought to establish the influence of training on the performance of women-owned MSMEs in Kisii County, Kenya.

### 2.1.2 Pecking Order Theory and Its Relationship with the Influence of Access to Credit on Performance

The Pecking order theory was initially proposed by Donaldson in 1961 and later improved by Stewart et al. (1984). According to this theory, firms prioritize their sources from Internal Financing to Equity depending on the cost of Financing. Raising Equity is taken up as a last resort; after all available sources of income have been exhausted. This theory has been used in areas of finance to help a firm choose its capital structure. This theory simply points at the order in which a company can finance itself. It suggests that, the first preference for a company source of financing is internal financing through retained earnings. In the event that this option is inadequate, the company will opt to borrow from a financial institution and as a last resort, if debt is not adequate, an organization should finance itself through the issuing of new equity.

The importance of this theory is that it informs the public on how the firm is performing. In a situation where a company finances itself internally, it is taken to mean that the company is liquid enough, and can meet obligations when they fall due and therefore not facing the threat of liquidation. If the company chooses to finance itself through debt acquisition, the assumption is that the company is in a position to meet the monthly loan repayments.

According to the theory, from the point of view of an outsider investor, equity is strictly riskier

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than debt. Both equity and debt have an adverse selection risk premium which is large on equity. Therefore, an outside investor will demand a higher rate of return on equity than on the debt. From the perspective of those inside the firm, retained earnings are a better source of funds for the firm than the debt while debt is a better source than equity financing. This argument therefore points to the fact that a firm will finance all its projects through retained earnings if possible.

The basic idea behind the pecking order theory which was postulated by Myers and Majluf (1984). is the idea that the owner or the manager of the firm knows the true value of the firm's assets and growth capabilities of the firm. Outside investors cannot tell the true value even where financial documents are available as there is certain information known only to the business owners. In a case where the firm decides to sell equity, then the outside investor must raise speculations and must be interested to know why the management is willing to do so. In summary, the manager of an overvalued firm will be happy to sell equity, while the managers of an undervalued firm will not (Cadsby et al., 1990).

The pecking order theory has been used to explain the performance of many firms and specifically the capital budgeting decisions facing the firm. Although this theory relates to big companies and decisions they make when going through financial problems, it can also be used to describe the behavior of micro and small enterprises more especially the women Owned MSMEs. In most cases, Women Owned MSMEs face shortage of resources needed to start and operate a business. They rely on personal savings, donations from friends and relatives and in rare cases loans from banks and other financial institutions. The women owners evaluates these sources and makes a decision based on the perceived risk of each source. In many instances, own savings and donations from friends are most preferred as they don't involve monthly payments which has been identified as the greatest fear of most women in MSMEs.

Therefore, this theory was very relevant to this study in that it informed our variable access to credit. Whereby it will give a guideline to the women on which source of finance to utilize in the establishment and growth of their businesses. It gives a clearway direction to be followed for better growth. The study seeks to establish if debt characterized by low interest rates from the government and banks is the best capital financing decision that boosts the financial performance of women-owned MSMEs. Thus the theoretical model was relevant to the second specific objective of this study which sought to establish the influence of access to credit on the performance of women-owned MSMEs in Kisii County, Kenya.

## 2.1. 3 Constructivist Organizational Theory and Its Relationship with the Influence of Networking Services on Performance

This theory stipulates that, organizations are sense-making systems that create shared perceptions and interpretations of reality (Weick, Sutcliffe & Obstefeld, 2005, p. 409). Implying that to some extent, each organization will have its own unique perception of reality. This sense-making function is essential for organizations to function effectively on their own but, runs the risk of becoming myopic, in that this shared perception of reality may be closed to external influences leading to a disconnection with alternative realities and the organization's/business environment. This myopia can be addressed through networking with other organizations or other external partners that can provide access to a complementary cognition (Weick, 1995). This ''myopia problem'' also means that the more uncertainty and complexity exist in the environment, the more there is a need for collaboration to ensure that organizations are able to adopt the necessary competence to cope with the complexity that surrounds and impacts on them (Nooteboom, 2004). This certainly is the case in the MSMEs in Kenya, more specifically in the Women Owned MSMEs in Kisii County.

Vygotskian views of learning (Vygotsky, Vygotsky & John-Steiner, 1978) are connected to the constructivist view of the organization where he posited that co-operation lies at the basis of learning, through the way in which interaction leads to scaffolding that allows actors to achieve more than they would be able to do individually (Vygotsky, Vygotsky & John-Steiner, 1978). Knowledge for Vygotsky, like for Piaget and Inhelder (2000), is embodied in actions and interactions with the environment and others. In this sense, organizations are most likely to be effective learners only when they form communities of practice in networks or other collaborative arrangements and are engaged in a course of action of communal learning that happens when actors who have a common interest in some subject or problem collaborate to share ideas, find solutions, and build innovations. This outlook of mutual ventures as communities of practice therefore presupposes that new knowledge emerges as groups work together towards the achievement of joint goals (Borgatti & Foster, 2003).

Keeping in mind that knowledge lies in different minds, both individual and collective, therefore networks are needed to increase effectiveness. The significance of system lies across ''structural holes'' where information or skills are lacking (Burt, 1992). The value of networking in this

perspective is seen as lying in its ability to harness resources held by other actors and increase the flow of information in a network.

This, from the constructivist point of view, will be more successful if carried out by women entrepreneurs collaborating in a network rather than by them acting alone. Therefore, this theoretical model was relevant to this study since it informed our variable networking services. Thus this study sought to test the proposition of the theory that good networking services increases effectiveness and thus improving organizational performance and growth of their business enterprises. Consequently, the proposition of the study was tested by the fourth objective of the study that sought to establish the influence of networking services on the performance of women-owned MSMEs in Kisii County, Kenya.

## 2.2 Empirical Literature Review

The subsections below presented the past studies conducted and the research outcomes established in line with the objectives of the study.

### 2.2.1 Influence of Technology Transfer on Organizational Performance

Technology transfer denotes the adoption of innovative practices, techniques and unique knowledge that has been developed by another business entity (Sazali & Raduan, 2011). It can also be understood as the conception of new technology as a foundation of utilizing the existing technology with an aim of improving it (Dubickis & Gaile-Sarkane, 2015). For instance an entrepreneur can improve her French fries business by introducing a new spice that makes the product more attractive after learning from an innovative business friend who actually was selling her French fries with salad which had not been done yet it in the past. Innovation on the other hand, simply means the creation of ideas, its acceptance and the application of such ideas, which are either new or amendment of the current processes, products or services (Babalola, 2006). Technology transfer also entails the amendment or improvement of current business process and products hence similar to innovation. Though in some cases innovation denotes a development of a completely new idea. Hence technology transfer is the most appropriate term to be used since currently people do not completely invent a totally new idea but develops, improves and amends the existing approaches that are effective and efficient in addressing the changing needs of the market.

The accomplishment of technology dissemination is governed by business economic appropriateness and the ease of access to the available technology (Everts, 2017). The establishment of the appropriateness demands for feasible research and linkages between suppliers and the targeted consumers (Everts, 2017). Knowledge and technology transfer are crucial for economic development and wealth creation (Best, Sinell, & Heidingsfelder, 2016) moreover it is highly reliant on interactions (Zhang, 2008). Entrepreneurs seek to discover and implement innovative practices through social connections and exchanges (Dastourian et al., 2017). UNCTAD (2014) conducted a global survey on women's entrepreneurship and innovation. The study was conducted in 6 countries namely, Sweden, Switzerland, USA, Brazil, Jordan and Uganda. The study employed a quantitative survey and qualitative interviews to collect data. The findings revealed that women wishes to make innovative contributions in their societies. The findings of the study also revealed that most women always aim to make a significant improvement to a current product or service or to vend a completely new product or service that is of great quality. Besides that, a study conducted by Kamau (2016) in Nairobi County, Kenya revealed that technology transfer has a positive influence on business growth of SMEs among the youth driven initiatives.

On the other hand, Mwai, Ntale and Ngui (2018) who conducted a study to establish the effect of entrepreneurial orientation on the performance of family owned businesses in Nairobi County revealed that the culture of technology transfer enhances organizational performance. The study had employed multivariate regression model to test the relationship. Ozmutaf et al. (2015) critically examined how innovative features of women managers influences business performance of food exporter firms in Aegean region. The study revealed that innovative features comprising of research and high communication, great confidence, creativity, being solution orientated, embracing abstract thinking, being open to learning and  being able to identify opportunities positively influenced business performance. This supports the notion that innovation is a vital tool for exploiting change as an opportunity to convert the available inputs in a profitable way (Balkiene & Jagminas, 2010).

Furthermore, Kiende,  Mukulu & Odhiambo (2019) confirmed that technology transfer positively influences the performance of women owned firms in Kenya. The findings concurred with research outcomes of (UNCTAD, 2014; Kamau, 2016; Mwai, Ntale & Ngui, 2018; Ozmutaf et al., 2015) who established similar findings. The findings of Kiende, Mukulu and

Odhiambo (2019) also agreed with the research outcomes of Makanyeza and DZvuke (2015) who had conducted a similar study on SMEs operating in Zimbabwe though the study found that marketing and process innovation had no significant influence on organizational performance. Conversely, Ndesaulwa and Kikula (2016) revealed that there were generally no consistent results that technology transfer influences organizational performance of SMEs in Tanzania. The possible explanation as to why the findings were inconsistent to the findings of (Kiende, Mukulu & Odhiambo, 2019; UNCTAD, 2014; Kamau, 2016; Mwai, Ntale & Ngui, 2018; Ozmutaf et al., 2015) could be attributed to the notion that the business enviroment of Tanzania is unique and different when compared to other regions where similar studies were conducted.

Interestingly, Njenga (2015) found that technology transfer is hardly practiced in SMEs in Nairobi County even though its implementation leds to enhanced operational performance. The study recommended that SMEs have to frequently adopt innovation practices inorder to achieve the desired organizational performance. Foster (2016) noted that when there is lack of technology transfer characterized by new products and access to greater value markets, then the possible success for SMEs will be considerably low. At the moment, based on the studies (Foster 2016; Kiende, Mukulu & Odhiambo, 2019; UNCTAD, 2014; Kamau, 2016; Mwai, Ntale & Ngui, 2018; Njenga, 2015; Ozmutaf et al., 2015) reviewed there were limited studies conducted to establish the influence of technology transfer on performance of women owned MSMEs in Kenya with specific reference to Kisii County. Accordingly, from the reviewed empirical literature we formulated our first null hypothesis to be tested that;

*$H_0$1: There is no significant relationship between technology transfer and the performance of women owned MSMEs in Kisii County.*

### 2.2.2 Influence of Access to Credit on Organizational Performance

Access to affordable business loans is a fundamental determinant of growth and expansion of business entities (World Bank, 2009). UNCTAD (2014) established that getting access to finances was one of the major problems women enterprenuers face when they start their businesses. Moreover the study established that limited access to finances is a crucial obstacle to business growth and innovation presently. Since financing is essential to business growth, then the absence of finances prevents business growth. A study conducted by Makena and Moronge (2016) in Embakasi Sub-county discovered that financial accessibility is an essential factor that enhances performance of women micro and small enterprises in terms of revenue and the number

of customers. Conversely, Makena and Moronge (2016) also revealed that high interest rates, lack of collateral and fear to loose property prevented them from borrowing money from banks.

Additionally, Sacerdoti (2005) found that in many Sub-Saharan African Countries, the lack of proficient credit market systems and high transaction costs of accessing credit can partly be linked to lack of demand for credit by a huge number of small business owners. Barnerjee, Karlan and Zinman (2015) conducted a study on micro-credit projects in six nations to evaluate the results of the credit offered to various business enterprises from one to three years. The findings of the study revealed that there was increased business investment among the studies entities though not sufficient to significantly increase the revenues or household income. On the other hand, Seck et al. (2015) found that access to credit has a positive influence on organzatonal performance. This was in regard to both business set-ups that had once benefited from business loans and those that had never accessed credit before. The findings of the study concurred with Gichuki (2014) who revealed that an increase in accessibility of credit consequently influenced the increase of capital and net profits of small micro enterprises in Nakuru Town.

Moreover, Raheman and Nasr (2007) found that there was a positive significant association between the amount credit invested in a business entity and the net profit realized. Interestingly, Hansmann (1999) and Wilburn (2009) contended that low income entrepreneurs are more probable to obtain more benefits from credit finances characterized by low interest rates and flexible repayment period. This explains the reason why women entrepreneurs prefer getting business loans from informal banks (Marti & Mair, 2009). Since women business owners in Sub-Saharan Africa find it difficult to obtain loans from banks owing to the fact that they do not have control over family resources such as land that can be utilized as collateral to obtain loans for expanding their business enterprises (Stevenson & St-Onge, 2005).

Presently based on the studies (Barnerjee, Karlan & Zinman, 2015; Gichuki, 2014; Makena & Moronge, 2016; Raheman & Nasr, 2007; Sacerdoti, 2005; Seck et al., 2015; UNCTAD,2014; World Bank, 2009; Wilburn, 2009) reviewed there were limited studies conducted to establish the influence of access to credit on performance of women owned MSMEs in Kenya with specific reference to Kisii County. Consequently from the reviewed empirical literature we formulated our second null hypothesis to be tested that;

*$H_0$2: There is no significant relationship between access to credit and performance of women owned MSMEs in Kisii County.*

## 2.2.3 Influence of Training on Organizational Performance

Entrepreneurial training focuses precisely on opportunity recognition, enhancement of cognitive capabilities of the entrepreneur's creativity and critical thinking therefore leading to increased business growth. A survey conducted by UNCTAD (2014) established that in a global scale a majority of women business owners had attended training sessions on enterpreneurial skills. Furthermore, the women studied indicated that the growth of their business enterprises were significantly influenced by specialized training. Besides that Kamau (2016) revealed that training programs positively influence the business growth of SMEs among youth driven initiatives in Nairobi County, Kenya. Moreover, Wasiham and Paul (2010) who conducted a study in Ethiopia discovered that women enterpreneurs with greater entrepreneurial training and education makes smart and wise managerial decisions that influence positively on business growth of SMEs.

A study conducted by Muiru and Moronge (2013) managed to show that entrepreneurs profited from business support consultancy services offered by Development Agencies which led to capacity building that enhance growth of business enterprises in Murang'a County, Kenya. Interestingly, Njoroge and Jagongo (2016) revealed that women-owned MSMEs performed poorly in terms of business turnover, net sales and workforce growth in Embu County, Kenya. The poor performance was attributed to lack of entrepreneurship training. On the other hand, Makena and Moronge (2016) who conducted a study in Embakasi Sub-county established that entrepreneurial training has a strong influence on performance of women micro and small enterprises and the most significant factor when compared to other factors studied comprising of financial accessibility, government policy and regulation.

McKenzie and Puerto (2015) who studied the effect of International Labour Organization training on women micro-entrepreneurs offered for only five days by expert trainers revealed that in less than a year the effect on performance was minimal. Though after 3 years the business earned 18% higher turnover and 15% more in profits. Conversely, ILO (2018) in their 2014 brief, contended that business training does not considerably influence business growth, except when the training session is sufficiently financed, it is highly intensive and it is characterized by high quality inputs. This was supported by Valdivia (2015) who established that a three month intensive training offered by the relevant experts was revealed to have consequently led to increase of revenue for women micro-entrepreneur firms in Peru even 2 years after the training session.

Currently based on the studies (ILO, 2018; Kamau, 2016; Makena & Moronge, 2016; McKenzie & Puerto, 2015; Muiru & Moronge, 2013; Njoroge & Jagongo, 2016; UNCTAD, 2014; Valdivia, 2015; Wasiham & Paul, 2010) reviewed there were limited studies carried out to establish the influence of training on performance of women owned MSMEs in Kenya with specific reference to Kisii County. Thus from the reviewed empirical literature we formulated our third null hypothesis to be tested that;

*$H_0$3: There is no significant relationship between trainings and women owned MSMEs in Kisii County.*

**2.2.4 Influence of Networking Services on Organizational Performance**

Coleman (1988) indicated that though information is essential to decision making it is very expensive to retrieve it, therefore networking offers a means by which essential information can be potentially obtained in a cost effective manner. Moreover Hanson and Blake (2009) contended that networking can assist small medium owners to access business resources to access business resources and decrease transaction costs. Entrepreneurs engage with family, friends and colleagues to look for social support on starting a business (Makena & Moronge, 2016). In a study conducted by Makena and Moronge (2016) it was depicted that most of the respondents (women entrepreneurs) intended to utilize social media network sites to access loan lending institutions in order to sustain their businesses, start new businesses, to capture and resolve complaints.

Additionally, Vasilaky and Leonard (2015) established that Ugandan female cotton farmers who selected to network and partner with peers in establishing objectives and sharing information achieved higher crop yields. Excluding the highest performing farmers who probably had access to information from other sources on the best farming practices. Watson (2011) conducted a study to establish whether there are any systematic networking variation between female and male SMEs owners. The study also sought to establish if there is a relationship between networking and firm performance for both female and male-controlled SMEs. The findings revealed that there is a little variation in the networks accessed by female and male SMEs owners. The findings also indicated that there are some formal and informal networks that are positively related with firm survival though only formal networks emerged to be correlated with business growth.

Presently, there were still limited studies (Hanson & Blake, 2009; Makena & Moronge, 2016; Vasilaky & Leonard, 2015; Watson, 2011) conducted to establish the influence of networking services on organizatonal performance even though networking services plays a vital role in improved business performance and growth as identified by the reviewed literature. Moreover, limited studies had been carried out to establish the influence of networking services on performance of women owned MSMEs in Kenya with specific reference to Kisii County. Thus from the reviewed empirical literature we formulated our fourth null hypothesis to be tested that;

*$H_0$4: There is no significant relationship between networking services and performance of women owned MSMEs in Kisii County.*

## 2.2.5 Effect of Internal Business Environment on the Relationship between Strategic Business Support Services and Organizational Performance

The internal business environment denotes vital internal characteristics that must be aligned within a business-setup for enhanced effectiveness and efficiency (Ayodele, Innocent, & Garba, 2019). It involves business related aspects that affects the firm's capability to attain set objectives and hence positively contributing to its overall performance (Ayodele, Innocent, & Garba, 2019). This is in contrast to the external environment that comprises of all outside factors that influences the performance and sustainability of a business-setup which might include the political, economic, legal, political and demographic aspects (Primiana & Indris, 2015). The internal work environment controls the apparent costs and benefits linked with taking risks, challenging the present business norms and dedicating time to untried approaches (Kuratko, Hornsby, & Covin, 2014). A study conducted by Kuratko, Hornsby and Covin (2014) posited 4 essential determinants of the internal enviroment that spurs entrepreneurship.

These factors included; (i) the top management support, that denotes the enthusiasm of managers to facilitate and stimulate entrepreneurial behaviour. (ii) work discretion, whereby the employees are given a chance to be creative and try their own approaches of doing the job in a more effective and efficient manner. (iii) rewards system, that involves a mechanism put in place that rewards employees based on their performance. (iv) time availability, whereby work is managed effectively to provide extra time for the entreprenuers/employees to pursue innovations that would consequently  catalyze the positive performance of the business set-up. Primiana and Indris (2015) pointed out marketing as a vital internal enviromental factor that ensures business success. The study pointed out that marketing activities such as pricing, promotion and

distribution strategies are effectual techniques employed by the business-setups to attract and encourage the customers to procure the goods and services they offer. Moreover, Primiana and Indris (2015) revealed that financial funding decisions is also a vital internal factor that can affect performance through determining the best capital structure. For instance, an entrenpreneur can increase his/her debt capital inorder to purchase more stock to increase sales when he or she has a large customer base.

A study conducted by Auh and Menguc (2005) revealed that the degree of competitiveness of business enviroment moderates the effectiveness of orientations in forecasting the organization's efficiency and effectiveness in regard to performance. Ayodele, Innocent and Garba (2019) revealed that the internal business environment is an essential determinant of business performance. This is when the internal environment is characterized by customer service strategies, product diversity, promotional strategies and the uniqueness of product features. Additionally, a research investigation steered by Prajogo (2016) revealed that competitive enviroments actually deteriorates the influence of product innovation on business performance but fortifies the positive influence of process innovation on business performance. Currently there awere limited studies conducted to establish the moderating effect of internal business environment on the relationship between strategic business support services and organizational performance in the context of women-owned business enterprises in Kenya. Consequently, this study sought to bridge the research gap

*$H_05$: Internal business environment has no moderating effect on the relationship between strategic business support services and performance of women owned MSMEs in Kisii County.*

### 2.2.6 Organizational Performance

Performance is a barometer that indicates how effective and efficient the mechanisms put in place by a firm is able to achieve its desired outcomes (Oyewobi, Windapo & Rotimi, 2013). According to Lebans and Euske (2006), performance denotes both financial and non-financial metrics that reveals if a business-setup is achieving its stipulated goals. Kaplan and Norton (1996) posited that the financial metrics that assesses performance encompasses revenues, return of equity, return of assets and market share. Besides that Schultz (2003) posited that non-financial metrics denoting organizational performance encompasses customer satisfaction, product and service quality and customer loyalty. Gichuki (2014) who conducted a study to

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establish the access of credit on performance of women-owned enterprises on performance measured performance in terms of net profit. On the other hand, Kamau (2016) evaluated performance in terms of business growth that involved percentage increase in profit margins, customer base, increase in number of employees and percentage increase in turnover. Additionally, Kiende, Mukulu and Odhiambo (2019) who sought to establish the influence of innovation on performance of small and medium women owned enterprises assessed performance in terms of profitability, market share and sales turnover.

In the context of this study performance was measured in terms of profit margin and percentage increase in current assets (stock). Most women-owned enterprises do not have physical assets such as equipment, vehicles etc. for producing or distributing their products. Since they are usually very expensive and in most cases medium-sized of large corporations are the only entities that are able to possess them due to their financial might. Hence, in most cases the women-owned enterprises deals with stock that they purchase from their suppliers (mostly farmers and other vendors) that they use to sell them to their customers hence in the case of this study performance will be assessed as current assets.

## 2.3 Summary of Literature Review and Research Gap

The summary of the empirical literature review and the research gaps to be bridged are presented in Table 2.1 below. These are the various research which have been done in line with the constructs of this study and they are capturing the different findings and research gaps that can be addressed by future researchers.

**Table 2.1: Summary of Literature Review and Research Gap**

| Study | Objective/Method/Design | Findings | Gap |
|---|---|---|---|
| Kamau (2016) | Influence of entrepreneurial training on business growth of small and medium enterprises in Kenya a case of Embakasi Sub-county. | Entrepreneurial training has a positive influence on organizational performance and business growth. | It was only focused on youths but not women. Moreover, the aspect of internal business environment as a moderator was not considered. |
| Mwai, Ntale and Ngui (2018) | To establish the effect of entrepreneurial orientation on the performance of family owned businesses in Nairobi | The study revealed that the culture of innovation enhances organizational performance. | It was not focused on the context of women business owners. Moreover, the aspect |

| | | | of internal business environment as a moderator was not considered. |
|---|---|---|---|
| Watson (2011) | To establish whether there are any systematic networking variation between female and male SMEs owners. The study also sought to establish if there is a relationship between networking and firm performance for both female and male-controlled SMEs. | The findings revealed that there is a little variation in the networks accessed by female and male SMEs owners. The findings also indicated that there are some formal and informal networks that are positively related with firm survival though only formal networks emerged to be correlated with business growth. | The study was based on an international context hence a need for a similar study in Kenya. Moreover, the aspect of internal business environment as a moderator was not considered. |
| Makena and Moronge (2016) | To determine the drivers of performance of women owned micro and small enterprises in Kenya a case of Embakasi Sub-county. | Entrepreneurial training and financial accessibility positively influences organizational growth. | The study did not consider innovation and networking services as factors that can influence business performance. Moreover, the aspect of internal business environment as a moderator was not considered. |
| Kiende, Mukulu and Odhiambo (2019) | To establish the influence of organizational innovation on the performance of small and medium women-owned MSMEs in Kenya. | The study confirmed that organizational innovation positively influences performance of women owned firms in Kenya. | The study did not consider access to credit, networking services and training as factors that can influence business performance. Moreover, the aspect of internal business environment as a moderator was not considered. |
| Seck et al. (2015) | To determine the influence of access to credit on firm | The study found that access to credit has a | The study did not consider innovation, |

| | | |
|---|---|---|
| performance of female owned businesses in Senegal | positive influence on organzatonal performance. | networking services and training as factors that can influence business performance. Moreover, the aspect of internal business environment as a moderator was not considered. |

**Source: Researcher (2019)**

## 2.4 Operationalization of Variables

Operationalization of the variables entails a course of defining variables into quantifiable factors so that the objectives of the study can be easily and clearly addressed (Saunders et al., 2015). Ordinal measurement technique was employed for all the variables (independent, mediating and dependent variables) since it offers more information by permitting the researcher to categorize and rank a particular phenomenon. Moreover, it provides a rough notion of the association between cases with respect to a specific variable. Consequently, a five-point Likert scale was employed since it is suitable to retrieve data on perceptions held by the participants on issues that tend to be difficult if asked openly (Cooper & Schindler, 2006). Additionally, Likert scales assist in transforming qualitative responses in the questionnaire into quantitative figures that can be statistically analyzed (Zikmund et al., 2010).

The independent variable of this study was strategic business support services. It was characterized by four constructs each linked to the first four specific objectives of the study. The constructs comprised of; technology transfer, access to credit, training and networking services respectively. Technology transfer was the first construct of strategic business support services and it informed the first specific objective of the study. The construct was operationalized by seven statements based on an agreement level on whether technology transfer exists and if it is being employed by women entrepreneurs in MSMEs. The construct was measured on ordinal basis by a 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5). The supporting statements of the construct and how the construct was operationalized was guided and borrowed from the following studies (Foster 2016; Kiende, Mukulu & Odhiambo, 2019; UNCTAD, 2014; Kamau, 2016; Mwai, Ntale & Ngui, 2018; Njenga, 2015; Ozmutaf et al., 2015) reviewed.

Besides that, access to credit was operationalized by seven statements based on an agreement level. The access to credit denoted the second construct of strategic business support services which informed the second specific objective of the study. The operationalized statements of the construct sought to establish whether women entrepreneurs easily accesses sufficient credit to procure stock and human resource that consequently boosts their business performance. The construct was also based on an ordinal scale and a 5-point Likert scale of level of agreement ("Strongly Disagree" =1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was employed to measure it. The supporting statements of the construct and how the construct was operationalized was guided and borrowed from the following studies (Barnerjee, Karlan & Zinman, 2015; Gichuki, 2014; Makena & Moronge, 2016; Raheman & Nasr, 2007; Sacerdoti, 2005; Seck et al., 2015; UNCTAD, 2014; World Bank, 2009; Wilburn, 2009) reviewed. The construct is informed by the Pecking Order Theory. Since the study seek to establish whether capital budgeting decisions that involves access and high reliance on credit, provides women entrepreneurs with enough funds at a lower risk to effectively manage their business and hence incur high profitability performance.

The third construct of strategic business support services was training (entrepreneurial education) which informed the third specific objective of the study. The construct was operationalized by six supporting statements based on an agreement level. The operationalized statements of the construct sought to determine whether entrepreneurial training has helped women entrepreneurs to develop appropriate skills and identify opportunities to enhance their business performance. The construct like the two other aforementioned constructs of strategic business support services was based on an ordinal scale. Additionally, a 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was employed to assess the construct. The supporting statements of the construct and how the construct was operationalized was guided and borrowed from the following studies (ILO, 2018; Kamau, 2016; Makena & Moronge, 2016; McKenzie & Puerto, 2015; Muiru & Moronge, 2013; Njoroge & Jagongo, 2016; UNCTAD, 2014; Valdivia, 2015; Wasiham & Paul, 2010) reviewed. The construct is informed by the Human Capital Theory. This is because the aim of the construct (training) was to determine if effective and sufficient entrepreneurial training/education of women entrepreneurs would consequently improve the performance of their MSMEs.

The fourth construct of strategic business support services was networking services which informed the fourth specific objective of the study. The construct was operationalized by 5 supporting statements based on an agreement level. The operationalized statements of the construct sought to determine whether networking services assists women entrepreneurs financially and in maintaining customers hence boosting their business performance. The construct just like all the aforementioned strategic business support services' constructs was based on an ordinal scale. In addition, a 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was employed to assess the construct. The statements linked to the construct and how it was operationalized was guided and borrowed from the following studies (Hanson & Blake, 2009; Makena & Moronge, 2016; Vasilaky & Leonard, 2015; Watson, 2011) reviewed. The construct was informed by the Constructivist Organization Theory as a basis for networking. Since the research intends to test the proposition of the theory that good networking services increases effectiveness and thus improves the performance of women-owned MSMEs.

The mediating variable of the study was internal business environment which informed the fifth specific objective of the study. The constructs of the variable were work discretion, reward system and time availability which were posited and supported by Kuratko, Hornsby and Covin (2014). In addition the constructs of the variable also comprised of financial funding decisions and marketing activities which were theorized and supported by Primiana and Indris (2015). Work discretion and support was operationalized based on the degree of agreement that sought to determine if women entrepreneurs stimulates entrepreneurial behaviour amongst their employees by permitting them to try out their own innovative ways of conducting the business with the aim of boosting performance. The construct was measured by an ordinal scale and a 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was used to quantify the construct for statistical analysis.

Reward systems as the second construct of internal business environment was operationalized based on the degree of agreement that women-owned MSMEs provides monetary rewards for employees who perform well hence are motivated to ensure that the business performance is boosted. The construct, just like work discretion and support was measured by an ordinal scale and a 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was used to quantify it for

statistical analysis. Time availability as the third construct of internal business environment was operationalized based on the degree of agreement that women entrepreneurs manages their work effectively in order to get extra time for pursuing innovations that would consequently enhance their business performance. The construct, just like the two previous ones was measured by an ordinal scale and a 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was used to quantify it for statistical analysis.

Financial funding decisions as the fourth construct of internal business environment was operationalized based on the degree of agreement that a woman entrepreneur's decision to increase her debt capital, is in order to purchase more stock to increase sales. The construct was measured by an ordinal scale and a 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was used to quantify it for statistical analysis. The final construct of internal business environment was marketing activities. It was operationalized based on the degree of agreement that women entrepreneurs employ effective marketing strategies to attract and motivate customers to buy their goods and services. The marketing tactics comprised of proper pricing decisions, promotion and distribution strategies. The construct was measured by an ordinal scale and a 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was used to quantify it for statistical analysis.

The dependent variable of the study was performance of women-owned MSMEs which was based on financial performance. The operational constructs of the variable were denoted by profit margin, current stock and return on assets. These operational constructs of financial performance was posited by Kaplan and Norton (1996); Lebans and Euske (2006) and supported by studies such as Kamau (2016) and Kiende, Mukulu and Odhiambo (2019). Profit margin was operationalized as average monthly percentage increase of revenue for each quarter of the year. Numerical categorical scale of percentages ("0%-5%" = 1, "5%-10%" = 2, "10%-20%" = 3, "20%-50%" = 4, "50%-100%" = 5) was employed to measure and quantify the level of profit margin for statistical analysis.

Moreover, current assets were also operationalized as average monthly percentage increase of stock for each quarter of the year. Numerical categorical scale of percentages ("0%-5%" = 1, "5%-10%" = 2, "10%-20%" = 3, "20%-50%" = 4, "50%-100%" = 5) was employed to measure

and quantify the level of current assets for statistical analysis. Stock in this case comprised of products that women entrepreneurs procure and resale to its customers at profit which included fruits, vegetables, and clothes among others. Stock also presented products that women entrepreneurs procure from suppliers and utilizes them to produce products that consequently sold to the customers. For instance, stock could denote salt, sugar, vegetables, flour and meat for the production of food products sold in women-owned hotels.

Return on assets was operationalized as average monthly percentage increase of return on assets for each quarter of the year. It denoted how efficient women-owned MSMEs efficiently utilize their stock to generate optimum revenue. The return on assets was calculated as; (Net Income/ Average Total Assets × 100%). Whereby net income represented the net profit after deduction of all expenses (such as cost of goods, transportation costs, employee salaries, levies, water and electricity expenses) and taxes. The average total assets denoted the current assets of the business which represented the stock. The figure of the return on assets obtained from the calculation was measured on a Numerical categorical scale of percentages ("0%-5%" = 1, "5%-10%" = 2, "10%-20%" = 3, "20%-50%" = 4, "50%-100%" = 5) for easier analysis.

**Table 2.2 Operationalization of Variables**

| Variable | Construct | Operational Construct | Measurement Scale | Rating Scale | Supporting Literature | Supporting Theory |
|---|---|---|---|---|---|---|
| Business Development Services (Independent Variable) | Technology Transfer | The degree of agreement that technology transfer existed and it used by women-owned MSMEs. | Categorical ordinal Scale. | A 5-point Likert scale of agreement was employed. | Foster (2016); Kiende, Mukulu and Odhiambo (2019); UNCTAD (2014); Kamau (2016). | |
| | Access to Credit | The degree of agreement that access to credit is easier and that enough credit can be obtained to boost women-owned MSMEs. | Categorical ordinal Scale. | A 5-point Likert scale of agreement was employed. | Barnerjee, Karlan and Zinman, (2015); Gichuki (2014); Makena and Moronge (2016); Seck et al. (2015). | Pecking Order Theory |
| | Training | The degree of agreement that | Categorical ordinal Scale. | A 5-point Likert scale | ILO (2018); Kamau (2016); | Human Capital |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | entrepreneurial training delivers appropriate skills and identifies opportunities to enhance business performance. | | of agreement was employed. | Makena and Moronge (2016); McKenzie and Puerto (2015); Njoroge and Jagongo (2016). | Theory |
| | Networking Services | The degree of agreement that networking services assists women entrepreneurs financially and in maintaining customers hence boosting their business performance. | Categorical ordinal Scale. | A 5-point Likert scale of agreement was employed. | Hanson and Blake (2009); Makena and Moronge (2016); Vasilaky and Leonard (2015); Watson (2011) | Constructivist Organization Theory as a basis for networking |
| Internal Business Environment (Mediating Variable) | Work Discretion and Support | The degree of agreement that work discretion and support permits employees of women-owned MSMEs to be innovative hence boosting performance. | Categorical ordinal Scale. | A 5-point Likert scale of agreement was employed. | Kuratko, Hornsby and Covin (2014) | |
| | Rewards System | The degree of agreement that women-owned MSMEs provide monetary rewards for employees exhibiting outstanding performance. | Categorical ordinal Scale. | A 5-point Likert scale of agreement was employed. | Kuratko, Hornsby and Covin (2014) | |
| | Time Availability | Degree of agreement that women | Categorical ordinal Scale. | A 5-point Likert scale of | Kuratko, Hornsby and Covin (2014) | |

| | | entrepreneurs manage their work effectively in order to get extra time for pursuing innovations that would consequently enhance their business performance. | | agreement was employed. | |
|---|---|---|---|---|---|
| | Financial Funding Decisions | Degree of agreement that a woman entrepreneur's decision to increase her debt capital, is in order to purchase more stock to increase sales. | Categorical ordinal Scale. | A 5-point Likert scale of agreement was employed. | Primiana and Indris (2015) |
| | Marketing Activities | Degree of agreement that women entrepreneurs employ effective marketing strategies to attract and motivate customers to buy their goods and services. | Categorical ordinal Scale. | A 5-point Likert scale of agreement was employed. | Primiana and Indris (2015) |
| Business Performance (Dependent Variable) | Profit Margin | Average monthly percentage increase of revenue for each quarter of the year. | Categorical ordinal Scale. | A 5-point Numerical Categorical scale of percentages was employed. | Kiende, Mukulu and Odhiambo (2019); Kamau (2016) |
| | Current Assets | Average monthly percentage increase of | Categorical ordinal Scale. | A 5-point Numerical Categorical scale of | Kaplan and Norton (1996); Lebans and Euske (2006) |

| | | | | |
|---|---|---|---|---|
| | stock for each quarter of the year. | | percentages was employed. | |
| Return on Assets (Net Income/ Average Total Assets × 100%) | Average monthly percentage increase of return on assets for each quarter of the year. | Categorical ordinal Scale. | A 5-point Numerical Categorical scale of percentages was employed. | Kaplan and Norton (1996); Lebans and Euske (2006) |

**Source: Researcher (2019)**

# CHAPTER THREE
# RESEARCH METHODOLOGY

## 3.1 Introduction

This chapter discussed about the research design, population and sampling design, data collection and data collection approaches that were employed in the study and why the methodologies were appropriate to this study. The chapter further discussed about how it assessed the reliability and validity of its research instruments. Additionally, the chapter presented a brief summary of how the study variables were operationalized. It also discussed about the data analysis techniques that were employed to address the research objectives, research questions and to test the hypotheses of the study. The chapter ended by presenting the ethical considerations that guided this study during the data collection exercise and the production of the final research thesis.

## 3.2 Research Design

A research design refers to the overall plan that describes how the research objectives will be addressed and how the research questions will be answered (Kombo & Tromp, 2006). This study employed a descriptive cross-sectional survey research design. This is because a descriptive research design entails the collection of data that describes a particular phenomenon based on the present state of affairs and then arranges, tabularizes, presents and describes the data collected (Kothari, 2004; Singh, 2006). Moreover the descriptive design was anchored on a survey methodology since it involved asking the participants through questionnaires their insights on the specific variables of interest (Babbie, 2002). Surveys allow the researcher to study all the variables at one point in time unlike field experiments whereby the variables can be studied at more than one point in time (Sekaran & Bougie, 2010).

Hence this study adopted a cross-sectional research design since it studied all the variables of interest at only one point in time. This is because the data was collected from the participants, analyzed and interpreted at only one point in time. Cross-sectional research design was considered by the study since it permits data to be collected from a pool of respondents with different features and an assessment of the association between the variables in order to accept or reject the proposed hypotheses. Furthermore it is considerably cheap, convenient and it saves a lot of time when collecting data since it is only done once.

**3.3 Study Area**

The research study was undertaken in Kisii County Kenya, which constitutes of 9 Sub-counties. The study targeted women who have business enterprises within the County. This area of study was chosen because; According to National Geographic Almanac of Geography (2009) After Kisumu city, Kisii is the second most populous town in Nyanza. Whereas in Kenya, Kisii town is the eighth most populous town. The rapid population growth of the town was experienced after the post-election violence in 2007 in Kenya. Where Kisii town was considered peaceful hence becoming the hub for all communities in the country including the Indians. Economically, the town relies heavily on agricultural and commercial activities that are so robust; thanks mainly to its high population, political stability and general tranquility. Thus it is considered as one of the fastest growing towns in western Kenya. The above facts when put into consideration, informed the researcher that she would be able to get women owned businesses both small and medium that have been in existence for some time due to the towns' long-term stability. These were the primary reasons that made the study area to be unique, hence the choice.

**3.4 Target Population**

According to Sekaran and Bougie (2011), a population of study refers to all the people, objects or events of interest that the researcher intends to study. The study targeted all the 1000 small enterprises ran by women within Kisii County (Kisii County Government, 2019). Currently there is no statistical information depicting the population of women-owned MSMEs based on each sub county. The unit of analysis for the study was the women who run small enterprises in Kisii County. Bhattachejee (2012) contended that individuals can be employed to embody the decisions of their organizations. Hence the women business-owners provided the necessary information needed for this study concerning the women-owned MSMEs in Kisii County.

**3.5 Sample Size**

Sampling entails the process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group (Orodho, 2003). The research opted for a sample design since it was practically impossible to study the entire target population. This is because the total expenditure for studying the entire population could have been overwhelming and unfeasible to be incurred based on the researcher's budgetary constraints (Cohen, Manion & Morrison, 2007). Furthermore, it would have been time consuming to study the entire population

when compared to sampling design. The study used both non-probability and probability sampling techniques to sample the area of study and the respondents.

In regard to non-probability technique, convenience-area sampling was employed to sample Kisii County for the study. Since the population to be sampled was easily accessible by the researcher. Kothari (2004) argued that convenience-area sampling can be utilized when the population is easily accessible to the researcher. Purposive sampling technique was employed to select the relevant respondents who possessed adequate information regarding the study variables. The relevant respondents were the women owners of women-owned MSMEs in Kisii County who had adequate information about strategic business support services on the performance of women-owned MSMEs. Cooper & Schindler (2011) contended that purposive sampling is employed when the researcher wishes to pick a sample that conforms to the main purpose of the study.

Stratified sampling design a probability technique was used to divide the targeted sample of the respondents into 9 stratums representing each of the 9 sub-counties in Kisii County. This sampling technique was employed since it permitted the researcher to choose equal proportion of the respondents from each of the sub-county in Kisii County to give a true representative picture of the whole population of the targeted respondents in Kisii County. Moreover convenience sampling a non-probability technique was employed to sample the targeted respondents from each of the 9 sub-counties in Kisii County. Therefore the researcher only targeted the participants whom she was able to find in their enterprise. Creswell and Plano Clark (2011) stated that this type of sampling design is utilized when a researcher collects data from the research elements that happen to be present at the place of interest and at the time the data collection is conducted.

The Yamane (1967) sample size formula for finite population as cited by Israel (1992) was utilized to compute the sample of the respondents of this study. The sample size was calculated based on two primary factors; the degree of precision (confidence interval) and the tolerable margin of error (confidence level).The study implemented a confidence interval of ±5% since most social science studies employs an alpha level of 0.05 (Israel, 1992; Nyongesa, 2018). Furthermore, a confidence level of 95% was applied since virtually all the data that were produced by the study were ordinal/categorical (interval) data. In such scenarios the standard

margin of error that is allowable is limited to 5%. Consequently, based on these reasons the sample size was calculated by Yamane (1967) formula as presented in the next page;

At 95% confidence level and at 0.05 alpha level,

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

Whereby;

n = desired sample size

N = Population

e = margin of error at 5% (standard value of 0.05)

Therefore the sample size for this study was established to be;

$$n = \frac{1000}{1 + 1000(0.05^2)} = 285.714285$$

Since the respondents are individuals who can only be represented by whole numbers we rounded off the value of the sample size to a whole number. We rounded it off in such a way when we divided the total sample size targeted among the 9 sub-counties we ended up with a whole number in each sub-county. Therefore we rounded off 285.714285 to 288. Hence our sample size for the women who own MSMEs in Kisii County was 288 (Since 288/9 resulted to 32 which is a whole number). Consequently the figure of 288 was our total target sample size for the study. The total sample size was distributed equally among the 9 sub-counties of Kisii County whereby 32 respondents were targeted in each sub-county. Table 3.1 in the next page depicted the distribution of the sample in each stratum (Sub-county).

The sample size distribution was done based on the general population of the women owned MSMEs in Kisii County. Presently there is no statistical information depicting the population of women-owned MSMEs based on each sub county. Thus our target population in each sub-county was based on the fraction of the total population of the women owned MSMEs. Whereby, each sub-county had to have an equal amount of the target population figure (i.e. the total population divided by the total number of sub counties in Kisii County; 1000/9=111). Consequently, the target population for each sub-county was 111.

**Table 3.1: Sample Size Distribution of the Targeted Respondents**

| No. | Kisii Sub-County | Target Population | Sample Distribution | n = Sample Size |
|---|---|---|---|---|
| 1 | Kitutu Chache South | 111 | (1/9 * 288) = 32 | 32 |
| 2 | Kitutu Chache North | 111 | (1/9 * 288) = 32 | 32 |
| 3 | Bobasi | 111 | (1/9 * 288) = 32 | 32 |
| 4 | Bonchari | 111 | (1/9 * 288) = 32 | 32 |
| 5 | Nyaribari Masaba | 111 | (1/9 * 288) = 32 | 32 |
| 6 | Nyaribari Chache | 111 | (1/9 * 288) = 32 | 32 |
| 7 | South Mugirango | 111 | (1/9 * 288) = 32 | 32 |
| 8 | Bomachoge Chache | 111 | (1/9 * 288) = 32 | 32 |
| 9 | Bomachoge Borabu | 111 | (1/9 * 288) = 32 | 32 |
| | **TOTAL** | **1000** | | **288** |

**Source: Researcher (2019)**

## 3.6 Data Collection Methods

The study collected primary data to address its objectives. The primary data was retrieved by administering semi-structured questionnaires. The study used questionnaires to collect primary data because it encompasses a large sample of participants when it is equated to interviews and focused group discussions (Peil & Rimmer, 1995). Furthermore, it is more economical and a quicker method of collecting data when compared to other data collection tools (Kothari, 2004). Moreover, it provides the best responses when the privacy of the participants is assured (Peil & Rimmer, 1995). A 5-point Likert scale was used in the questionaire since it assisted in transforming qualitative responses to quantitative figures that could be statistically analyzed (Zikmund et al., 2010).

The questionnaire comprised of seven sections (Sections A, B, C, D, E, F and G). Section A solicited the demographic information of the respondents. It sought to establish the type of business enterprise, its location and the number of years the business enterprise has been in operation. It also sought to establish the current education of the respondents and the number of employees their business enterprises had. Section B contained seven questionnaire statements related to technology transfer that sought to address the first specific objective of the study. The objective sought to establish the influence of technology transfer on performance of women-

owned MSMEs in Kisii County. A 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was employed to collect and assess the data addressing the objective.

Section C contained seven questionnaire statements related to access to credit that sought to address the second specific objective of the study. The objective sought to establish the influence of access to credit on performance of women-owned MSMEs in Kisii County. A 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was employed to collect and assess the data addressing the objective. Section D contained six questionnaire statements related to training that sought to address the third specific objective of the study. The objective sought to establish the influence of training on performance of women-owned MSMEs in Kisii County. A 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was employed to collect and assess the data addressing the objective.

Section E contained five questionnaire statements related to networking services that sought to address the fourth specific objective of the study. The objective sought to establish the influence of networking services on performance of women-owned MSMEs in Kisii County. A 5-point Likert scale of level of agreement ("Strongly Disagree" = 1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5) was employed to collect and assess the data addressing the objective. Section F contained five questionnaire statements related to internal business environment that sought to address the fifth specific objective of the study. The objective sought to establish the effect of internal business environment on the relationship between strategic business support services and performance of women-owned MSMEs in Kisii County.

Section G sought to collect and data on performance of women-owned MSMEs in Kisii County that helped to address all the five specific objectives of the study. It contained statements linked to three performance indicators (profit margin, current assets and return on assets). Numerical categorical scale of percentages ("0%-5%" = 1, "5%-10%" = 2, "10%-20%" = 3, "20%-50%" = 4, "50%-100%" = 5) was employed to collect and quantify the aforementioned performance indicators.

### 3.7 Data Collection Procedure
The researcher personally administered the questionnaires to the respondents after getting permission to collect data from the panel and after getting the research permit letter. The

respondents in each respective Sub-county was provided a limited period of one week to fill the questionnaires. After the period had elapsed the researcher went back to the field to retrieve back the filled questionnaires. Those who were not able to respond on time were given an allowance of five extra days. Necessary follow-ups were made via phone calls to ensure that the respondents had completed filling the questionnaires. The researcher managed to collect data between the months of May 2019 and June 2019. Conducting interviews in each sub-county proved to be impossible, since the respondents kept postponing the agreed date for conducting interview sessions citing one reason or the other. Owing to time constraints the study solely concentrated on using questionnaires to collect data.

## 3.8 Research Quality

The research quality of a specific research investigation is based on its validity and reliability of its research instruments. The sub-sections below illustrated how the validity and reliability of the research instruments were assessed to ensure the appropriate level of research quality was achieved. A pilot study was conducted in order to retrieve data to test for the reliability and validity of the research instrument. Mugenda and Mugenda (2003) posited that 10% of the total sample size is sufficient for data collection exercise in regard to a pilot study. This is the rule of thumb the study employed in determining the sample size of its pilot study. Consequently 29 Women who own business enterprises were randomly selected from two sub-counties in Kisii County to participate in the pilot study. Since the figure represented 10% of the total sample size targeted which were 288. The targeted respondents for the pilot study were excluded from the main data collection exercise to eliminate any form of biasness. Thus they were not given questionnaires to be responded on the second time.

## 3.8.1 Reliability Test

Reliability is a measure of degree to which a research instrument produces consistent outcomes or data after frequent trials as well as under diverse conditions (Saunders, Lewis & Thornhill, 2011). The reliability of the questionnaire is normally assessed by the Cronbach's Alpha which tests for the internal consistency of the questionnaire items. The figures of the Cronbach's Alpha ranges from 0 to 1, whereby the values that are close to 1 indicates a robust internal consistency of the questionnaire items (Nyongesa, 2018). A Cronbach's Alpha value of 0.7 or more means that the questionnaire items are internally consistent hence the research instrument is deemed to be reliable in measuring what it intended to measure (Cooper & Schindler, 2006; Gliem &

Gliem, 2003). This is the cut-off value that this study employed to test for the reliability of its questionnaire. The findings of the reliability results were presented in Table 3.2 in the next page.

**Table 3.2: Reliability Analysis Results**

| Scale | Section | Cronbach's Alpha | Number of Items |
|---|---|---|---|
| Business Development Services | Technology Transfer | 0.830 | 7 |
| | Access to Credit | 0.723 | 7 |
| | Training | 0.810 | 6 |
| | Networking Services | 0.788 | 5 |
| Internal Business Environment | Internal Business Environment | 0.839 | 5 |
| Performance | Profit Margin | 0.822 | 4 |
| | Current Assets | 0.860 | 4 |
| | Returns on Assets | 0.896 | 4 |

**Source: Field Data (2019)**

In Table 3.2 displayed above, the Cronbach's Alpha figures of all the strategic business support factors, the internal business environment and those of the performance indicators were above the benchmark value of 0.7. The reliability test results clearly showed that the entire questionnaire items in ordinal/categorical scales were internally consistent and reliable in measuring the perceptions of the women entrepreneurs in regard to the influence of strategic business support services on the performance of women-owned MSMEs in Kisii County, Kenya.

### 3.8.2 Validity Test

This study evaluated the content validity of the questionnaire through a pilot study before the final questionnaire was administered for the main data collection exercise. The targeted respondents were asked to assess the questionnaire items to make sure that they were clearly understood and that they accurately addressed the objectives of the study. Necessary corrections were made in certain recommended areas before developing the final questionnaire. The external validity was achieved through generalization indicated by a representative sampling of the population.

### 3.9 Data Analysis Techniques

The researcher after collecting data from the field checked the questionnaires to ensure that the questions had been completed and the responses were accurate and uniform. To ensure that these

aspects were covered the researcher identified the existing errors in the responded questionnaires and was able to eliminate them. Data was coded and put into the computer system for the analysis process. Descriptive statistics was employed to give a synopsis and state of affairs of all the variables that were used in the study. The descriptive data analysis evaluation tools included the mean, median, mode, standard deviation and variance. The data analysis process was conducted by the Statistical Package for Social Sciences (SPSS) software. The data analysis results were presented in form of Tables and the interpretations of the results were solely described in words.

Multiple linear regression analysis was employed to establish the influence of strategic business support services on the performance of women-owned MSMEs in Kisii County. This was because the study was a cause and effect research investigation. Thus the model was suitable in this case when compared to correlation analysis which is just anchored on depicitng the association between the variables. The regression model indicated if the variability in performance of women-owned MSMEs was explained by strategic business support services comprising of innovation, access to credit, training and networking services. It also sought to establish if the influence of the independent variables on the dependent variable was significant. The study developed the following regression equation below to depict the association between the aforementioned variables;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \mu i \qquad \text{(Equation 1)}$$

Whereby (Y) represented performance which was based on statements measured on a 5-point Numerical Categorical scale of percentages linked to performance indicators comprising of profit margin, current asset size and return on asset. Besides that, the alpha ($\alpha$) denoted the constant term. The independent variables (that were measured on a 5-point Likert scale) included; technology transfer ($X_1$), access to credit ($X_2$), training ($X_3$) and networking services ($X_4$). Additionally $\beta_1, \beta_2, \beta_3$ and $\beta_4$ represented the Beta coefficients that predicted the value of Y and ($\mu i$) denoted the error term.

The moderating variable (that was measured on a 5-point Likert scale) which was the internal business environment was interacted with each independent variable aforementioned to determine if it had a moderating effect on the relationship between strategic business support

services and performance. In this case each of the strategic business support service assessed was multiplied by the internal business environment in the SPSS to establish the moderator effect of the internal business environment. A hierarchical, stepwise, multiple regression analysis was employed since it involved the systematic development of two models. The first model involved two distinct predictor variables, one of them being the strategic business support services (addressing a particular specific objective) and the internal business environment. In this first model the main aim was to establish how each of the aforementioned predictor variables influenced the performance of women-owned MSMEs.

The second model involved the assessment of the strategic business support service as a predictor variable and the second predictor variable involved the interaction term between the strategic business support service and the internal business environment. This was in order to establish the moderating effect of the internal business environment on the relationship between the strategic support service and the performance of women-owned MSMEs.

The subsequent regression equations presented how internal business environment acted as a moderator on each independent variable and its influence on performance. The second regression equation presented below depicted the moderating effect of internal business environment on the relationship between technology transfer and performance;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_1 Z + \mu i \hspace{3cm} \text{(Equation 2)}$$

Whereby; $X_1$ = Technology Transfer; $X_2$ = Internal Business Environment $X_1 Z$ = Interaction term between Technology Transfer and Internal Business Environment; $\beta_1, \beta_2$ and $\beta_3$ represented the Beta coefficients that predicted the value of Y and ($\mu i$) denoted the error term. The Beta coefficient of interest was $\beta_3$ which represented the figure denoting the moderating effect of internal business environment on the relationship between technology transfer and performance. The third regression equation presented below depicted the moderating effect of internal business environment on the relationship between access to credit and performance;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_1 Z + \mu i \hspace{3cm} \text{(Equation 3)}$$

Whereby; $X_1$ = Access to Credit; $X_2$ = Internal Business Environment $X_1 Z$ = Interaction term between Access to Credit and Internal Business Environment; $\beta_1, \beta_2$ and $\beta_3$ represented the Beta coefficients that predicted the value of Y and ($\mu i$) denoted the error term. The Beta coefficient of

interest was $\beta_3$ which represented the figure denoting the moderating effect of internal business environment on the relationship between access to credit and performance. The fourth regression equation presented below depicted the moderating effect of internal business environment on the relationship between training and performance;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_1 Z + \mu i \qquad \text{(Equation 4)}$$

Whereby; $X_1$ = Training; $X_2$ = Internal Business Environment $X_1 Z$ = Interaction term between Training and Internal Business Environment; $\beta_1, \beta_2$ and $\beta_3$ represented the Beta coefficients that predicted the value of Y and ($\mu i$) denoted the error term. The Beta coefficient of interest was $\beta_3$ which represented the figure denoting the moderating effect of internal business environment on the relationship between training to credit and performance. The fifth regression equation presented below depicted the moderating effect of internal business environment on the relationship between networking services and performance;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_1 Z + \mu i \qquad \text{(Equation 5)}$$

Whereby; $X_1$ = Networking Services; $X_2$ = Internal Business Environment $X_1 Z$ = Interaction term between Networking Services and Internal Business Environment; $\beta_1, \beta_2$ and $\beta_3$ represented the Beta coefficients that predicted the value of Y and ($\mu i$) denoted the error term. The Beta coefficient of interest was $\beta_3$ which represented the figure denoting the moderating effect of internal business environment on the relationship between networking services to credit and performance.

The regression models were tested and explained by the following statistical measures; co-efficient of determination (R-Square), collinearity diagnostics, Analysis of Variance and the regression co-efficients. The regression statistical measures were discussed in the subsections below;

### 3.9.1 Co-efficient of Determination (R-Square)

The R-Square was employed to determine the proportion of the variablity in the financial performance of women-owned MSMEs that was explained by all the strategic business support services (technology transfer, access to credit, training and networking services). Thus it addressed the general objective of the study by establishing if the strategic business support services had an influence on the performance of women-owned MSMEs. The values of the R-

Squares ranges between 0 and 1. The closer the value is to 1 indicates a better fit of the model. Thus the model would be reliable for future forecasts since the regression model explained all the variations observed. Additionally, it would mean that all the strategic business support services assessed explained the variability in the financial performance of women-owned MSMEs. Thus the R-Square value would address the general objective of the study by establishing that the strategic business support services has an influence on the performance of women-owned MSMEs in Kisii County Kenya.

Conversely, if the R-square posted a value of 0 then it would mean that the model failed to account for all the variations observed. Thus meaning that the financial performance of the women-owned MSMEs couldn't be predicted by all the strategic business support services. Thus in this case, the R-Square figure would address the general objective of the study by establishing that the strategic business support services has completely no influence on the performance of women-owned MSMEs in Kisii County.

### 3.9.2 The Analysis of Variance (ANOVA)

The Analysis of Variance was employed to test if the variability on the performance of the women-owned MSMEs explained by the strategic business support services was statistically significant (i.e. p-value<0.05) or statistically insignificant (p-value>0.05). Thus addressing the general objective of the study by establishing if strategic business support services has a statistically substantial influence on the performance of women-owned MSMEs in Kisii County at a 95% confidence level or not.

### 3.9.3 Collinearity Diagnostic Tests

The Collinearity diagnostic tests was employed to show if Multicollinearity was present between the predictor variables which in our case was the strategic business support services (technology transfer, access to credit, training and networking services). Multicollinearity is not a desirable situation because it denotes that the predictor variables are dependent on each other yet they are meant to be completely independent from each other so that their deemed influence on the dependent variable can be relied on. The dependent variable in this study was the performance of women-owned MSMEs. According to Pallant (2007) Multicollinearity does not exist when the tolerance values of all the predictor variables are greater than 0.1 and their Variance Inflation Factor (VIF) values are more than 1 but less than 10. Thus in relation to this study,

Multicollinearity was deemed to be absent between technology transfer, access to credit, training and networking services only if their tolerance values were greater than 0.1 and their VIF values were more than 1 but less than 10.

### 3.9.4 The Regression Co-efficients

The Regression Co-efficients' statistical measure was employed to show the level of proportion in the financial performance of women-owned MSMEs that was explained by each of the strategic business support service (technology transfer, access to credit, training and networking services). Besides that, it was also employed to establish if the variability accounted for by each of the strategic business support on performance of women-owned MSMEs was statistically significant based on their p-values when all other factors were held constant. Additionally it was also employed to show the level of proportion in the financial performance of women-owned MSMEs that was explained by each of the strategic business support service in the case whereby the internal business environment moderates the relationship and if it was statistically significant. Thus it assisted in addressing all the stipulated specific objectives of the study.

### 3.10 Ethical Considerations

Honesty and integrity was achieved by ensuring that published and unpublished writings, concepts, ideas, data and information which were utilized in this research were clearly acknowledged through citations and references. The ideas and information lent from various sources were keenly paraphrased to shun plagiarism. The researcher sought permission to collect data from the respondents by using an approved research permit letter. The study ensured that no respondent was put in a state of being harmed psychologically because of being part of the data collection exercise. The study maintained confidentiality and anonymity by making it clear to the respondents in the questionnaires that their names will not be used in the research work. All the responses that were retrieved from the respondents were amassed for statistical analysis and interpretation without precisely profiling the women-owned MSMEs by their names. The researcher permitted the participants to partake in this study freely out of their own willingness and without being coerced or unfairly pressurized. Finally the researcher respected the right of the respondents who chose not to partake in the research study.

# CHAPTER FOUR

## PRESENTATION OF THE RESULTS AND DISCUSSION

### 4.1 Introduction

This chapter presented data analysis findings of the study. It also interpreted and discussed the research results in line with the specific objectives of the study. Section 4.2 presented and discussed about the data collection process and the response rate. Section 4.3 presented and discussed about the descriptive analysis results of the demographic data. Section 4.4 presented and discussed about the descriptive analysis results of strategic business support services. Section 4.5 presented and discussed about the descriptive analysis results of internal business environment. Section 4.6 presented and discussed about the descriptive analysis results of the performance of women-owned MSMEs in Kisii County, Kenya. Finally, Section 4.7 presented and discussed about the regression analysis results in line with each specific objective of the study.

### 4.2 Data Collection Process and Response Rate

Data collection with reference to the influence of strategic business support services on the performance of women-owned MSMEs was done through questionnaires. Conducting interviews in each sub-county proved to be impossible, since the respondents kept postponing the agreed date for conducting interview sessions citing one reason or the other. Owing to time constraints the study solely concentrated on using questionnaires to collect data. The data collection exercise was conducted between 13th May and 26th June 2019. The research investigation managed to retrieve 204 completed questionnaires out of the 288. This represented a response rate of 70.83%. According to Gordon (2002) a response rate of 70% and above is considered worthwhile for data analysis and interpretation. Consequently the response rate of this study was considered to be sufficient and satisfactory for data analysis. Interview sessions were conducted with the respondents immediately after they had finished filling their questionnaires which turnout to be a more efficient, effective and convenient strategy.

**4.3 Demographic Information of Women-Owned MSMEs in Kisii County, Kenya**

The ensuing subsections portray the descriptive analysis findings of the demographic data of women-owned MSMEs in Kisii County, Kenya. The demographic information sought to establish the types of businesses, their periods of operations and where they were located at Kisii County. It also sought to establish the level of education of the women entrepreneurs and the number of employees their businesses currently sustains. Frequencies and percentages were employed to analyze the demographic data retrieved.

**4.3.1 Types of Business Enterprises**

The first question in Section A that solicited for demographic information sought to know the types of business engaged by women-owned MSMEs in Kisii County, Kenya. The findings were displayed in Table 4.1 below.

**Table 4.1: Types of Business Enterprises**

| Name or Type of Business | Frequency | Percentage (%) |
|---|---|---|
| Grocery | 60 | 29.41 |
| Salon | 37 | 18.14 |
| Mpesa | 32 | 15.69 |
| Juice blending/Fruit business | 13 | 6.37 |
| Indigenous vegetable farming | 6 | 2.94 |
| Cereals business | 21 | 10.29 |
| Hotel business | 27 | 13.24 |
| Mitumba/Second clothes | 8 | 3.92 |
| **Total** | **204** | **100** |

**Source: Field Data (2019)**

In regard to the research findings presented in Table 4.1 above, 29.41% of the respondents indicated that they engaged in grocery business in Kisii County. Besides that 18.14% of the respondents indicated that they were solely involved in salon business while 15.69% revealed that they were primarily engaged in Mpesa business. On the other hand, 6.37% of the respondents indicated that they were involved in juice blending/fruit business while 2.94% revealed that they were engaged in Indigenous vegetable farming business. In addition, 10.29% of the respondents indicated that they were involved in cereals business, 13.24% were engaged in hotel business while 3.92% were involved in Mitumba/second clothes business. From the findings presented above, it can be established that most of the women-owned MSMEs are engaged in grocery farming in Kisii County. Thus most of the women owned MSMEs that were studied were either involved in grocery, salon, Mpesa, hotel business or cereals business. Thus

the unit of analysis was the women-owned MSMEs that were involved in the aforementioned business. This means that the information regarding the influence of strategic business support services on the women-owned MSMEs was based on the MSMEs involved in grocery, salon, Mpesa, hotel business or cereals business.

### 4.3.2 Business Location

The second question in Section A that solicited for demographic information sought to know the business locations of women-owned MSMEs in Kisii County, Kenya. Business location was interpreted in terms of in which sub-county the business enterprise was located in. The findings were displayed in Table 4.2 below.

**Table 4.2: Business Location**

| Business Location | Frequency | Percentage (%) |
|---|---|---|
| Bobasi | 23 | 11.28 |
| Kitutu Chache North | 23 | 11.28 |
| Bonchari | 23 | 11.28 |
| Kitutu Chache South | 26 | 12.75 |
| South Mugirango | 18 | 8.82 |
| Nyaribari Chache | 14 | 6.86 |
| Bomachoge Borabu | 28 | 13.73 |
| Nyaribari Masaba | 33 | 16.18 |
| Bomachoge Chache | 16 | 7.84 |
| **Total** | **204** | **100.02** |

**Source: Field Data (2019)**

In Table 4.2 presented above, the research findings established that 11.28% of the respondents indicated that their business enterprises were located in Bobasi sub-county. The same case was established in both Kitutu Chache North and Bonchari sub-counties. On the other hand, 12.75% of the respondents indicated that their business enterprises operated in Kitutu Chache South sub-county. Furthermore, 8.82% of the respondents revealed that their businesses were located in South Mugirango sub-county. Besides that, 6.86% of the respondents stipulated that their business enterprises were based in Nyaribari Chache sub-county and 13.73% were situated in Bomachoge Borabu sub-county. Finally, 16.18% of the respondents stated that their business enterprises were located in Nyaribari Masaba sub-county while 7.84% revealed that their business enterprises were situated in Bomachoge Chache sub-county.

In conclusion it can be established that most of the women-owned enterprises were located in Nyaribari Masaba, Nyaribari Chache and Kitutu Chache South sub-counties. The probable

reasons could be that women-owned enterprises thrives in these sub-counties compared to other sub-counties or it could be probably be due to business networking initiatives. Moreover, the data retrieved was fairly distributed across all the sub-counties (ranging between 6.86% and 16.18%). Hence the information retrieved to address the influence of strategic business support services on the performance of women-owned MSMEs was a true representative of the population in regard to each sub-county in Kisii County, Kenya. This meant that a response rate from one sub-county to another did not significantly vary which could have raised biasness issues.

### 4.3.3 Length of Operation of the Business Enterprises

The third question in Section A that solicited for demographic information sought to know the length of operation of women-owned MSMEs in Kisii County, Kenya. The findings were displayed in Table 4.3 below.

**Table 4.3: Length of Operation of the Business Enterprises**

| Years of Business Operation | Frequency | Percentage (%) |
|---|---|---|
| 0-2 years | 22 | 10.8 |
| 3-5 years | 29 | 14.2 |
| 6-10 years | 29 | 14.2 |
| 11-15 years | 63 | 30.9 |
| 16-20 years | 33 | 16.2 |
| More than 20 years | 28 | 13.7 |
| **Total** | **204** | **100** |

**Source: Field Data (2019)**

In Table 4.3 portrayed above, the research findings established that 10.8% of the respondents indicated that their businesses have been in operation between 0-2 years. In addition, 14.2% of the respondents revealed that their businesses have been in operation between 3-5 years. Besides that 14.2% of the respondents recorded that their businesses have been in operation between 6-10 years. On the other hand, 30.9% of the respondents stipulated that their businesses have been in operation between 11-15 years. Additionally, 16.2% of the respondents indicated that their businesses have been in operation between 16-20 years. Finally, 13.7% of the respondents revealed that their businesses have been in operation for more than 20 years.

In a broad-spectrum, it can be established that most of the women-owned MSMEs in Kisii County have been in operation between 11-15 years. This clearly reveals that most of the women-owned MSMEs in Kisii County are at a growth stage characterized by rapid sales

turnover growth past the break-even point. This clearly explains why the profitability of most of the women-owned MSMEs in Kisii County ranged between 20%-50% and 50%-100% in all the quarters of the year. Hence the results informed the general objective of the study in terms of performance.

### 4.3.4 Level of Education

The fourth question in Section A that solicited for demographic information sought to know the level of education of women entrepreneurs in Kisii County. The findings were displayed in Table 4.4 in the next page.

**Table 4.4: Level of Education**

| Level of Education | Frequency | Percentage (%) |
|---|---|---|
| PhD | 1 | 0.5 |
| Masters | 7 | 3.4 |
| Degree | 43 | 21.1 |
| Diploma | 77 | 37.7 |
| Certificate | 43 | 21.1 |
| Secondary Education | 26 | 12.7 |
| Primary Education | 7 | 3.4 |
| **Total** | **204** | **100** |

**Source: Field Data (2019)**

In Table 4.4 displayed above, the research findings established that only one respondent (0.5%) had a PhD qualification while 3.4% had Masters qualification. On the other hand, 21.1% of the respondents recorded that they had a Bachelors' degree qualification. Besides that, 37.7% of the respondents revealed that they had a Diploma qualification. Additionally, 21.1% of the respondents indicated that they possessed a Certificate qualification. Moreover, 12.7% of the respondents revealed that they had a Secondary education qualification while 3.4% of the respondents stipulated that they had a Primary education qualification. The findings revealed that most of the respondents had at least a secondary education qualification. Hence the findings of this study can be authoritatively be relied on since the information was retrieved from the respondents with high academic knowledge and had sufficient knowledge on the questions asked in the questionnaire.

## 4.3.5 Number of Employees

The fifth question in Section A that solicited for demographic information sought to know the number of employees currently sustained by women-owned MSMEs in Kisii County, Kenya. The findings were displayed in Table 4.5 in the next page.

**Table 4.5: Number of Employees**

| Number of employees | Frequency | Percentage (%) |
|---|---|---|
| 0-10 employees | 129 | 63.2 |
| 11-15 employees | 72 | 35.29 |
| 16-20 employees | 3 | 1.47 |
| 21-29 employees | - | - |
| More than 30 employees | - | - |
| **Total** | **204** | **99.96** |

**Source: Field Data (2019)**

In Table 4.5 presented above, the research findings established that 63.2% of the respondents recorded that their employee size ranged between 0-10 employees. Moreover, 35.29% of the respondents indicated that their employee size ranged between 11-15 employees while 1.47% of the respondents stipulated that their employee size ranged between 16-20 employees. Conversely, none of the respondents indicated that they had an employee size ranging between 21-29 employees or more than 30 employees. In general, most of the women-owned MSMEs in Kisii County had an employee size that ranged between 0-10 employees. This clearly revealed that most women-owned enterprises in Kisii County are small scale businesses. The findings of this study revealed that most of the businesses assessed were small business organizations. Since a typical small business-setup is defined as one with less than 50 employees while a medium-sized firm is defined as one with at least 50 employees and not more than 250 employees.

## 4.4 Descriptive Statistical Results of Strategic Business Support Services

The subsections below present the descriptive analysis results of strategic business support services beginning with technology transfer, access to credit, training and networking services. It also presents the interpretation and discussion of the results.

### 4.4.1 Descriptive Statistical Results of Technology Transfer

In order to establish the influence of technology transfer on performance of women-owned MSMEs in Kisii County, Kenya, that addressed the first specific objective of the study. The respondents were requested to record the level to which they agreed or disagreed on each of the seven statements of technology transfer. The data retrieved was analyzed by the employment of mean scores and standard deviations and the results were displayed in Table 4.6 in the next page.

**Table 4.6: Descriptive Statistical Results of Technology Transfer**

| Technology Transfer Statements | Mean | Standard Deviation |
|---|---|---|
| 1. New enhanced modes of communication with customers have improved the organizational performance of my business. | 4.270 | 0.801 |
| 2. Being open to learn and being able to identify new alternative opportunities has led to positive performance of my enterprise. | 4.270 | 0.801 |
| 3. High level of creativity and research has made my business achieve financial growth and sustainability. | 4.270 | 0.723 |
| 4. New marketing tactics like social media advertisement has improved the financial growth of my business. | 4.216 | 0.724 |
| 5. My innovation skills realized through production of new products, unique service delivery and access to greater markets has enabled my business to achieve high returns and growth. | 4.216 | 0.724 |
| 6. Introduction of new modes of payment such as MPESA, Airtel Money and Equitel has positively influenced my business growth. | 4.211 | 0.702 |
| 7. The inception of new channels of distribution for products and services has positively influenced the productivity of my business. | 4.211 | 0.702 |
| **Overall Score** | **4.238** | **0.740** |

**Source: Field Data (2019)**

In Table 4.6 presented above, the respondents strongly agreed that new enhanced modes of communication with customers, being open to learn and being able to identify new alternative opportunities led to positive performance of their enterprises. This was justified with mean scores of 4.270 and standard deviations of 0.801. The respondents also strongly agreed that high level of creativity and research has made their businesses achieve financial growth and sustainability with a mean score of 4.270 and a standard deviation of 0.723. Additionally, the respondents agreed that new marketing tactics like social media advertisement has improved the financial growth of their businesses with a mean score of 4.216 and a standard deviation of 0.724. They also agreed that their innovation skills realized through production of new products,

unique service delivery and access to greater markets has enabled their businesses to achieve high returns and growth with a mean score of 4.216 and a standard deviation of 0.724.

Furthermore, the respondents agreed that the introduction of new modes of payment such as MPESA, Airtel Money and Equitel has positively influenced their business growth with a mean score of 4.211 and a standard deviation of 0.702. They also agreed the inception of new channels of distribution for products and services has positively influenced the productivity of their business with a mean score 4.211 and a standard deviation of 0.702. The overall mean score of 4.238 signified a high level of agreement among the respondents that technology transfer has a positive influence on women-owned MSMEs in Kisii County, Kenya.

The descriptive findings of this study actually meant that the new enhanced modes of communication with customers adopted by the women-owned MSMEs in Kisii County has played an important role in boosting the profitability of their businesses. Thus, the enhanced modes of communication through mobile phones and internet social networking through Facebooks, twitter, websites etc. has helped the women entrepreneurs in Kisii county to retain its existing customer base. Moreover it has also assisted the women entrepreneurs in Kisii County to be linked to new customers that they have been referred to them by their traditional customers. Moreover, creativity through marketing of products in social media platforms and the use of MPESA, Airtel Money and Equitel mobile payment services has facilitated the business transactions between the women-owned MSMEs in Kisii County and its customers thus boosting the profitability and sustainability of their businesses.

### 4.4.2 Descriptive Statistical Results of Access to Credit

In order to establish the influence of access to credit on performance of women-owned MSMEs in Kisii County, Kenya, that addressed the second specific objective of the study. The respondents were requested to record the level to which they agreed or disagreed on each of the seven statements of access to credit. The data retrieved was analyzed by the employment of mean scores and standard deviations and the results were displayed in Table 4.7 below.

**Table 4.7: Descriptive Statistical Results of Access to Credit**

| Access to Credit Statements | Mean | Standard Deviation |
|---|---|---|
| 1. Women entrepreneurs are more likely to obtain more benefits from loans characterized by low interest rates and flexible repayment period. | 4.230 | 0.737 |
| 2. Large amount of credit funds positively influences business performance and growth of women-owned enterprises. | 4.226 | 0.761 |
| 3. Easier accessibility of credit funds is a vital factor that improves performance of women-owned enterprises. | 4.221 | 0.840 |
| 4. Women-owned enterprises backed by the Uwezo Fund have displayed marvelous business growth in my county. | 4.162 | 0.847 |
| 5. The credit obtained has enabled me to hire resourceful employees who have played a vital role in effective and efficient service delivery to my customers. | 4.128 | 0.906 |
| 6. The Constituency Women Enterprise Fund characterized by zero interest loans has significantly improved the financial growth and market share of women-owned enterprises. | 4.108 | 0.829 |
| 7. The credit funds obtained has enabled my business to acquire valuable assets that has helped me to produce quality products and deliver effective and efficient services. | 4.064 | 0.905 |
| **Overall Score** | **4.163** | **0.832** |

**Source: Field Data (2019)**

In Table 4.7 presented in the previous page, the respondents strongly agreed that they are more likely to obtain more benefits from loans characterized by low interest rates and flexible repayment period with a mean score of 4.230 and a standard deviation of 0.737. They also strongly agreed that large amount of credit funds and its easier accessibility improves the performance of their business enterprises with mean scores of 4.226 and 4.221 respectively and standard deviations of 0.761 and 0.840 respectively. Additionally, the respondents agreed that women-owned enterprises backed by the Uwezo Fund have displayed marvelous business growth in their county with a mean score of 4.162 and a standard deviation of 0.847. They also agreed that credit funding has enabled them to hire resourceful employees who have played a vital role in effective and efficient service delivery to their customers with a mean score of 4.128 and a standard deviation of 0.906.

Moreover, the respondents agreed that the Constituency Women Enterprise Fund characterized by zero interest loans has significantly improved the financial growth and market share of women-owned enterprises with a mean score of 4.108 and a standard deviation of 0.829. They also agreed that the credit funds they have obtained have enabled their businesses to acquire valuable assets that have helped them to produce quality products and deliver effective and efficient services with a mean score of 4.064 and a standard deviation of 0.905. The overall mean

score of 4.163 signified a high level of agreement among the respondents that access to credit has a positive influence on women-owned MSMEs in Kisii County, Kenya.

### 4.4.3 Descriptive Statistical Results of Training

In order to establish the influence of training on performance of women-owned MSMEs in Kisii County, Kenya, that addressed the third specific objective of the study. The respondents were requested to record the level to which they agreed or disagreed on each of the six statements of training. The data retrieved was analyzed by the employment of mean scores and standard deviations and the results were displayed in Table 4.8 in the next page.

**Table 4.8: Descriptive Statistical Results of Training**

| Training Statements | Mean | Standard Deviation |
|---|---|---|
| 1. Entrepreneurial training has enhanced my creativity and critical thinking consequently enhancing my business growth. | 4.279 | 0.753 |
| 2. Entrepreneurial training has equipped me with the necessary skills and knowledge of financial management that has helped me to effectively and efficiently manage my business finances. | 4.279 | 0.753 |
| 3. Adequately financed intensive training sessions positively influences business turnover of women enterprises. | 4.186 | 0.797 |
| 4. Entrepreneurial training has assisted me to recognize untapped business opportunities which have positively enhanced my business performance. | 4.177 | 0.799 |
| 5. Entrepreneurial training and education has made me to make wise business decisions which have consequently improved the performance of my enterprise. | 4.147 | 0.748 |
| 6. My enterprise has been able to grow because of the specialized entrepreneurial training. | 4.142 | 0.803 |
| **Overall Score** | **4.203** | **0.775** |

**Source: Field Data (2019)**

In Table 4.8 presented above, the respondents strongly agreed that entrepreneurial training has enhanced their creativity and critical thinking consequently enhancing their business growth with a mean score of 4.279 and a standard deviation of 0.753. They also strongly agreed that entrepreneurial training has equipped them with the necessary skills and knowledge of financial management that has helped them to effectively and efficiently manage their business finances with a mean score of 4.279 and a standard deviation of 0.753. In addition, the respondents agreed

that adequately financed intensive training sessions positively influenced business turnover of women enterprises with a mean score of 4.186 and a standard deviation of 0.797. They also agreed that entrepreneurial training has assisted them to recognize untapped business opportunities which have positively enhanced their business performance with a mean score of 4.177 and a standard deviation of 0.799.

Besides that the respondents also agreed that entrepreneurial training and education has made them to make wise business decisions which have consequently improved the performance of their enterprises with a mean score of 4.147 and a standard deviation of 0.748. They also agreed that their businesses have been able to grow because of the specialized entrepreneurial training with a mean score of 4.142 and a standard deviation of 0.803.

The findings of the study meant that entrepreneurial education received by the women entrepreneurs in Kisii County has played an important role in boosting their creativity and critical thinking which has positively influenced their business growth. This is because the entrepreneurial education has provided them with the essential skills and knowledge of financial management of their businesses. Moreover the entrepreneurial training sessions attended by the women entrepreneurs from Kisii County strives to provide quality education since they are very intensive and adequately financed.

### 4.4.4 Descriptive Statistical Results of Networking Services

In order to establish the influence of networking services on performance of women-owned MSMEs in Kisii County, Kenya, that addressed the fourth specific objective of the study. The respondents were requested to record the level to which they agreed or disagreed on each of the five statements of networking services. The data retrieved was analyzed by the employment of mean scores and standard deviations and the results were displayed in Table 4.9 below.

**Table 4.9: Descriptive Statistical Results of Networking Services**

| Networking Services | Mean | Standard Deviation |
|---|---|---|
| 1. Networking has helped women entrepreneurs to easily access business resources and decrease transaction costs. | 4.348 | 0.689 |
| 2. My friends, colleagues and family offered me social and financial support to start and grow my business. | 4.289 | 0.794 |
| 3. Business network is an important factor for the growth of women enterprises. | 4.270 | 0.831 |
| 4. I have used social media network sites to help me access credit, start a new business and to resolve business challenges. | 4.230 | 0.831 |
| 5. Good working relationships with customers and other business stakeholders has positively influenced the growth of my enterprise. | 4.186 | 0.821 |
| **Overall Score** | **4.264** | **0.793** |

**Source: Field Data (2019)**

In Table 4.9 presented above, the respondents strongly agreed that networking has helped them to easily access business resources and decrease transaction costs for their enterprises with a mean score of 4.348 and a standard deviation of 0.689. The respondents also strongly agreed that their friends, colleagues and family offered them with social and financial support to start and grow their businesses with a mean score of 4.289 and a standard deviation of 0.794. They also strongly agreed that business network is an important factor for the growth of women enterprises with a mean score of 4.270 and a standard deviation of 0.831. Additionally, the respondents agreed that they have used social media network sites to help them access credit, start a new businesses and to resolve business challenges with a mean score of 4.230 and a standard deviation of 0.831. They also agreed that their good working relationships with their customers and other business stakeholders has positively influenced the growth of their enterprises with a mean score of 4.186 and a standard deviation of 0.821. The overall mean score of 4.264 signified a high level of agreement among the respondents that networking services has a positive influence on women-owned MSMEs in Kisii County, Kenya.

## 4.5 Descriptive Statistical Results of Internal Business Environment

In order to establish the effect of internal business environment on the relationship between strategic business support services and performance of Women Owned MSMEs in Kisii County, that addressed the fifth specific objective of the study. The respondents were requested to record the level to which they agreed or disagreed on each of the five statements of internal business

environment. The data retrieved was analyzed by the employment of mean scores and standard deviations and the results were displayed in Table 4.10 below.

**Table 4.10: Descriptive Statistical Results of Internal Business Environment**

| Internal Business Environment Statements | Mean | Standard Deviation |
|---|---|---|
| 1. Work discretion and support permits employees of women-owned MSMEs to be innovative hence boosting performance. | 4.270 | 0.807 |
| 2. Women entrepreneurs employ effective marketing strategies to attract and motivate customers to buy their goods and services. | 4.181 | 0.921 |
| 3. A woman entrepreneur's decision to increase her debt capital is in order to purchase more stock to increase sales. | 3.980 | 0.982 |
| 4. Women-owned MSMEs provide monetary rewards for employees exhibiting outstanding performance hence motivating them to continuously deliver positive results. | 3.941 | 1.170 |
| 5. Women entrepreneurs manage their work effectively in order to get extra time for pursuing innovations that would consequently enhance their business performance. | 3.878 | 1.055 |
| **Overall Score** | **4.050** | **0.987** |

**Source: Field Data (2019)**

In Table 4.10 presented above, the respondents strongly agreed that work discretion and support permits employees of women-owned MSMEs to be innovative hence boosting performance with a mean score of 4.270 and a standard deviation of 0.807. They also strongly agreed that they usually employ effective marketing strategies to attract and motivate customers to buy their goods and services with a mean score of 4.181 and a standard deviation of 0.921. Besides that, the respondents agreed that a woman entrepreneur's decision to increase her debt capital is in order to purchase more stock to increase sales with a mean score of 3.980 and a standard deviation of 0.982.

Moreover, they agreed that women-owned MSMEs provide monetary rewards for employees exhibiting outstanding performance hence motivating them to continuously deliver positive results with a mean score of 3.941 and a standard deviation of 1.170. They also agreed that they manage their work effectively in order to get extra time for pursuing innovations that would consequently enhance their business performance with a mean score of 3.878 and a standard deviation of 1.055. In general, the internal business environment statements recorded a mean score of 4.050 of agreement level.

**4.6 Descriptive Statistical Results of Performance of Women-Owned MSMEs in Kisii County, Kenya**

To establish the performance of women-owned MSMEs in Kisii County that helped address all the specific objectives of the study. The respondents were requested to record the percentage margin in the Numerical categorical scale of percentages ("0%-5%" = 1, "5%-10%" = 2, "10%-20%" = 3, "20%-50%" = 4, "50%-100%" = 5) based on each quarter of the year to establish the level of their profit margins, current assets and return on assets.  The data retrieved was analyzed by the employment of mean scores and standard deviations and the results were presented in Table 4.11 in the next page.

**Table 4.11: Descriptive Statistical Results of Performance of Women-owned MSMEs in Kisii County, Kenya**

| Profit Margin | Mean | Standard Deviation |
|---|---|---|
| 1.  First quarter of the year (January, February and March). | 4.412 | 0.780 |
| 2.  Second quarter of the year (April, May and June). | 4.441 | 0.789 |
| 3.  Third quarter of the year (July, August and September) | 4.392 | 0.764 |
| 4.  Fourth quarter of the year (October, November and December) | 4.363 | 0.834 |
| **Overall Mean Score** | **4.402** | **0.792** |
| **Current Assets** | | |
| 1.  First quarter of the year (January, February and March). | 4.304 | 0.804 |
| 2.  Second quarter of the year (April, May and June). | 4.319 | 0.770 |
| 3.  Third quarter of the year (July, August and September) | 4.348 | 0.795 |
| 4.  Fourth quarter of the year (October, November and December) | 4.338 | 0.768 |
| **Overall Mean Score** | **4.327** | **0.784** |
| **Return on Assets** | | |
| 1.  First quarter of the year (January, February and March). | 4.275 | 0.718 |
| 2.  Second quarter of the year (April, May and June). | 4.172 | 0.705 |
| 3.  Third quarter of the year (July, August and September) | 4.113 | 0.855 |
| 4.  Fourth quarter of the year (October, November and December) | 4.029 | 0.920 |
| **Overall Mean Score** | **4.080** | **0.856** |

**Source: Field Data (2019)**

In regard to profit margin as presented in Table 4.11 above.  In the first quarter of the year the respondents recorded that their businesses experienced a profit margin ranging between 20%-50% and 50%-100% supported by a mean score of 4.412 and a standard deviation of 0.780. The respondents also stipulated that their businesses experienced a profit margin ranging between 20%-50% and 50%-100% in the second quarter of the year justified by a mean score of 4.441 and a standard deviation of 0.789. Moreover, they also recorded that their business experienced a

profit margin ranging between 20%-50% and 50%-100% in the third quarter of the year supported with a mean score of 4.392 and a standard deviation of 0.764.

Finally, the respondents also documented that their business experienced a profit margin ranging between 20%-50% and 50%-100% in the fourth quarter of the year supported by a mean score of 4.363 and a standard deviation of 0.834. In general, the profit margin of the women-owned MSMEs in Kisii County ranged between 20%-50% and 50%-100% in a year supported by an aggregate mean score of 4.402.

In regard to current assets as presented in Table 4.11 in the previous page. In the first quarter of the year the respondents recorded that their businesses experienced an increase of current assets ranging between 20%-50% and 50%-100% supported by a mean score of 4.304 and a standard deviation of 0.804. The respondents also stipulated that their businesses experienced an increase of current assets ranging between 20%-50% and 50%-100% in the second quarter of the year justified by a mean score of 4.319 and a standard deviation of 0.770. Furthermore, they also recorded that their business experienced an increase of current assets ranging between 20%-50% and 50%-100% in the third quarter of the year supported with a mean score of 4.348 and a standard deviation of 0.795.

Finally, the respondents also documented that their business experienced an increase of current assets ranging between 20%-50% and 50%-100% in the fourth quarter of the year supported by a mean score of 4.338 and a standard deviation of 0.768. In a broad-spectrum, the increase of current assets of the women-owned MSMEs in Kisii County ranged between 20%-50% and 50%-100% in a year supported by an aggregate mean score of 4.327.

In Table 4.11 in the previous page, the findings on return on assets were as follows. In the first quarter of the year the respondents recorded that their businesses experienced an increase of return on assets ranging between 20%-50% and 50%-100% supported by a mean score of 4.275 and a standard deviation of 0.718. The respondents also stipulated that their businesses experienced an increase of return on assets ranging between 20%-50% and 50%-100% in the second quarter of the year justified by a mean score of 4.172 and a standard deviation of 0.705. Furthermore, they also recorded that their business experienced an increase of return on assets ranging between 20%-50% and 50%-100% in the third quarter of the year supported with a mean score of 4.113 and a standard deviation of 0.855.

Finally, the respondents also documented that their business experienced an increase of return on assets ranging between 20%-50% and 50%-100% in the fourth quarter of the year supported by a mean score of 4.029 and a standard deviation of 0.920. In summary, the increase of current assets of the women-owned MSMEs in Kisii County ranged between 20%-50% and 50%-100% in a year supported by an aggregate mean score of 4.080.

In general the performance of the women-owned MSMEs in term of profitability in regard to profit margin, current assets and return on assets had been generally increasing in the whole year based on all of its quarters. To establish if the strategic business support services were the factors responsible for this commendable financial performance of the women owned MSMEs, Multiple Linear Regression analysis was conducted.

## 4.7 Regression Diagnostic Tests

Prior to conducting regression analysis the study conducted the following diagnostic tests to confirm that the data set was reliable for regression analysis. This was done in line with the model assumptions. The assumptions for a linear regression analysis that must be met before conducting the analysis are; the association between X and Y should be linear (linearity). Moreover, the observations should be independent from each other (independence) and for any fixed figure of X then Y has to be normally distributed (normality). Figure 4.1 below presents a Normal P-P plot depicting the relationship between all the strategic business support services (X) and performance (Y). The black line in the graph depicted the best fit of the model. Virtually all the data set were closely matched with the line. Thus, illustrating a perfect linear relationship between the predictor variables (strategic business support services [X]) and the dependent variable (performance [Y]). Therefore, the linearity assumption was fulfilled as a necessary requirement for conducting a linear regression analysis.

**Figure 4.1: Normal P-P Plot of the Linear Relationship between Strategic Business Support Services (X) and Performance (Y)**



Normal P-P Plot of Regression Standardized Residual
Dependent Variable: PERFORM
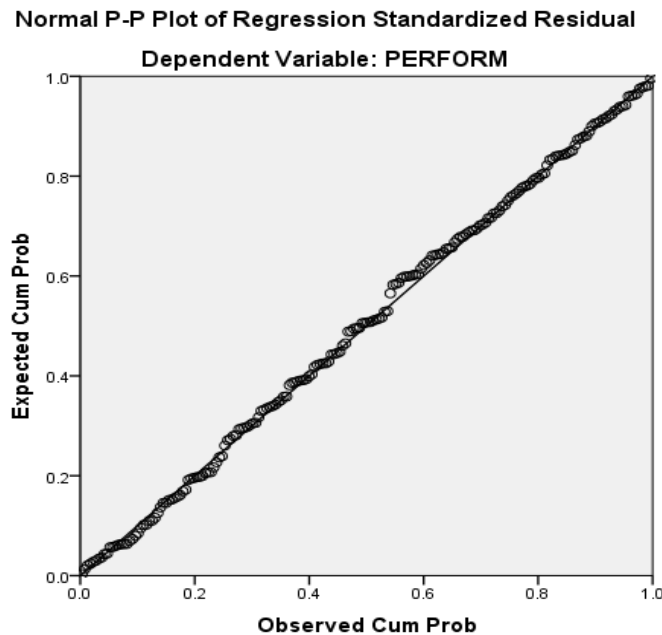
**Source: Researcher (2019)**

The Durbin-Watson Statistic was employed to establish if the error terms were not auto correlated between themselves in order to establish if the observations were independent from each other. A figure that is more than 2 signifies a negative correlation between the adjacent residuals while a figure that is lower than 2 means that the adjacent residuals are positively correlated (Field, 2013). Additionally, a value that is less than 1 or more than 3 raises a serious issue about observations being independent from each other while  the figures that are closer to 2 indicates no serious concerns about the observations being independent from each other (Field, 2013). The findings of the Durbin-Watson test presented in Table 4.12 below revealed that there were no serious issues of autocorrelation between the adjacent residuals. This is because the Durbin-Watson test posted a figure of 1.223 which was greater than 1 and fairly close to 2. Therefore, the observations were independent from each other. Consequently, the independence assumption was fulfilled as a necessary requirement for conducting a linear regression analysis.

**Table 4.12: Durbin-Watson test for Autocorrelation**

| Model Summary[b] |
| --- |
| Durbin-Watson |
| 1.223 |
| a. Predictors: (Constant), Internal Business Environment, Access to Credit, Networking Services, Training, Technology Transfer |
| b. Dependent Variable: Performance |

**Source: Researcher (2019)**

Moreover, Collinearity diagnostic tests that sought to reveal if Multicollinearity existed between the predictor variables (technology transfer, access to credit, training, networking services and internal business environment). This was to confirm that the predictor variables were independent from each other in order for the independence assumption to be upheld before conducting the regression analysis, Multicollinearity is undesirable because the predictor variables are supposed to be sovereign from other. According to Pallant (2007) in order to establish if there is no Multicollinearity then the tolerance values of all the predictor variables have to be more than 0.1. Additionally, their Variance Inflation Factor (VIF) values are supposed to be more than 1 but less than 10. The findings of the Collinearity diagnostic tests were presented in Table 4.13 in the next page. The findings revealed that the tolerance values of all the predictor variables were greater than 0.1 and their VIF values that were greater than 1 but less than 10. Thus, the independence assumption was fulfilled as a necessary requirement for conducting a linear regression analysis.

**Table 4.13: Multicollinearity Tests**

| Coefficients[a] | | |
| --- | --- | --- |
| Model | Collinearity Statistics | |
| | Tolerance | VIF |
| 1 | | |
| Technology Transfer | 0.590 | 1.695 |
| Access to Credit | 0.447 | 2.235 |
| Training | 0.504 | 1.985 |
| Networking Services | 0.670 | 1.492 |
| Internal Business Environment | 0.789 | 1.386 |
| a. Dependent Variable: Performance | | |

**Source: Researcher (2019)**

Normality tests were conducted on the data set of all the strategic business support services, the internal business environment and performance to establish the data set of the aforementioned variables were normally distributed. The findings were displayed in Table 4.14 below. The Shapiro-Wilk test results were employed for interpretation since the elements that this research investigation studied were less than 2000. The results of the test discovered that the data set of all the studied variables were normally distributed. Since the *p*-values of the Shapiro-Wilk Test for each variable was greater than 0.05. Therefore, the normality assumption was fulfilled as a necessary requirement for conducting a linear regression analysis.

**Table 4.14: Normality Tests**

| | Normality Tests | | | | | |
| | Kolmogorov-Smirnov[a] | | | Shapiro-Wilk | | |
| | Statistic | Df | Sig. | Statistic | Df | Sig. |
|---|---|---|---|---|---|---|
| Technology Transfer | 0.231 | 204 | 0.191 | 0.929 | 204 | 0.400 |
| Access to Credit | 0.154 | 204 | 0.189 | 0.861 | 204 | 0.267 |
| Training | 0.139 | 204 | 0.201 | 0.909 | 204 | 0.582 |
| Networking Services | 0.172 | 204 | 0.199 | 0.945 | 204 | 0.800 |
| Internal Business Environment | 0.314 | 204 | 0.102 | 0.800 | 204 | 0.399 |
| Performance | 0.254 | 204 | 0.162 | 0.804 | 204 | 0.343 |
| a. Lilliefors Significance Correction | | | | | | |

**Source: Researcher (2019)**

**4.8 Multiple Linear Regression Analysis Results**

Multiple Linear regression analysis was applied to establish the influence of strategic business support services (technology transfer, access to credit, training and networking services) on performance of women-owned MSMEs in Kisii County. The model was employed to establish if the variability in the financial performance of women-owned MSMEs in Kisii County was significantly explained by the strategic business support services. The findings of the regression analysis were presented in Table 4.15 below. The first next of Table 4.15 displayed the model summary results that sought to reveal if the variability on the performance was explained by all the strategic business support services. The second section of Table 4.15 portrayed the Analysis of Variance results that sought to establish if the regression model was significant. The third

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section of Table 4.15 presented the regression co-efficient results which revealed how each of the strategic business support services influenced performance.

**Table 4.15: Regression Analysis Results on the Impact of Business Development Services on the Performance of Women-Owned MSMEs in Kisii County, Kenya**

| Model Summary | | | | |
|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | 0.757[a] | 0.573 | 0.564 | 0.42507 |

a. Predictors: (Constant), Networking Services, Technology Transfer, Training, Access to Credit

| ANOVA[a] | | | | | |
|---|---|---|---|---|---|
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1    Regression | 48.238 | 4 | 12.059 | 66.742 | 0.000[b] |
| Residual | 35.957 | 199 | 0.181 | | |
| Total | 84.194 | 203 | | | |

a. Dependent Variable: Performance
b. Predictors: (Constant), Networking Services, Technology Transfer, Training, Access to Credit

| Coefficients[a] | | | | | | | |
|---|---|---|---|---|---|---|---|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Collinearity Statistics | |
| | B | Std. Error | Beta | | | Tolerance | VIF |
| 1    (Constant) | 0.170 | 0.264 | | 0.643 | 0.521 | | |
| Technology Transfer | 0.444 | 0.068 | 0.396 | 6.572 | 0.000 | 0.590 | 1.695 |
| Access to Credit | 0.187 | 0.071 | 0.182 | 2.625 | 0.009 | 0.447 | 2.235 |
| Training | 0.175 | 0.071 | 0.159 | 2.444 | 0.015 | 0.504 | 1.985 |
| Networking Services | 0.194 | 0.060 | 0.183 | 3.241 | 0.001 | 0.670 | 1.492 |

a. Dependent Variable: Performance

**Source: Field Data (2019)**

In the first section of Table 4.15 presented above, the R-Value of 0.757 actually denoted that 75.7% of the dataset was explained by the regression model hence portraying how it had a high predictive power. The R-Square figure was 0.573 which meant that 57.3% of the variability in the financial performance (denoted by increase of profit margin, current assets and return on assets) was explained by all the strategic business support services (technology transfer, access to credit, training and networking services). The Adjusted R-Square posted a value of 0.564 which meant that 56.4% of the variability in the performance of women-owned MSMEs was explained by only those strategic business support services that greatly influenced it. The Adjusted R-Square figure was very close to the value of the R-square. Consequently, this denoted the fact that all the strategic business support services substantially explained the variability on performance of women-owned MSMEs in Kisii County, Kenya. Besides that the standard error of the estimate posted a fairly low figure of 0.42507. This meant that the data was very close to the regression line thus the dataset possessed a high degree of goodness of fit.

The second section of Table 4.15 presented in the previous page displayed the results of the Analysis of Variance (ANOVA). The findings sought to establish if the variability in performance was significantly explained by strategic business support services. The rule of thumb applied was that the *p*-value had to be less than 0.05 but greater than 0. The ANOVA posted a *p*-value of 0.000[b] which was less than 0.05 and closer to 0 but not equal to 0. Consequently, this meant that strategic business support significantly explained the variability in performance of women-owned MSMEs in Kisii County.

The third section of Table 4.15 displayed how the regression co-efficients of each of the strategic business support service influenced performance of women-owned MSMEs in Kisii County and if it was statistically significant. Based on the findings presented in regression co-efficients section, the ensuing regression equation was devised and proposed;

$Y = 0.170 + 0.444X_1 + 0.187X_2 + 0.175 X_3 + 0.194 X_4$

Whereby;

   Y = Financial performance of women-owned MSMEs

   $X_1$ = Technology Transfer

   $X_2$ = Access to Credit

   $X_3$ = Training

   $X_4$ = Networking Services

The constant term of 0.170 denoted that if technology transfer, access to credit, training and networking services were absent then the level of financial performance of women-owned MSMEs would be at 17% which was a significantly low percentage. The results of the regression co-efficients with reference to $X_1$ (Technology Transfer), $X_2$ (Access to Credit), $X_3$ (Training) and $X_4$ (Networking Services) were clearly described in line with the specific objectives of this research study in the succeeding subsections.

### 4.8.1 Influence of Technology Transfer on the Performance of Women-Owned MSMEs in Kisii County, Kenya

The first specific of this study was to establish the influence of technology transfer on the performance of women-owned MSMEs in Kisii County, Kenya. In order to establish the objective, the study developed the following hypothesis;

*H₀1: Technology transfer has no significant influence on the performance of women owned MSMEs in Kisii County.*

In order to test the hypothesis the researcher used the *p*-value of the variable's regression co-efficient (Beta = β). The following benchmark rules were applied for hypothesis testing. A small *p*-value (a figure less than 0.05) denoted a strong proof against the null hypothesis, thus we reject the null hypothesis. This is because the findings would mean that there is less than 5% chance that technology transfer has no significant influence on the performance of women-owned MSMEs in Kisii County. In addition, a large *p*-value (a figure more than 0.05) would denote a weak proof against the null hypothesis. Thus, we will fail to reject the null hypothesis. This is because the findings would mean that there is more than 5% chance that technology transfer has no significant influence on the performance of women-owned MSMEs in Kisii County. The *p*-value depicting the relationship between technology transfer and performance in the Regression Co-efficient table was 0.000 which was less than 0.05. Therefore in this case we rejected the null hypothesis (*H₀1*) that technology transfer has no significant influence on the performance of women owned MSMEs in Kisii County. Thus, this meant that technology transfer has a statistically significant influence on the performance of women owned MSMEs in Kisii County at 95% confidence level.

Moreover, in regard to addressing the first specific objective of the study, the findings of the $X_1$ regression co-efficient revealed that a unit increase of technology transfer would significantly escalate the performance of women-owned MSMEs by 44.4% (β = 0.444; *p*-value = 0.000<0.05). The findings meant that the women entrepreneurs being open to learn, identifying new alternative opportunities, employing new marketing tactics and using new enhanced modes of communication with customers had a positive influence on the profitability level of women-owned MSMEs. The findings of this study concurred with Kamau (2016) who established that technology transfer had a positive influence on business growth of SMEs owned by youths. The findings also agreed with Kiende, Mukulu and Odhiambo (2019) who established that technology transfer had a positive influence on the performance of women-owned business enterprises in Kenya.

## 4.8.2 Influence of Access to Credit on the Performance of Women-Owned MSMEs in Kisii County, Kenya

The second specific objective of this study was to establish the influence of access to credit on the performance of women-owned MSMEs in Kisii County, Kenya. In order to establish the objective, the study developed the following hypothesis;

*$H_0$2: Access to credit has no significant influence on the performance of women owned MSMEs in Kisii County.*

In order to test the hypothesis the researcher used the *p*-value of the variable's regression co-efficient (Beta = β). The following benchmark rules were applied for hypothesis testing. A small *p*-value (a figure less than 0.05) denoted a strong proof against the null hypothesis, thus we reject the null hypothesis. This is because the findings would mean that there is less than 5% chance that access to credit has no significant influence on the performance of women-owned MSMEs in Kisii County. In addition, a large *p*-value (a figure more than 0.05) would denote a weak proof against the null hypothesis. Thus, we will fail to reject the null hypothesis. This is because the findings would mean that there is more than 5% chance that access to credit has no significant influence on the performance of women-owned MSMEs in Kisii County. The *p*-value depicting the relationship between access to credit and performance in the Regression Co-efficient table was 0.009 which was less than 0.05. Therefore in this case we rejected the null hypothesis (*$H_0$2*) that access to credit has no significant influence on the performance of women owned MSMEs in Kisii County. Thus, this meant that access to credit has a statistically significant influence on the performance of women owned MSMEs in Kisii County at 95% confidence level.

Furthermore, in regard to addressing the second specific objective of the study, the findings of the $X_2$ regression co-efficient revealed that a unit rise of access to credit would significantly increase the performance of women-owned MSMEs by 18.7% (β = 0.187; *p*-value = 0.009<0.05). This means that easier accessibility of credit funds with low interest rates enables women entrepreneurs to procure sufficient assets and hire resourceful employees that would help their business enterprises to achieve high rates of profitability. The findings concurred with Seck et al. (2015) who established that access to credit had a positive influence on business performance. It also agreed with Gichuki (2014) who established that an increase of accessibility of credit leads to an increase of capital and net profits of small businesses in Nakuru Town.

**4.8.3 Influence of Training on the Performance of Women-Owned MSMEs in Kisii County, Kenya**

The third specific objective of this study was to establish the influence of training on the performance of women-owned MSMEs in Kisii County, Kenya. In order to establish the objective, the study developed the following hypothesis;

*$H_03$: Training has no significant influence on the performance of women owned MSMEs in Kisii County.*

In order to test the hypothesis the researcher used the *p*-value of the variable's regression co-efficient (Beta = β). The following benchmark rules were applied for hypothesis testing. A small *p*-value (a figure less than 0.05) denoted a strong proof against the null hypothesis, thus we reject the null hypothesis. This is because the findings would mean that there is less than 5% chance that training has no significant influence on the performance of women-owned MSMEs in Kisii County. In addition, a large *p*-value (a figure more than 0.05) would denote a weak proof against the null hypothesis. Thus, we will fail to reject the null hypothesis. This is because the findings would mean that there is more than 5% chance that training has no significant influence on the performance of women-owned MSMEs in Kisii County. The *p*-value depicting the relationship between training and performance in the Regression Co-efficient table was 0.015 which was less than 0.05. Therefore in this case we rejected the null hypothesis (*$H_03$*) that training has no significant influence on the performance of women owned MSMEs in Kisii County. Thus, this meant that training has a statistically significant influence on the performance of women owned MSMEs in Kisii County at 95% confidence level.

Additionally, in regard to addressing the third specific objective of the study, the findings of the $X_3$ regression co-efficient revealed that a unit rise of training would significantly increase the performance of women-owned MSMEs by 17.5% (β = 0.175; *p*-value = 0.015<0.05). Thus the study rejected the null hypothesis (*$H_03$*) that there is no significant relationship between training and the performance of women owned MSMEs in Kisii County. This meant that highly financed intensive entrepreneurial training enhances the creativity and financial management skills of women entrepreneurs which positively influences the profitability of women-owned MSMEs in Kisii County. The findings of the study concurred with McKenzie and Puerto (2015) who established that entrepreneurial training has a positive influence on turnover and net profit. The

findings also concurred with Makena and Moronge (2016) who established that entrepreneurial training has a significant influence on the performance of women micro and small enterprises.

**4.8.4 Influence of Networking Services on the Performance of Women-Owned MSMEs in Kisii County, Kenya**

The fourth specific objective of this study was to establish the influence of networking services on the performance of women-owned MSMEs in Kisii County, Kenya. In order to establish the objective, the study developed the following hypothesis;

*$H_0$4: Networking services has no significant influence on the performance of women owned MSMEs in Kisii County.*

In order to test the hypothesis the researcher used the *p*-value of the variable's regression co-efficient (Beta = $\beta$). The following benchmark rules were applied for hypothesis testing. A small *p*-value (a figure less than 0.05) denoted a strong proof against the null hypothesis, thus we reject the null hypothesis. This is because the findings would mean that there is less than 5% chance that networking services has no significant influence on the performance of women-owned MSMEs in Kisii County. In addition, a large *p*-value (a figure more than 0.05) would denote a weak proof against the null hypothesis. Thus, we will fail to reject the null hypothesis. This is because the findings would mean that there is more than 5% chance that networking services has no significant influence on the performance of women-owned MSMEs in Kisii County. The *p*-value depicting the relationship between networking services and performance in the Regression Co-efficient table was 0.001 which was less than 0.05. Therefore in this case we rejected the null hypothesis (*$H_0$4*) that networking services has no significant influence on the performance of women owned MSMEs in Kisii County. Thus, this meant that networking services has a statistically significant influence on the performance of women owned MSMEs in Kisii County at 95% confidence level.

Moreover, in regard to addressing the third specific objective of the study, the findings of the $X_4$ regression co-efficient revealed that a unit rise of networking services would significantly increase the performance of women-owned MSMEs by 19.4% ($\beta$ = 0.194; *p*-value = 0.001<0.05). This meant that social support for financial funding, business and social media network for seeking new opportunities and expanding the current market base plays an important role in profitability growth of women-owned MSMEs. The findings of the study agreed with

Watson (2011) who revealed that formal networks had a positive association with business growth.

## 4.8.5 Effect of Internal Business Environment on the Relationship between Strategic Business Support Services and Performance of Women-Owned MSMEs in Kisii County

Regression analysis was also employed to establish if internal business environment moderated the relationship between strategic business support services and performance of women-owned MSMEs in Kisii County. This was done by isolating and assessing each of the strategic business support service independently. In regard to Technology transfer the findings were presented in Table 4.16 in page 70. In the first section of Table 4.16 that displayed the results of the model summary. The regression analysis findings revealed that the variability on the performance of women-owned MSMEs would shoot up from 48.8% (R-Square = 0.488) to 71.9% (R-Square = 0.719) when internal business environment is added as a moderator variable. Thus the internal business environment accounted for the 23% supplementary change on the variance explained by technology transfer.

Furthermore, the additional variability explained by internal business environment was statistically significant ($p$-value $=0.000^c <0.05$). This was in accordance to the ANOVA findings recorded in the second section of Table 4.13 in Model 2. In regard to the third section of Table 4.13 that presented the Regression Co-efficients' results, when internal business environment was interacted with technology transfer. Then it meant that a unit rise of technology transfer would subsequently and significantly escalate the performance of women-owned MSMEs by 152.4% ($\beta$ = 1.524, t = 12.793, $p$-value = 0.000<0.05) only if internal business environment increases by a single unit. On the other hand, when technology transfer was assessed independently without considering internal business environment then its rise would negatively influence performance of women-owned MSMEs by 137.2% in a significant fashion ($\beta$ = -1.372, t = -8.482, $p$-value = 0.000<0.05). Besides that, internal business environment would have a positive insignificant influence on the performance of women-owned MSMEs when assessed independently ($\beta$ = 0.017, t = 0.269, $p$-value = 0.788>0.05).

Consequently, based on the findings of the study, the performance of women-owned MSMEs can be significantly boosted only when technology transfer is interacted with the internal business environment. Hence internal business environment positively moderates the relationship between technology transfer and the performance of women-owned MSMEs. This meant that

technology transfer can only positively influence performance of women-owned MSMEs when there is top management support to stimulate entrepreneurial behavior among employees, work discretion, effective rewards system and time availability to pursue innovations.

Consequently, the internal business environment characterized by an entrepreneur's decision to increase debt, permit her employees to be innovative and locate some time to pursue innovations. Would lead her to embrace new enhanced modes of communication, learn new enhanced modes of communication, learn new marketing tactics and embrace new modes of payment which would consequently boost the profitability and growth of her business.

**Table 4.16: Regression Analysis Results on the Effect of Internal Business Environment on the Relationship between Technology Transfer and Performance of Women-Owned MSMEs in Kisii County**

| | | | | | Model Summary[c] | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | 0.699[a] | 0.488 | 0.483 | 0.46290 | 0.488 | 95.963 | 2 | 201 | 0.000 |
| 2 | 0.848[b] | 0.719 | 0.714 | 0.34414 | 0.230 | 163.663 | 1 | 200 | 0.000 |

a. Predictors: (Constant), Internal Business Environment, Technology Transfer
b. Predictors: (Constant), Internal Business Environment, Technology Transfer, Interaction term between Internal Business Environment and Technology Transfer
c. Dependent Variable: Performance

| | | | ANOVAa | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 41.125 | 2 | 20.562 | 95.963 | 0.000[b] |
| | Residual | 43.069 | 201 | 0.214 | | |
| | Total | 84.194 | 203 | | | |
| 2 | Regression | 60.508 | 3 | 20.169 | 170.303 | 0.000[c] |
| | Residual | 23.686 | 200 | 0.118 | | |
| | Total | 84.194 | 203 | | | |

a. Dependent Variable: Performance

b. Predictors: (Constant), Internal Business Environment, Technology Transfer

c. Predictors: (Constant), Internal Business Environment, Technology Transfer, Interaction term between Internal Business Environment and Technology Transfer

| | | Coefficientsa | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 1.096 | 0.243 | | 4.517 | 0.000 | 0.618 | 1.575 |
| | Technology Transfer | 0.509 | 0.091 | 0.455 | 5.626 | 0.000 | 0.331 | 0.688 |
| | Internal Business Environment | 0.280 | 0.080 | 0.283 | 3.503 | 0.001 | 0.122 | 0.437 |
| 2 | (Constant) | 3.757 | 0.275 | | 13.644 | 0.000 | 3.214 | 4.299 |
| | Technology Transfer | -1.372 | 0.162 | -1.225 | -8.482 | 0.000 | -1.691 | -1.053 |
| | Internal Business Environment | 0.017 | 0.063 | 0.017 | 0.269 | 0.788 | -0.107 | 0.141 |
| | Interaction term between Internal Business Environment and Technology Transfer | 1.524 | 0.119 | 1.955 | 12.793 | 0.000 | 1.289 | 1.759 |

a. Dependent Variable: Performance

**Source: Field Data (2019)**

The research investigation developed and proposed the regression equation presented below. The equation was based on the regression co-efficients' results to illustrate the moderating effect of internal business environment on the relationship between technology transfer and performance of women-owned MSMEs;

$$Y = 3.757 - 1.372X_1 + 0.017X_2 + 1.524X_1Z$$

Whereby; $Y$ = Financial Performance of women-owned MSMEs; $X_1$ = Technology Transfer; $X_2$ = Internal Business Environment; $X_1Z$ = Interaction term between Internal Business Environment and Technology Transfer.

To establish if internal business environment moderated the relationship between access to credit and performance of women-owned MSMEs, Multiple Linear regression analysis was employed and the results were presented in Table 4.17 in the next page. In the first section of Table 4.17 that displayed the results of the model summary. The regression analysis results depicted that the variability on the performance of women-owned MSMEs would rise from 50.6% (R-Square = 0.506) to 67.4% (R-Square = 0.674) when internal business environment is added as a moderator variable. Thus the internal business environment accounted for the 16.8% supplementary change on the variance explained by access to credit.

Additionally, the extra variability explained by internal business environment was statistically significant ($p$-value $=0.000^c$ $<0.05$). This was in accordance to the ANOVA findings recorded in the second section of Table 4.17 in Model 2. With reference to the third section of Table 4.17 that presented the Regression Co-efficients' results, when internal business environment was interacted with access to credit. Then it meant that a unit increase of access to credit would subsequently and significantly boost the performance of women-owned MSMEs by 129% ($\beta$ = 1.290, t = 10.152, $p$-value = 0.000<0.05) only if internal business environment increases by a single unit. Conversely, when access to credit was assessed autonomously without considering internal business environment then its rise would negatively influence performance of women-owned MSMEs by 109% in a significant fashion ($\beta$ = -1.090, t = -7.068, $p$-value = 0.000<0.05). Besides that, internal business environment would have a positive and significant influence on the performance of women-owned MSMEs when assessed independently ($\beta$ = 0.121, t = 2.129, $p$-value = 0.034<0.05).

**Table 4.17: Regression Analysis Results on the Effect of Internal Business Environment on the Relationship between Access to Credit and Performance of Women-Owned MSMEs in Kisii County**

| | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Model Summary[c]** | | | | | | | | | | | |
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change | | |
| 1 | 0.711[a] | 0.506 | 0.501 | 0.45494 | 0.506 | 102.894 | 2 | 201 | .000 | | |
| 2 | 0.821[b] | 0.674 | 0.669 | 0.37049 | 0.168 | 103.072 | 1 | 200 | .000 | | |

a. Predictors: (Constant), Internal Business Environment, Access to Credit
b. Predictors: (Constant), Internal Business Environment, Access to Credit, Interaction term between Internal Business Environment and Access to Credit
c. Dependent Variable: Performance

| | | | | | |
|---|---|---|---|---|---|
| **ANOVA[a]** | | | | | |
| Model | Sum of Squares | df | Mean Square | F | Sig. |
| 1 Regression | 42.593 | 2 | 21.296 | 102.894 | .000[b] |
| Residual | 41.602 | 201 | 0.207 | | |
| Total | 84.194 | 203 | | | |
| 2 Regression | 56.741 | 3 | 18.914 | 137.788 | .000[c] |
| Residual | 27.453 | 200 | 0.137 | | |
| Total | 84.194 | 203 | | | |

a. Dependent Variable: Performance
b. Predictors: (Constant), Internal Business Environment, Access to Credit
c. Predictors: (Constant), Internal Business Environment, Access to Credit, Interaction term between Internal Business Environment and Access to Credit

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Coefficients[a]** | | | | | | | |
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
| | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 (Constant) | 1.070 | 0.234 | | 4.564 | 0.000 | 0.608 | 1.532 |
| Access to Credit | 0.390 | 0.062 | 0.380 | 6.313 | 0.000 | 0.268 | 0.512 |
| Internal Business Environment | 0.419 | 0.059 | 0.424 | 7.043 | 0.000 | 0.301 | 0.536 |
| 2 (Constant) | 3.127 | 0.278 | | 11.232 | 0.000 | 2.578 | 3.675 |
| Access to Credit | -1.090 | 0.154 | -1.061 | -7.068 | 0.000 | -1.394 | -0.786 |
| Internal Business Environment | 0.121 | 0.057 | 0.122 | 2.129 | 0.034 | 0.009 | 0.232 |
| Interaction term between Internal Business Environment and Access to Credit | 1.290 | 0.127 | 1.682 | 10.152 | 0.000 | 1.040 | 1.541 |

a. Dependent Variable: Performance

**Source: Field Data (2019)**

Consequently, based on the findings of the study, the performance of women-owned MSMEs can be significantly boosted only when access to credit is interacted with the internal business environment. Hence internal business environment positively moderates the relationship between

access to credit and the performance of women-owned MSMEs. Thus a woman entrepreneur's decision to increase her debt capital in order to purchase more stock to increase sales would lead her to access more credit funds which would in the long run enhance the financial performance of her business enterprise. The research investigation developed and proposed the regression equation presented below. The equation was based on the regression co-efficients' results to illustrate the moderating effect of internal business environment on the relationship between access to credit and performance of women-owned MSMEs;

$$Y = 3.127 - 1.090X_1 + 0.121X_2 + 1.290X_1Z$$

Whereby; Y = Financial Performance of women-owned MSMEs; $X_1$ = Access to Credit; $X_2$ = Internal Business Environment; $X_1Z$ = Interaction term between Internal Business Environment and Access to Credit.

To establish if internal business environment moderated the relationship between training and performance of women-owned MSMEs, Multiple Linear regression analysis was employed and the results were presented in Table 4.18 in page 75. In the first section of Table 4.18 that displayed the results of the model summary. The regression analysis results depicted that the variability on the performance of women-owned MSMEs would rise from 49.1% (R-Square = 0.491) to 68.7% (R-Square = 0.687) when internal business environment is added as a moderator variable. Thus the internal business environment accounted for the 19.6% supplementary change on the variance accounted by training.

In addition, the extra variability explained by internal business environment was statistically significant ($p$-value =0.000[c] <0.05). This was in accordance to the ANOVA findings recorded in the second section of Table 4.18 in Model 2. With respect to the third section of Table 4.18 that presented the Regression Co-efficients' results, when internal business environment was interacted with training. Then it meant that a unit increase of training would subsequently and significantly boost the performance of women-owned MSMEs by 125.5% ($\beta$ = 1.255, t = 11.180, $p$-value = 0.000<0.05) only if internal business environment increases by a single unit.

Contrariwise, when training was assessed autonomously without considering internal business environment then its rise would negatively influence performance of women-owned MSMEs by 109% in a significant fashion ($\beta$ = -1.109, t = -7.812, $p$-value = 0.000<0.05). Besides that, internal business environment would have a positive and insignificant influence on the

performance of women-owned MSMEs when assessed independently ($\beta$ = 0.088, t = 1.551, *p*-value = 0.123>0.05).

Therefore, based on the findings of the study, the performance of women-owned MSMEs can be significantly boosted only when training is interacted with the internal business environment. Thus internal business environment positively moderates the relationship between training and the performance of women-owned MSMEs. Consequently as the internal business environment factors increases, access to credit will also rise and this would consequently boost the profitability of the women-owned MSMEs in Kisii County.

Internal business environment would make the women entrepreneur to choose debt to finance her firm because it is less risky than equity and which can easily access this debt from the government or banks if it is characterized by low interests. Thus the debt finance can be used to procure more stock which would consequently boost the financial performance of the business.

**Table 4.18: Regression Analysis Results on the Effect of Internal Business Environment on the Relationship between Training and Performance of Women-Owned MSMEs in Kisii County**

| | | | | | Change Statistics | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | R-Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | 0.701[a] | 0.491 | 0.486 | 0.46182 | 0.491 | 96.878 | 2 | 201 | 0.000 |
| 2 | 0.829[b] | 0.687 | 0.682 | 0.36319 | 0.196 | 124.999 | 1 | 200 | 0.000 |

*Model Summary[c]*

a. Predictors: (Constant), Internal Business Environment, Training
b. Predictors: (Constant), Internal Business Environment, Training, Interaction term between Internal Business Environment and Training
c. Dependent Variable: Performance

**ANOVA[a]**

| Model | | Sum of Squares | df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 41.325 | 2 | 20.662 | 96.878 | 0.000[b] |
| | Residual | 42.870 | 201 | 0.213 | | |
| | Total | 84.194 | 203 | | | |
| 2 | Regression | 57.813 | 3 | 19.271 | 146.095 | 0.000[c] |
| | Residual | 26.381 | 200 | 0.132 | | |
| | Total | 84.194 | 203 | | | |

a. Dependent Variable: Performance
b. Predictors: (Constant), Internal Business Environment, Training
c. Predictors: (Constant), Internal Business Environment, Training, Interaction term between Internal Business Environment and Training

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
|---|---|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 0.989 | 0.252 | | 3.930 | 0.000 | 0.493 | 1.485 |
| | Training | 0.372 | 0.065 | 0.339 | 5.721 | 0.000 | 0.244 | 0.500 |
| | Internal Business Environment | 0.454 | 0.059 | 0.459 | 7.738 | 0.000 | 0.338 | 0.569 |
| 2 | (Constant) | 3.493 | 0.299 | | 11.687 | 0.000 | 2.904 | 4.083 |
| | Training | -1.109 | 0.142 | -1.013 | -7.812 | 0.000 | -1.389 | -0.829 |
| | Internal Business Environment | 0.088 | 0.057 | 0.089 | 1.551 | 0.123 | -0.024 | 0.199 |
| | Interaction term between Internal Business Environment and Training | 1.255 | 0.112 | 1.640 | 11.180 | 0.000 | 1.034 | 1.476 |

a. Dependent Variable: Performance

**Source: Field Data (2019)**

The research investigation developed and proposed the regression equation presented below. The equation was based on the regression co-efficients' results to illustrate the moderating effect of internal business environment on the relationship between training and performance of women-owned MSMEs;

$$Y = 3.493 - 1.109X_1 + 0.088X_2 + 1.255X_1Z$$

Whereby; Y = Financial Performance of women-owned MSMEs; $X_1$ = Training; $X_2$ = Internal Business Environment; $X_1Z$ = Interaction term between Internal Business Environment and Training.

To establish if internal business environment moderated the relationship between networking services and performance of women-owned MSMEs, Multiple Linear regression analysis was employed and the results were presented in Table 4.19 in the next page. In the first section of Table 4.19 that displayed the results of the model summary. The regression analysis results depicted that the variability on the performance of women-owned MSMEs would rise from 47.2% (R-Square = 0.472) to 69.6% (R-Square = 0.696) when internal business environment is added as a moderator variable. Thus the internal business environment accounted for the 22.4% supplementary change on the variance accounted by networking services.

Moreover, the extra variability explained by internal business environment was statistically significant ($p$-value =0.000[c] <0.05). This was in accordance to the ANOVA findings recorded in the second section of Table 4.19 in Model 2. In regard to the third section of Table 4.19 that presented the Regression Co-efficients' results, when internal business environment was interacted with networking services. Then it meant that a unit increase of networking services would subsequently and significantly boost the performance of women-owned MSMEs by 131.4% ($\beta$ = 1.314, t = 12.147, $p$-value = 0.000<0.05) only if internal business environment increases by a single unit. Contrariwise, when networking services was assessed independently without considering internal business environment then its rise would negatively influence performance of women-owned MSMEs by 124.6% in a significant fashion ($\beta$ = -1.246, t = -9.112, $p$-value = 0.000<0.05). Besides that, internal business environment would have a positive and insignificant influence on the performance of women-owned MSMEs when assessed independently ($\beta$ = 0.088, t = 1.591, $p$-value = 0.113>0.05).

This actually meant that the internal business environment cannot influence the performance of women-owned MSMEs when there is lack of networking services. Therefore, this meant that the performance of women-owned MSMEs can be significantly boosted only when networking services is interacted with the internal business environment. Thus internal business environment positively moderates the relationship between networking services and the performance of women-owned MSMEs.

**Table 4.19: Regression Analysis Results on the Effect of Internal Business Environment on the Relationship between Networking Services and Performance of Women-Owned MSMEs in Kisii County**

| | | | | | Model Summary[c] | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | 0.687[a] | 0.472 | 0.467 | 0.47013 | 0.472 | 89.969 | 2 | 201 | 0.000 |
| 2 | 0.834[b] | 0.696 | 0.692 | 0.35752 | 0.224 | 147.551 | 1 | 200 | 0.000 |

a. Predictors: (Constant), Internal Business Environment, Networking Services
b. Predictors: (Constant), Internal Business Environment, Networking Services, Interaction term between Internal Business Environment and Networking Services
c. Dependent Variable: Performance

| | ANOVA[a] | | | | | |
|---|---|---|---|---|---|---|
| Model | | Sum of Squares | df | Mean Square | F | Sig. |
| 1 | Regression | 39.770 | 2 | 19.885 | 89.969 | 0.000[b] |
| | Residual | 44.425 | 201 | 0.221 | | |
| | Total | 84.194 | 203 | | | |
| 2 | Regression | 58.630 | 3 | 19.543 | 152.895 | 0.000[c] |
| | Residual | 25.564 | 200 | 0.128 | | |
| | Total | 84.194 | 203 | | | |

a. Dependent Variable: Performance
b. Predictors: (Constant), Internal Business Environment, Networking Services
c. Predictors: (Constant), Internal Business Environment, Networking Services, Interaction term between Internal Business Environment and Networking Services

| | Coefficients[a] | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
| | | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 | (Constant) | 1.102 | 0.255 | | 4.329 | 0.000 | 0.600 | 1.604 |
| | Networking Services | 0.311 | 0.063 | 0.294 | 4.955 | 0.000 | 0.187 | 0.434 |
| | Internal Business Environment | 0.484 | 0.059 | 0.490 | 8.251 | 0.000 | 0.368 | 0.600 |
| 2 | (Constant) | 3.822 | 0.296 | | 12.911 | 0.000 | 3.238 | 4.406 |
| | Networking Services | -1.246 | 0.137 | -1.180 | -9.112 | 0.000 | -1.516 | -0.976 |
| | Internal Business Environment | 0.088 | 0.055 | 0.089 | 1.591 | 0.113 | -0.021 | 0.197 |
| | Interaction term between Internal Business Environment and Networking Services | 1.314 | 0.108 | 1.776 | 12.147 | 0.000 | 1.101 | 1.527 |

a. Dependent Variable: Performance

**Source: Field Data (2019)**

The research investigation developed and proposed the regression equation presented below. The equation was based on the regression co-efficients' results to illustrate the moderating effect of internal business environment on the relationship between networking services and performance of women-owned MSMEs;

$$Y = 3.822 - 1.246X_1 + 0.088X_2 + 1.314X_1Z$$

Whereby; Y = Financial Performance of women-owned MSMEs; $X_1$ = Networking Services; $X_2$ = Internal Business Environment; $X_1Z$ = Interaction term between Internal Business Environment and Networking Services.

In a broad-spectrum, the study conducted a hierarchical Multiple Regression Analysis to establish the effect of internal business environment on the relationship between all the strategic business support services and the performance of women Owned MSMEs in Kisii County. Thus, the fifth null hypothesis below was developed to address the objective;

$H_05$: Internal business environment has no significant moderating effect on the relationship between strategic business support services and the performance of women Owned MSMEs in Kisii County.

Based on the results of the regression analysis we rejected the null hypothesis and conclude that internal business environment has a positive significant moderating effect on the relationship between strategic business support services and the performance of women-owned firms. This is because the interaction between internal business environment and all the strategic business support services (technology transfer, access to credit, training and networking services) posted *p*-values of less than 0.05. Besides that, internal business environment had a positive significant moderating effect on the relationships between technology transfer, access to credit, training and networking services on the financial performance of women-owned enterprises in Kisii County, Kenya. This meant that an increase of internal business environment was linked to the subsequent escalation of strategic business support services that consequently boosted the financial performance of the women-owned MSMEs in Kisii County.

The research outcomes of this study was consistent with the findings of Ayodele, Innocent and Garba (2019) who revealed that internal business environment is a vital contributor of positive business performance. Hence internal business environment significantly and positively moderated the relationship all the strategic business support services and the performance of women-owned MSMEs in Kisii County. Consequently, we reject the fifth null hypothesis ($H_05$) that internal business environment has no moderating effect on the relationship between strategic business support services and performance of women owned MSMEs in Kisii County.

# CHAPTER FIVE

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Introduction

This chapter sums up the discussion of the research findings in line with addressing each specific objective of the study. It also presented the conclusions drawn from the discussion of the research findings. Finally, it presented the recommendations to the relevant beneficiaries of this study, limitations of the study and suggestions for future research.

### 5.2 Summary of Research Findings

The major purpose of this research investigation was to establish the influence of strategic business support services on the performance of women-owned MSMEs in Kisii County, Kenya. The main objective was addressed by five specific objectives as aligned in the subsequent subsections. The study applied descriptive and regression analysis to analyze the primary data collected through questionnaires in order to address the specific objectives of the study. The findings were summarized and discussed in the subsequent subsections.

### 5.2.1 Influence of Technology Transfer on the Performance of Women-Owned MSMEs in Kisii County, Kenya

The descriptive analysis results revealed that high level of creativity, research and new marketing tactics like social media advertisement boosts the financial growth of women-owned enterprises. It also revealed through production of new products, unique service delivery and access to greater markets has enabled women entrepreneurs in Kisii County to realize high returns and growth. The regression analysis results confirmed that technology transfer significantly explained the positive change in the performance of women-owned MSMEs in Kisii County. The findings meant that the women entrepreneurs being open to learn, identifying new alternative opportunities, employing new marketing tactics and using new enhanced modes of communication had a positive influence on the profitability of women-owned MSMEs.

The results of this research investigation agreed with Kiende, Mukulu and Odhiambo (2019) who revealed that technology transfer positively influences the performance of women-owned organizations in Kenya. The research findings also agreed with Kamau (2016) who revealed that technology transfer has a positive influence on the business growth of SMEs owned by youths. Balkiene and Jagminas (2010) contended that innovation is a vital instrument for exploiting change as an opportunity to convert the available resources in a profitable way.

**5.2.2 Influence of Access to Credit on the Performance of Women-Owned MSMEs in Kisii County, Kenya**

The descriptive analysis results revealed that women entrepreneurs in Kisii County are more probable to acquire more benefits from loans characterized by low interest rates and flexible repayment period. It also revealed that easier accessibility of huge credit funds would consequently enhance the performance of women-owned enterprises. In addition, the regression analysis results confirmed that access to credit significantly explained the positive change in the performance of women-owned MSMEs in Kisii County. This meant that easier accessibility of credit funds with low interest rates enables women entrepreneurs to procure enough assets/stock and hire resourceful employees that would assist their business enterprises to realize high rates of profitability.

The findings agreed with Makena and Moronge (2016) that financial accessibility is a very essential instrument that boosts performance of women-owned micro and small businesses in terms of profitability and customer size. It also agreed with the research outcomes of Seck et al. (2015) which established that access to credit had a positive influence on business performance. The findings concurred with the theoretical proposition of Pecking Order theory that in the event when internal financing is not sufficient then a business enterprise should borrow more funds from a financial institution in order to sustain and grow the business.

**5.2.3 Influence of Training on the Performance of Women-Owned MSMEs in Kisii County, Kenya**

The descriptive analysis results revealed that entrepreneurial training has enhanced the creativity and critical thinking of women entrepreneurs in Kisii County that consequently improved their business growth. The findings also disclosed that entrepreneurial education has furnished the women entrepreneurs in Kisii County with the necessary skills and knowledge of financial management that has assisted them to effectively and efficiently manage their business finances. The findings also divulged that sufficiently funded and intensive training programmes positively influence the business turnover of women entrepreneurs. Moreover, the regression analysis results revealed that training significantly accounted for the positive change in the performance of women-owned MSMEs in Kisii County.

The research findings meant that highly financed intensive entrepreneurial training enhances the creativity and financial management skills of women entrepreneurs that boosts the profitability

of the women-owned MSMEs in Kisii County. The findings agreed with Muiru and Moronge (2013) who established that entrepreneurial education boosts the growth of business enterprises in Murang'a County, Kenya. It also agreed with the research outcomes of McKenzie and Puerto (2015) which divulged that entrepreneurial training increases the business turnover and net profit of business organizations. Besides that, the findings of this study agreed with the theoretical assumption of the Human Capital theory that good and proper entrepreneurial education refines the skills and experience of entrepreneurs this boosting the financial performance and growth of their business enterprises. An absence of entrepreneurship education consequently leads to poor performance of business enterprises (Njoroge & Jagongo, 2016) hence it is essential for the financial sustainability and the going concern of business set-ups.

## 5.2.4 Influence of Networking Services on the Performance of Women-Owned MSMEs in Kisii County, Kenya

The descriptive analysis results revealed that networking has assisted them to easily access business resources and reduce transaction expenses for their business enterprises. The findings concurred with Hanson and Blake (2009) who contended that networking can assist small medium owners to access business resources to access business resources and decrease transaction costs. Moreover, it also established that the women entrepreneurs' friends, colleagues and family offered them with social and financial support to start and grow their businesses. It also concurred with Makena and Moronge (2016) who revealed that entrepreneurs engage with their family, friends and colleagues to look for social support on starting a business. Besides that, the findings also established that business network is an essential instrument for the growth of women-owned enterprises in Kisii County.

The regression analysis results disclosed that networking services significantly explained the positive increase in the financial performance of women-owned enterprises. This meant that social support for financial funding, business and social media network for seeking new opportunities and expanding the current market base plays a vital role in the profitability growth of women-owned MSMEs. The research results concurred with Watson (2011) who established that formal networks had a positive relationship with business growth. In addition, the findings of this study agreed with the theoretical proposition of the Constructivist Organizational theory as a basis for networking that good networking services increases effectiveness and thus enhancing the performance and growth of business enterprises. Additionally, the findings of this

study also concurred with the research outcomes of Vasilaky and Leonard (2015) who revealed that Ugandan female cotton farmers who chose their colleagues in establishing objectives and sharing information realized greater crop yields.

### 5.2.5 Effect of Internal Business Environment on the Relationship between Strategic Business Support Services and Performance of Women-Owned MSMEs in Kisii County

The regression analysis results revealed that all the strategic business support services comprising of technology transfer, access to credit, training and networking services can only positively and significantly boost the performance of women-owned enterprises only if there is an increase of internal business environment. Thus internal business environment significantly and positively moderates the relationship of all the strategic business support services and the performance of women-owned enterprises. This meant that an increase of internal business environment was linked to the subsequent escalation of strategic business supports services that consequently boosted the financial performance of the women-owned MSMEs in Kisii County. The research outcomes of this study was consistent with the findings of Ayodele, Innocent and Garba (2019) who revealed that internal business environment is a vital contributor of positive business performance. Hence internal business environment significantly and positively moderated the relationship all the strategic business support services (technology transfer, access to credit and training) and the performance of women-owned MSMEs in Kisii County.

### 5.3 Conclusions
The following conclusions were drawn in line with each specific objective of the study;

### 5.3.1 Influence of Technology Transfer on the Performance of Women-Owned MSMEs in Kisii County, Kenya

In regard to the first specific objective of the study that sought to establish the influence of technology transfer on the performance of women-owned MSMEs in Kisii County, Kenya. The findings of the study revealed that technology transfer positively and significantly influence the performance of women-owned MSMEs in Kisii County, Kenya.

### 5.3.2 Influence of Access to Credit on the Performance of Women-Owned MSMEs in Kisii County, Kenya

with reference to the second specific objective of the study that sought to establish the influence of access to credit on the performance of women-owned MSMEs in Kisii County, Kenya. The

findings of the study also revealed that access to credit had a positive significant influence on the performance of women-owned MSMEs in Kisii County, Kenya.

### 5.3.3 Influence of Training on the Performance of Women-Owned MSMEs in Kisii County, Kenya

With respect to the third specific objective of the study that sought to establish the influence of training on the performance of women-owned MSMEs in Kisii County, Kenya. The findings of the study disclosed that training had a positive significant influence on the performance of women-owned MSMEs in Kisii County, Kenya.

### 5.3.4 Influence of Networking Services on the Performance of Women-Owned MSMEs in Kisii County, Kenya

In regard to the fourth specific objective of the study that sought to establish the influence of networking services on the performance of women-owned MSMEs in Kisii County, Kenya. The findings of the study divulged that networking services had a positive significant influence on the performance of women-owned MSMEs in Kisii County, Kenya.

### 5.3.5 The Effect of Internal Business Environment on the Relationship between Strategic Business Support Services on the Performance of Women-Owned MSMEs in Kisii County, Kenya

In regard to the fifth specific objective of the study that sought to establish the effect of internal business environment on the relationship between strategic business support services and the performance of women-owned MSMEs in Kisii County, Kenya. The findings of the study revealed that the internal business environment had a positive significant effect on the relationship between strategic business support services and performance of women-owned MSMEs in Kisii County, Kenya.

### 5.4 Recommendations

The following recommendations were made in line with each specific objective of the study;

### 5.4.1 Influence of Technology Transfer on the Performance of Women-Owned MSMEs in Kisii County, Kenya

In regard to the women entrepreneurs, the study recommends them to always be creative, innovative, adopt new technological developments of conducting businesses and employ new

marketing strategies since this study revealed that these technology-transfer related factors boosts the business growth of women-owned business enterprises.

### 5.4.2 Influence of Access to Credit on the Performance of Women-Owned MSMEs in Kisii County, Kenya

The government should formulate more credit policies and programmes that will provide the women entrepreneurs the avenues to obtain huge loans characterized by low interest rates and repayment period. This is because the findings of this study established that easier accessibility of credit consequently boosts the financial performance of women-owned MSMEs

### 5.4.3 Influence of Training on the Performance of Women-Owned MSMEs in Kisii County, Kenya

The women entrepreneurs should always invest and attend intensive entrepreneurial training sessions. This is in order for them to be equipped with the necessary skills that would help them in producing quality products and services, attracting and maintaining customers and consequently boosting their business growth. . Moreover, the government should formulate policies that will encourage the conduction of intensive entrepreneurial training programmes. This is in order for the women entrepreneurs to be equipped with the necessary skills for the sustainability of their businesses.

### 5.4.4 Influence of Networking Services on the Performance of Women-Owned MSMEs in Kisii County, Kenya

Women entrepreneurs should partner and network with their colleagues in order to easily access business resources, decrease transaction costs and boost their financial performance. In addition, they should not shy away from seeking social and financial support from their friends, colleagues and family members. This is because it is through these networking channels that they will be able to get enough financial funding to boost their business growth.

### 5.4.5 The Effect of Internal Business Environment on the Relationship between Strategic Business Support Services on the Performance of Women-Owned MSMEs in Kisii County, Kenya

Women entrepreneurs should highly consider internal business environment factors such as work discretion, effective marketing strategies, financial decisions and finding extra time to pursue innovation. This is because this study established that these factors have a positive effect on the

relationship between strategic business support services and the performance of women-owned MSMEs. Finally, this study contributed to the existing literature of the influence of strategic business support services by considering the moderating effect of the internal business environment.

## 5.5 Limitations of the Study and Suggestions for Future Research

The major limitation of this research investigation was that it exclusively relied on questionnaires to retrieve data on the influence of strategic business support services on the performance of women-owned MSMEs. This research study had sought to utilize the interview guides to retrieve qualitative data but it turned out to be a very frustrating and unsuccessful process in terms of getting an appropriate time and avenue to conduct interviews with the women entrepreneurs. Consequently, because of the limited time period to complete this research work. The study resorted to the exclusive use of questionnaires. Future studies should consider employing interview guides and secondary information in order to come up with objective reliable findings on the influence of strategic business support services on the performance of women-owned MSMEs.

In regard to the first objective of the study that sought to establish the influence of technology transfer on the performance of women owned MSMEs in Kisii County, Kenya. Future studies should consider employing interview guides and secondary information in order to come up with objective reliable findings on the influence of technology transfer on the performance of women owned MSMEs in Kisii County, Kenya. Moreover future studies can consider addressing this objective in the context of other Counties in Kenya or in the context of small businesses run by the Kenyan youth.

In regard to the second objective of the study that sought to establish the influence of access to credit on the performance of women owned MSMEs in Kisii County, Kenya. Future studies should consider employing interview guides and secondary information in order to come up with objective reliable findings on the influence of access to credit on the performance of women owned MSMEs in Kisii County, Kenya. Moreover future studies can consider addressing this objective in the context of other Counties in Kenya or in the context of small businesses run by the Kenyan youth.

In regard to the third objective of the study that sought to establish the influence of training on the performance of women owned MSMEs in Kisii County, Kenya. Future studies should

consider employing interview guides and secondary information in order to come up with objective reliable findings on the influence of training on the performance of women owned MSMEs in Kisii County, Kenya. Moreover future studies can consider addressing this objective in the context of other Counties in Kenya or in the context of small businesses run by the Kenyan youth.

In regard to the fourth objective of the study that sought to establish the influence of networking services on the performance of women owned MSMEs in Kisii County, Kenya. Future studies should consider employing interview guides and secondary information in order to come up with objective reliable findings on the influence of networking services on the performance of women owned MSMEs in Kisii County, Kenya. Moreover future studies can consider addressing this objective in the context of other Counties in Kenya or in the context of small businesses run by the Kenyan youth.

In regard to the fourth objective of the study that sought to establish the effect of internal business environment on the relationship between strategic business support services and the performance of women owned MSMEs in Kisii County, Kenya. Future studies should consider employing interview guides and secondary information in order to come up with objective reliable findings. Additionally future studies can also consider determining the moderating effect of the external business environment on the relationship between the strategic business support services and organizational performance in women-owned MSMEs in other counties in Kenya or youth owned MSMEs.

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**APPENDIX I: QUESTIONNAIRE**

This questionnaire intends to collect data that will be used to establish the influence of strategic business support services on the performance of women owned enterprises in Kisii County, Kenya. You are kindly requested to respond to all the questions in this questionnaire truthfully. All the responses delivered in this questionnaire will be treated with utmost confidentially and will only be employed for generalization purposes. Your voluntary participation in this survey will be greatly appreciated.

**(Please tick √ inside the box ☐ or in the bracket (  ) where it is applicable)**

**SECTION A: DEMOGRAPHIC DATA**

1. Name/Type of your business enterprise...………………………………………………………..

2. Location of your business enterprise…………………………………………………………..

3. Please indicate how long your business enterprise has been in operation;

   0-2 years ☐   3-5 years ☐   6-10 years ☐   11-15 years ☐   16-20 years ☐
   more than 20 years ☐

4. What is your current level of education?

   PhD ☐   Master's ☐   Degree ☐   Diploma ☐   Certificate ☐
   Secondary ☐   Primary ☐
   Other (please specify)…………………………………………………………………………….

5. How many employees are there in your business enterprise?

   0-10 ☐   11-15 ☐   16-20 ☐   21-29 ☐   More than 30 ☐

**SECTION B: TECHNOLOGY TRANSFER IN WOMEN-OWNED MSMES IN KISII COUNTY**

Please respond to the statements relating to technology transfer in the table below by ticking (√) in the appropriate column. (Rating Scale; "Strongly Disagree" =1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5).

| No. | Statement | Strongly Disagree | Disagree | Moderately Agree | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| 1. | I have a high level of creativity and I am always committed in conducting research to discover new ways of growing business. | | | | | |
| 2. | I am always open to learn and I always seek to identify new alternative business opportunities. | | | | | |
| 3. | I have gained innovation skills such as production of new products, unique service delivery and access to greater value markets. | | | | | |
| 4. | I always develop new channels of distribution for products and services. | | | | | |
| 5. | My business has developed new enhanced modes of communication with customers. | | | | | |
| 6. | My business employs marketing tactics like social media advertisement. | | | | | |
| 7. | My business has employed new modes of payment such as MPESA, Airtel Money and Equitel. | | | | | |

**SECTION C: ACCESS TO CREDIT IN WOMEN-OWNED MSMES IN KISII COUNTY**

Please respond to the statements relating to access to credit in the table presented in the following page by ticking (√) in the appropriate column. (Rating Scale; "Strongly Disagree" =1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5).

| No. | Statement | Strongly Disagree | Disagree | Moderately Agree | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| 1. | I have easier access to large amount of credit funds. | | | | | |
| 2. | There exists the Constituency Women Enterprise Fund characterized by zero interest loans for women entrepreneurs. | | | | | |
| 3. | The credit funds obtained has enabled my business to acquire valuable assets that has helped me to produce quality products and deliver effective and efficient services. | | | | | |

| No. | Statement | | | | | |
|-----|-----------|---|---|---|---|---|
| 4. | Many women-owned enterprises in Kisii county has benefited from Uwezo Fund. | | | | | |
| 5. | Accessibility of credit funds plays an important role on the growth of women owned enterprises. | | | | | |
| 6. | The credit obtained has enabled me to hire resourceful employees who have played a vital role in effective and efficient service delivery to my customers. | | | | | |
| 7. | Women entrepreneurs are more likely to obtain more benefits from loans characterized by low interest rates and flexible repayment period. | | | | | |

## SECTION D: TRAINING IN WOMEN-OWNED MSMES IN KISII COUNTY

Please respond to the statements relating training in the table below by ticking (√) in the appropriate column. (Rating Scale; "Strongly Disagree" =1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5).

| No. | Statement | Strongly Disagree | Disagree | Moderately Agree | Agree | Strongly Agree |
|-----|-----------|-------------------|----------|------------------|-------|----------------|
| 1. | Entrepreneurial training has equipped me with the necessary skills and knowledge of financial management. | | | | | |
| 2. | My business has benefited from specialized entrepreneurial training. | | | | | |
| 3. | Entrepreneurial training and education has made me to make wise business decisions. | | | | | |
| 4. | The training sessions that I have attended were adequately financed and intensive. | | | | | |
| 5. | Entrepreneurial training has assisted me to recognize untapped business opportunities. | | | | | |
| 6. | Entrepreneurial training has enhanced my creativity and critical thinking in conducting business. | | | | | |

## SECTION E: NETWORKING SERVICES IN WOMEN-OWNED MSMES IN KISII COUNTY

Please respond to the statements relating to influence of networking services on performance in the table presented in the next page by ticking (√) in the appropriate column. (Rating Scale;

"Strongly Disagree" =1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5).

| No. | Statement | Strongly Disagree | Disagree | Moderately Agree | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| 1. | Networking has helped women entrepreneurs to easily access business resources and decrease transaction costs. | | | | | |
| 2. | My friends, colleagues and family offered me social and financial support to start and grow my business. | | | | | |
| 3. | I have used social media network sites to help me access credit, start a new business and to resolve business challenges. | | | | | |
| 4. | Business network is an important factor for the growth of women enterprises. | | | | | |
| 5. | I have established good working relationships with my customers and other business stakeholders. | | | | | |

## SECTION F: INTERNAL BUSINESS ENVIROMENT IN WOMEN-OWNED MSMES IN KISII COUNTY

Please respond to the statements relating to the internal business environment in the table below by ticking (√) in the appropriate column. (Rating Scale; "Strongly Disagree" =1, "Disagree" = 2, "Moderately Agree" = 3, "Agree" = 4, "Strongly Agree" = 5).

| No. | Statement | Strongly Disagree | Disagree | Moderately Agree | Agree | Strongly Agree |
|---|---|---|---|---|---|---|
| 1. | Work discretion and support permits employees of women-owned MSMEs to be innovative. | | | | | |
| 2. | Women-owned MSMEs provide monetary rewards for employees exhibiting outstanding performance hence motivating them to continuously deliver positive results. | | | | | |
| 3. | Women entrepreneurs manage their work | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | effectively in order to get extra time for pursuing innovations. | | | | | |
| 4. | A woman entrepreneur financing decision is mostly anchored on obtaining debt capital rather than equity. | | | | | |
| 5. | Women entrepreneurs employ effective marketing strategies to attract and motivate customers to buy their goods and services. | | | | | |

## SECTION G: PERFORMANCE INDICATORS OF WOMEN-OWNED MSMES IN KISII COUNTY

Please respond to the statements relating to the performance indicators of women owned enterprises in Kisii County in the table below by ticking (√) in the appropriate bracket.

### PROFIT MARGIN

(i) Please rate the average monthly profit margin of your business enterprise during the first quarter of the year (January, February and March).

0% - 5% ( )　　5% - 10% ( )　　10% - 20% ( )　　20% - 50% ( )　　50% - 100% ( )

(ii) Please rate the average monthly profit margin of your business enterprise during the second quarter of the year (April, May and June).

0% - 5% ( )　　5% - 10% ( )　　10% - 20% ( )　　20% - 50% ( )　　50% - 100% ( )

(iii) Please rate the average monthly profit margin of your business enterprise during the third quarter of the year (July, August and September).

0% - 5% ( )　　5% - 10% ( )　　10% - 20% ( )　　20% - 50% ( )　　50% - 100% ( )

(iv) Please rate the average monthly profit margin of your business enterprise during the fourth quarter of the year (October, November and December).

0% - 5% ( )　　5% - 10% ( )　　10% - 20% ( )　　20% - 50% ( )　　50% - 100% ( )

### CURRENT ASSETS

(i) Please rate the average monthly increase of your business enterprise stock (stock denoting; vegetables, fruits, food products, clothes etc.) during the first quarter of the year (January, February and March).

0% - 5% ( )     5% - 10% ( )     10% - 20% ( )     20% - 50% ( )     50% - 100% ( )

(ii)   Please rate the average monthly increase of your business enterprise stock (stock denoting; vegetables, fruits, food products, clothes etc.) during the second quarter of the year (April, May and June).

0% - 5% ( )     5% - 10% ( )     10% - 20% ( )     20% - 50% ( )     50% - 100% ( )

(iii)  Please rate the average monthly increase of your business enterprise stock (stock denoting; vegetables, fruits, food products, clothes etc.) during the third quarter of the year (July, August and September).

0% - 5% ( )     5% - 10% ( )     10% - 20% ( )     20% - 50% ( )     50% - 100% ( )

(iv)  Please rate the average monthly increase of your business enterprise stock (stock denoting; vegetables, fruits, food products, clothes etc.) during the fourth quarter of the year (October, November and December).

0% - 5% ( )     5% - 10% ( )     10% - 20% ( )     20% - 50% ( )     50% - 100% ( )

## RETURN ON ASSETS

Please consider that the return on assets = net income/average total assets $\times$ 100%

The net profit will represent the amount realized after deducting all the expenses (such as cost of goods, transportation costs, employee salaries, water and electricity expenses) and taxes. Additionally, the average total assets denotes the current assets (stock) of your business.

Please calculate the percentage of the return on assets of your business based on each quarter and use the results to help you indicate the range of your return on assets based on the categorical scales below.

(i)    Please rate the average monthly increase of your business enterprise return on assets during the first quarter of the year (January, February and March).
0% - 5% ( )     5% - 10% ( )     10% - 20% ( )     20% - 50% ( )     50% - 100% ( )

(ii)   Please rate the average monthly increase of your business enterprise return on assets during the second quarter of the year (April, May and June).

0% - 5% ( )      5% - 10% ( )      10% - 20% ( )      20% - 50% ( )      50% - 100% ( )

(iii)   Please rate the average monthly increase of your business enterprise return on assets during the third quarter of the year (July, August and September).
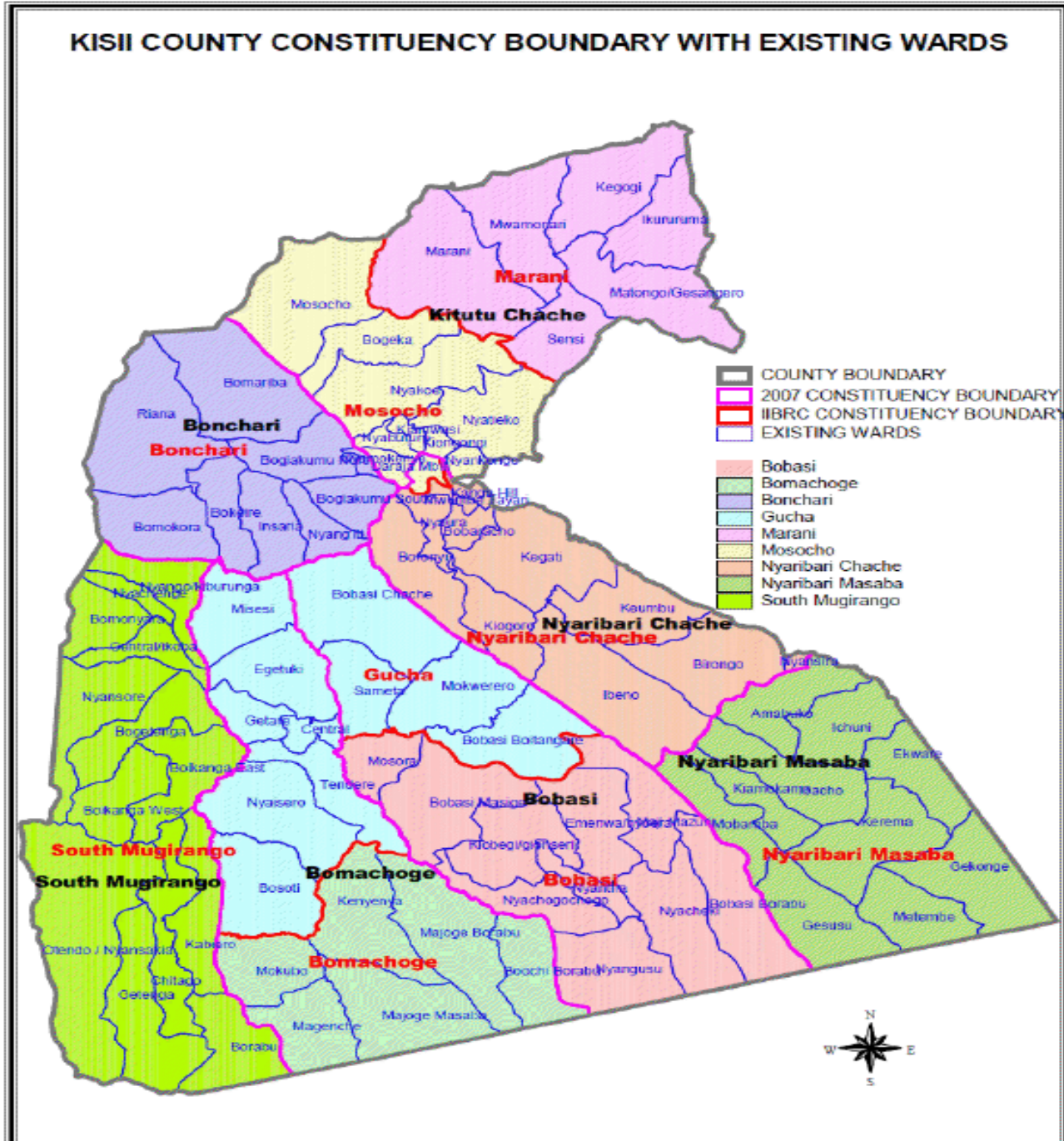
0% - 5% ( )      5% - 10% ( )      10% - 20% ( )      20% - 50% ( )      50% - 100% ( )

(iv)   Please rate the average monthly increase of your business enterprise return on assets during the fourth quarter of the year (October, November and December).

0% - 5% ( )      5% - 10% ( )      10% - 20% ( )      20% - 50% ( )      50% - 100% ( )


**THANK YOU VERY MUCH FOR YOUR CO-OPERATION**

**AND**

**PLEASE CHECK IF YOU HAVE ANSWERED ALL THE QUESTIONS**

**APPENDIX III: MAP FOR KISII COUNTY**



**Source: Kisii County Government (2019)**

# APPENDIX IV: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
*MS. PENINAH KEMUNTO AYUB*
of MASINDE MULIRO UNIVERSITY OF
SCIENCE AND TECHNOLOGY, 590-40100
kisii,has been permitted to conduct
research in *Kisii   County*

on the topic: *IMPACT OF BUSINESS*
*DEVELOPMENT SERVICES ON THE*
*PERFORMANCE OF WOMEN OWNED*
*MICRO, SMALL AND MEDIUM*
*ENTERPRISES IN KISII COUNTY, KENYA*

for the period ending:
*5th  September,2020*

Permit No  : NACOSTI/P/19/13307/31660
Date Of Issue : 6th  September,2019
Fee Recieved :Ksh 1000

..............................
**Applicant's**
**Signature**

.....................................
**Director General**
**National Commission for Science,**
**Technology & Innovation**

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