

SOCIAL FACTORS AFFECTING PERFORMANCE OF WOMEN  
ENTREPRENEURS: A CASE OF SMALL AND MEDIUM ENTERPRISES IN  
RUIRU, KIAMBU COUNTY KENYA

BY

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## DECLARATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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## DEDICATION

To my caring family; my dear husband, my lovely daughter, son and niece for their unwavering support. I also want to thank my mum. It is through your support, prayers and selfless assistance that this was possible. I will forever remain indebted to you all.

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## ABSTRACT

The aim of this study was to establish social factors influencing the performance of women entrepreneurs in Ruiru Town in Kenya. Entrepreneurs are the most important actors of the economy of any country. Globally they are the inventors of new products and services; they create new jobs and wealth. Entrepreneurship has been a male dominated phenomenon but the situation has been changing with time. Women being the backbone of economies in developing countries and specifically in Kenya, play a significant role to ensure their families are “well up”. The research focused on the women entrepreneurs and their characteristics. The social factors are cultural values, attitude of the women entrepreneurs, and the role of skills in the women entrepreneurs. The study determined how social factor influenced the women entrepreneurs’ performance. The researcher worked with a case of twenty five women entrepreneurs from Ruiru town as the sample study. The sample was in five different strata and each stratum had five women which they were selected randomly. The researcher focused on the cultural values, attitude of the entrepreneur and social role expectations as the independent variables of the conceptual frame work as the social factors affecting the women entrepreneurs. The performance of the women entrepreneur was the dependent variables. The performance variables were profitability, sales/volumes, increase of customers, asset growth, business expansion and increase of staff. Descriptive survey was the data collection method. This method of research was preferred because the researcher was able to collect data which was used to answer questions concerning the current status of the subject of study. The researcher used a questionnaire with both closed and open-ended questions for data collection. The social factors that influence women entrepreneurs such as education are paramount. Women who are degree holders venture in entrepreneurship are few. Entrepreneurial skills and management skills influence the woman entrepreneur performance as a leader to a very high extent. Gender as a social factor did not have a high influence on the performance of the women entrepreneurs. Social role expectation and cultural values had influence to the performance while positive attitude had a positive influence on the performance of the women entrepreneurs. From the findings, skills and education have a high extent of influence on the performance of women entrepreneurs as leaders. Therefore women need to be equipped through training of entrepreneurial skills and leadership skills. Entrepreneurship training should also be made compulsory in higher learning institutions. Empowering women entrepreneurs can create employment.

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## ABBREVIATIONS

GOK: Government of Kenya

ILO: International Labour Organization

GDP: Gross Domestic Product

SME: Small and Medium Sized Enterprises

OSCE: Organization for Security and Co-Operation in Europe

SSA: Sub Saharan Africa

UNIDO: United Nation Industrial Development Organization

OECD: Organization for Economic Cooperation and Development

CRD: Community and Resource Development

## DEFINITION OF TERMS

Domestic: of or relating to the running of a home or to family relations

Entrepreneur: the owner or the manager of the enterprise, its executive director or a member of its managing board.

Entrepreneurship: the creation of value through creation of organization process of stating and /or growing a new profit making business, the process of providing a new products or service.

Growth: Increase in size amount, and degree of something, increase in economic activities.

Performance: refers to the quantitative measure of economic and social economic values of women owned enterprises as indicated by the assets level, the income from sales, number of employees, the return on investments and market share.

Small and medium enterprises: businesses operating both formal and informal sectors of the economy and employing between 0-50 employees.

## CHAPTER ONE

### INTRODUCTION AND BACKGROUND TO THE STUDY

#### Introduction

This chapter summarizes the background information of the social factors that affect the performance of women entrepreneurs, the statement of the problem, and the purpose of the study. The chapter also highlights the objectives of the study, the research questions, and assumptions of the study. Justification of the study, significance of the study, the scope of the study and the limitations and the delimitations of the study are also included in the chapter.

#### Background of the Study

It is a worldwide acknowledgement that entrepreneurship is important for economic growth, productivity, innovation and employment, and many countries have made entrepreneurship explicit policy priority. According to Adebayo, Akinmosin, Yussuf and Dada (2011) entrepreneurial activities have been recognized as an important element in organizational and economic development, performance and wealth creation. On this account this research focused on the social factors that are affecting the women entrepreneurs in their performance.

Women in entrepreneurship have been neglected in the society although scholars began the study of women entrepreneurship more than four decades ago. According to Parker (2010) compared to previous years a few women have joined professional workforce. There is assumption by many scholars that there is no difference among male and female entrepreneurs (Jennings & Brush, 2013).

The concept of women entrepreneurship is becoming a global phenomenon although women's entrepreneurship is still under-researched. The women entrepreneurs play an

important role in the national economy. According to Charantimath (2009), woman entrepreneurs are innovative, confident, and creative and are generating employment opportunities. They initiate and run enterprises; they are peace keepers with family, social and cultural as well as the environment.

Entrepreneurship is increasingly being recognized as an important aspect of driving economic growth, productivity, employment and innovation. Transforming ideas to economic opportunities is the paramount issue of entrepreneurship. According to Hisrich (2011), history shows that economic progress has been significant in advancement by entrepreneurs who are innovative. The role of entrepreneurship and entrepreneurial culture in social and economic development has often been underestimated over a long period of time. It has become increasingly apparent that entrepreneurship contributes to economic development.

Entrepreneurs are the most important actors of the economy of any country. Globally they are the inventors of new products and services; they create new jobs and wealth. According to Malow (2009) there is little information about entrepreneurs in global books about performance, emergence and motivation despite their importance. Women are less represented in the global column of entrepreneurs (Malow, 2009). Entrepreneurship has been a male dominated phenomenon but the situation has been changing with time. This has brought women as today's inspirational entrepreneurs even in men dominated fields like the construction (Vinesh, 2014).

According to Global Entrepreneurship Monitor (2012) in countries like Norway, South Korea, Netherlands, Ireland and the United Kingdom which are high income countries where there are twice the number of women who are likely to be active entrepreneurs. In the recent study released by Global Entrepreneurship Monitor (2012), an international research

consortium which measures entrepreneurial activity of individuals in 59 countries, Pakistan women hold a less positive attitude towards entrepreneurship than their male counterparts.

In Africa according to Thomas and Miller (2013), the growth rate in the large enterprises and private sectors enterprises has been slow. This has been due to retrenchment in the public sector which has led to the realization of small-scale enterprises being important to the economy. In South Africa and Nigeria, just like other developing countries, entrepreneurship of SMEs serves as a means of reviving the industry that has stagnated. They are regarded as systems for improving income, stimulation of economic growth, improving income distribution and reshaping economic structure (Brush, 2010). Female entrepreneurs are considered late-comers in entrepreneurship and this brings in the inadequacy of skills, required start up competence and business growth (Brush, 2013).

According to Marlow (2009) African women are usually underutilized therefore they seek to be self-employed in order to overcome unemployment issues, to alleviate poverty levels and to deal with issues of gender biasness. Lack of skill, high level of illiteracy and lack of competence are the hindrances of Nigerian women entrepreneurs (Marlow, 2009). According to Carter (2013), women with high self-efficiency and internal locus control exhibit higher entrepreneurial behavior more than those who do not have.

In the Kenyan economy Small and Medium Enterprises (SMEs) play an important role and are recognised and given high priority in the development policy (GoK, 2007). SMEs continue to have a deteriorating performance. Despite their significance, past statistics indicate that three out of five businesses fail within the first few months of operation (Kenya National Bureau of Statistics, 2013). There are many facts that the SMEs have contributed which include over 57% of the new jobs created in the year 2005/2006 (GoK, 2007) and 79.8% of

total employment in the year 2008 (GoK, 2009). The key target group for micro finance programs has been women in micro and small enterprise. Consequently, micro finance is used as a strategy of empowering women and a pre-condition for poverty alleviation and providing access to micro finance facilities (Karanja, 1996).

Kenya is expected to be transformed into a newly industrialized nation by the year 2030(GoK, 2012). If the country has to make this leap of vision 2030 then the small enterprises are expected to play a key role in this transformation. It has also been observed that most of the businesses in this sector remain micro, employing less than five people and having such a high mortality rate. Hence the women entrepreneurs hardly graduate into large or even medium organizations.

It has been found that female entrepreneurs in Kenya face far fewer barriers to starting micro-enterprises now than before. It is proving to be a widely successful model. The women entrepreneurs are able to pull themselves and their families out of poverty. Female entrepreneurship also has a greater impact on economic growth. The country needs to introduce more effective policies, regulation of the informal sector and further support to women entrepreneurs. The support could take the form of business training, mentoring and financial support (Lock & Smith, 2016).

Female entrepreneurs face challenges of various kinds, which include: level of education, the inter-role conflicts emanating from greater parenting responsibilities, lack of financial support and socio-cultural limitations (Ghosh & Cheruvalath, 2007). Several authors point out that when female entrepreneurs try to get a loan at the start-up stage or to expand their businesses they go through several challenges

According to Aldrich (1989), factors like occupational segregation and traditional family roles can restrict not only a woman's choice of business sector but also the goals she sets for her venture. Sekarun and Leong (1992) states that the country in which a woman lives determines the difficulties she is likely to face in her business venture. In some countries, women are traditionally less expected to perform entrepreneurial roles. They are only supposed to take part in taking care of the family or house chores. Only a few researchers have investigated the performance of female enterprises in developing countries and most of their research is based on observations on the situation in developed countries that may or may not be applicable to the developing countries (Sekarum & Leong, 1992)

Female entrepreneurs face difficulties because of the social structures in the workplace, family and organised social life (Aldrich, 1989). Aldrich points out that women's business performance is negatively influenced by occupational segregation and little representation in upper-level management positions. He also states that the expectations society holds about family roles may limit women's participation in business to certain industrial sectors and also affect the nature of motivations and goals in regard to their ventures.

A big number of women entrepreneurs in Kenya operate enterprises associated with traditional women's roles like; hotels, restaurants, hairstyling, retail and wholesale outlets (ILO, 2008). Female entrepreneurship has received growing attention in recent years, both at the academic and policy level. Their contribution to the economy is noted to be higher than that of men in entrepreneurship (Miniti, 2010). The role of women in creating, running, and growing businesses is recognized as fundamental for growth and poverty reduction. In many countries, women are starting businesses at a faster rate than men.

However, women entrepreneurs tend to face disproportionately larger obstacles in accessing credit, training, networks and information. In addition to barriers in the legal and policy framework and as a result may not achieve the same level of performance as their male counterparts. According to the World Bank Group's Enterprise Surveys (2007-2012), women own more than 34% of registered businesses in developing countries.

The study therefore sought to undertake a survey of the social factors influencing the performance of women entrepreneurs operating small and medium enterprises in Ruiru town. The focus of the study was on the social factors that limit the performance of SMEs and their transition into medium and large scale enterprises. In addition, the study sought to identify specific social factors that are experienced by the women SMEs entrepreneurs in Ruiru town. Ruiru town is located 3km from the boundaries of Nairobi County along Thika road in Kiambu County. The town is between Nairobi County and Thika town. It is located within three kilometers of Nairobi County boundary. It is about two kilometers from Kenyatta University main campus. It is 21km from central business district (CBD) of Nairobi and 17km from Thika town. Ruiru town is connected by both rail and road.

### Statement of the Problem

According to Kepha (2013) scholars have shown that starting a business is a risky venture and warn that the chances of entrepreneurs operating SMEs making it past the five-year mark have a very low chance of survival. The contribution of women entrepreneurs to the economic development has not been adequately highlighted. SMEs are generally regarded as the force driving the economic growth, poverty reduction and job creation, in the developing countries (Kepha, 2013). While the contributions of SMEs to development are generally acknowledged, women entrepreneurs face many constraints that limit their long-term survival

and performance (Kepha, 2013). It is also of great importance to understand the social factors affecting the performance of women entrepreneurs in Kenya because they are significantly different from those affecting women entrepreneurs from developed countries.

Even though women entrepreneurs in SMEs account for the greatest proportion of total entrepreneurs, in Kenya, specifically in Ruiru town, there are no studies conducted with a specific objective of analyzing the problems of enterprises operated by women in terms of social factors. This study is deemed to fill the gaps by identifying specific social factors that are affecting performance of women entrepreneur's in SMEs and shade light on specific social issues that affect their performance.

#### Purpose of the study

The purpose of this study is to shade light and find out how the social factors influence the performance of women entrepreneurs in Ruiru town Kenya.

#### Specific objectives

The specific objectives of the study were:

- i. To determine the influence of social role-expectation on the performance of women entrepreneurs in SMEs in Ruiru town.
- ii. To examine the influence of cultural values on the performance of women entrepreneurs in SMEs in Ruiru town.
- iii. To investigate the influence of attitude of women on the performance of women entrepreneurs in SMEs in Ruiru town.

### Research Questions

- i. How does social role-expectation influence the performance of women entrepreneurs SMEs in Ruiru town?
- ii. How does cultural value influence the performance of women entrepreneurs in SMEs in Ruiru town?
- iii. How does women attitude influence the performance of women entrepreneurs in SMEs in Ruiru town?

### Assumptions of the Study

According to Mugenda and Mugenda (2012) an assumption is any fact that a researcher takes to be true without actually verifying it. The following are the assumptions of the study; the study assumed that the objectives of the research served the purpose of the research. The respondents were honest in answering questions. The women were willing to participate in the study by providing answers to the research questions for the study. The sample size was representative of the population and useful in drawing valid conclusions. The sample size represented the women entrepreneurs' population in Ruiru Town which enabled the researcher to come up with accurate conclusion.

### Justification of the Study

The study examined the influence of social factors that influence the performance of women entrepreneurs. A number of researches have been done on factors that affect women entrepreneurs, but few have not come up with the social factors that influence the performance. The findings of the study will contribute in assisting the women entrepreneurs and the ministry of gender, sports, culture and social services on focusing on the social factors that will impact

the entrepreneur's performance. The study focused on the cultural values, role expectations and the attitude aspect that influence women entrepreneurs.

#### Significance of the study

Since opportunities of getting employment in the government, non-government organizations or private organizations are currently declining; women should create their own jobs and become entrepreneurs (Gemechis, 2007). This is possible only if entrepreneurs come up with solutions to solve the social factors that are barriers to performance of women entrepreneurs. Generally, the study has the following significances.

This study will be of great importance to women entrepreneurs as it outlines social factors affecting the performance of women entrepreneurs in their enterprises in Ruiru town. It can be used as one input to existing women entrepreneurs and potential entrepreneurs. The study also determines how the social factors will be minimized and how women will cope with the effects. The financial institution and the government can use the outcomes as guidance on how to equip the entrepreneurs. The upcoming entrepreneurs will not fall in the same trap as the existing entrepreneurs.

#### Scope of the Study

The research was carried out among women entrepreneurs running SMEs in Ruiru Town in Kiambu County in Kenya. The study focused on women entrepreneurs in five strata which are those dealing in animal feeds, salons, hardware, cereals and greengrocery. The strata guarantee equal representation of the entire population. The total number of women entrepreneurs in Ruiru town is 100 (Ruiru Social Services and Gender, 2016).

## Limitations and Delimitations

According to Leedy and Ormrod (2010) limitations are potential weaknesses in the study and are out of the researcher's control. The limitations of the study are those characteristics of design or methodology that impact or influence the interpretation of the findings from the research. Eventhough different efforts and input were made; the researcher faced a number of challenges while doing this study. Time and finances were among the major limitations. The level of the respondents' educational background coupled with the problem of recalling of the responses created some challenge in filling the questionnaire.

According to Leedy and Ormrod (2010) the delimitations are those characteristics that limit the scope and define the boundaries of the study. The delimiting factors in this study include the choice of objectives, the research questions, variables of interest, theoretical perspectives that the researcher adopted.

To address delimitations the researcher worked with a set budget to work within the time frame. The researcher worked with the respondents who were willing to participate. Some respondents did not give value to the questionnaire and others were not willing to respond at all. However the researcher overcame this by explaining the possible importance of such information to their business. The researcher also assured the respondents that the information they offered will be held confidentially and was to be used for academic purposes only. Some respondents who were given questionnaires did not stick to the dates for handing over the questionnaires. In this limitation the researcher convinced the respondents on the importance of the study to be carried out to help to reduce the strength of the limitation.

## Summary

This chapter highlighted the background of the study, has addressed examples of social factors that influence the performance of women entrepreneurs globally and locally. The study also gives the statement of the problem and why the study is necessary. The objective and the research questions are also developed. The researcher also highlights what is seen as the limitations of the study.

## CHAPTER TWO

### LITERATURE REVIEW

#### Introduction

This chapter focuses on three issues one the theoretical frame work. Two literature reviews on women in entrepreneurship in general, social factors like social cultural values, attitude of the woman entrepreneur, the role of skill on the woman entrepreneur the role of domestic commitments and the social cultural factor and the performance of the woman entrepreneur. The third issue is the conceptual framework.

#### Empirical Review

According to Abzari and Safari (2012) there has been growing awareness of the importance of entrepreneurial activity for economic development which has triggered research on the fundamentals of entrepreneurship. Cross-national differences in levels of entrepreneurial activity may be explained by a wide range of economic, technological, cultural and institutional factors (Abzari & Safari, 2012). Differences in value systems and cultural orientations towards women entrepreneurship have been argued to affect women entrepreneurial initiatives.

Culture as one of the social factors has played an increasing role in the world on women's entrepreneurial performance over the two past decades (Ozgen, 2012). To understand the social factors that influence the performance entrepreneurs, it is necessary to have some knowledge of its properties as for understanding the context of the social factors. This study set to examine the influence social factors on women's entrepreneurship initiatives. It explored the cultural values, the attitude and the role of the entrepreneur in the performance (Ozgen, 2012)

## Women Entrepreneurship

European Commission (2013) defines entrepreneurship as an individual's ability to turn ideas into action. This activity includes innovation, creativity, and risk taking, as well as the ability to plan and manage projects in order to achieve set objectives. Over the past years it has become increasingly apparent that SMEs indeed contribute to employment and economic development (Wube, 2010). This has been evident in many researches. However, the empirical evidence shows that, significant numbers of these enterprises were owned by men (ILO, 2006). It was not common to see women-owned businesses worldwide especially in the developing countries like Kenya (ILO, 2006; Wube, 2010). The African culture has wired the women to be home makers that are to be in charge of the home and take care of children. But the trend is shifting.

Recently there has been an influx and increase in female-owned businesses across the world (Tundui, 2012). For example, female-owned enterprises in the United States have increased from 5.4 million to 7.7 million for a period ranging between 1997 and 2006, employing more than 7.16 million people (Tundui, 2012). Although there has been tremendous increase in the number of female-owned enterprises and their increasing impact on the economy, most female-owned enterprises have been concentrated in micro and small enterprises and this is true especially in developing countries (Herrington and Maas, 2006).

In Africa almost all female-owned SMEs are confronted with constrains of nurturing their businesses and promoting the tradition of innovation and entrepreneurship (OCED, 2009; Wube, 2010). This could be the current actual business environment which is entangled with force of complex socio-cultural, economic and technological factors creating big challenges for owners of SMEs in Africa (Tesfayohannes, 2012; Felicia *et al.*, 2013). This has led women to

make trade-offs between tradition and the kind of business activities to undertake. For example, most of the women in Tanzania tend to undertake business activities that are in harmony with their traditional roles which happen to be least profitable (Tundui, 2012). They are afraid to take risks not to venture in entrepreneurs where the culture does not permit.

According to Usman (2008) an individual may have the ability to recognize that a given entrepreneurial opportunity exists, but might lack the social connections to transform the opportunity into a business start-up. It is thought that access to a larger social network might help overcome this problem. This could be the case since human beings are social beings.

According to Kjeldsen and Nielson (2000) women entrepreneurs who join social networks gather a lot of information on the performance of their enterprises this tend to cause improvement. They can market their ventures through networking. Women search differently for entrepreneurship opportunities than men do. The opportunities tend to be identified through information that is transmitted through the social networks they belong to. Women have dissimilar types of networks than their male counterparts and also have access to different sources of information. For example, women are less present in networks where investors in the same field are active and this makes it more difficult to reach these business actors (Kjeldsen & Nielson, 2000).

According to Hisrich (2011) history shows that economic progress has been significantly advanced by people who are entrepreneurial and innovative, able to exploit opportunities and willing to take risks. Strategic developmental intervention of women entrepreneurship could accelerate household economic welfare and ultimately poverty reduction (Davis, 2012).

## Social Factors

Social factors include lack of social acceptability, having limited contacts outside Prejudice and class bias, what the society looks down upon, attitude of fellow employees, and relations with the work force. One of the most significant challenges is the negative perception towards SMEs (Amyx, 2011). Potential clients perceive small businesses as lacking the ability to provide quality services and are unable to satisfy more than one critical project simultaneously (Amyx, 2011).

According to Helms (2011) competing financial needs between family and business becomes one of the major constraints to enterprise growth the little income earned from the business is sometimes used for what appears to be urgent family requirements. According to Helms (2011) women often start their own business for three reasons of personal gains, personal freedom, security and/or satisfaction and these makes them socially accepted.

## Socio-Cultural Environment

Socio-cultural environment is described as an environment which consist everything that is not contained within the economy or political system this is according to Weatherly (2011) and Felicia, George, Owoyemi and Adegboye (2013). It is a social-cultural system which is made up of collection of activities and relationships through which people engage in their personal and private lives. They include population features, age, ethnicity, religion, values, attitude, lifestyles and associates defined by (Weatherly, 2011). These environmentally relevant patterns of behaviour lead to the creation of different cultural values in different cultures, societies and countries some of which influence the decision to create new business ventures (Weatherly, 2011).

There is lack of a supportive environment for women entrepreneurs that encourage women to “go for it”. There is also no social and cultural support for the role of women as entrepreneurs; women are subject to stereotypes and there are few visible role models for them at any level. According to Akpor-Robaro (2012) the two major types of displacement identified in the socio-cultural environment include economic displacement and cultural displacement. Cultural displacement is the deterrence from certain jobs or professional fields as a result of cultural values or factors such as ethnic background, religion, race and sex. Akpor-Robaro (2012) explained that when an individual faces discrimination due to any of above factors and are prevented from being engaged in certain occupation, works or fields. They are forced to exercise the only alternative open to them, to turn towards entrepreneurial venture or SMEs.

### The Role of Skills in the Woman Entrepreneur

Acquisition of skill and knowledge in areas of accounting and finance as well as the infrastructural system in the country is important to the entrepreneur. Miller and Friesen, (2014) defined skill as the learned capacity to carry out pre-determined results often with the minimum outlay of time, energy, or both. In other words the abilities that one possesses. Skills can often be divided into domain-general and domain-specific skills.

According to Salman (2009) defines skill as the knowledge of top players in the industry, product range and market trends. Business skills included technical and managerial skills which could be acquired through training, seminars and workshops. Experience is acquired through formal education and business knowledge and possession of business skills, previous experience and support of family members are essential for business success in

Kenya. Skills and reputation are essential attributes of women entrepreneurs as single women had less income and less guarantees for loan.

According to Msoka (2013) investigating the influence of entrepreneurship skills on the performance of women owned enterprises in Africa. The findings revealed that there is a relationship between entrepreneurship knowledge and the performance of small scale businesses. The study recommended that there is need for women training in business planning, marketing skills, accounting knowledge and customer care skills to enable them conduct businesses successfully (Msoka, 2013).

According to Dixon (2009) a major challenge that faces many businesses changing management is the challenge of inadequate skills to handle business operations in the incoming team. He in fact noted that that more than 60% of family business loses a considerable segment of their market share after succession because of the complications associated with lack of technical knowhow and skills. According to Garman and Glawe (2012), entrepreneurial skills play an important role in success of any business regardless of its sophistication and complexity. People need a broad range of skills in order to contribute to a modern economy and take their place in the technological society of the 21st century.

According to Farr-Wharton and Brunetto (2011) women entrepreneurs share power to create a collaborative work environment; their first management focus is strategic with employees as their second priority; they extend a supportive attitude towards the mistakes of their employees. The managerial approach of women entrepreneurs is more democratic than their men counterparts, they build trust among their workers through transformational and interactive management style (Moore, 2011).

Personal attributes of women entrepreneurs may also sometimes create opportunities or barriers for them. There are high proportions of women who have a fear of failure (Itani & Madeleine, 2011). At the other end of the spectrum, some studies reveal that women entrepreneurs love to take risk, are open to challenges, and put in their best efforts to pursue their goals (Mordi, Simpson, Singh, & Okafor, 2010).

### The Role of Domestic Commitments on Women Entrepreneurs

Balancing a woman's role in the home and enterprise expectations is a major challenge especially for women in traditional societies. Women are expected to perform all domestic duties including taking care of children, washing, cooking among others leaving no time for them to manage their own enterprise (Stevenson & Jarillo, 2003) Women's domestic responsibilities and status make it difficult to commit themselves in their businesses and sometimes they may be forced to close their business.

According to Stevenson and Jarillo (2003) Kenyan women give more emphasis to family ties and relationships. Married women have to make a fine balance between business and home. More over the business success depends on the support the family members extended to women in the business process and management. The interest of the family members is a determinant factor in the realization of women folk business aspirations (Stevenson & Jarillo, 2003).

Women's family obligations can bar them from becoming successful entrepreneurs in both developed and developing nations. Women have primary responsibility for taking care of children, home and older dependent family members, this makes few women to devote all their time and energies to their business" (Starcher, 1996).

According to Belcourt, Burke and Rand Lee-Gosselin (1991) the role of women as primary caregivers to children and their perceived responsibility for the household, when added to the role of entrepreneur and businesswoman means role overload. This is a problem that their male counterparts rarely face. According to Jennings and Brush (2013) many women entrepreneurs try to manage the double work load. That is the challenges coming from family and the business.

More studies have revealed women in Kenya tend to perceive their business as a family affair (Belu, 2010). This is also applies in many other countries. Women entrepreneurs in Kenya face the challenge of managing their work with family and household affairs (Belu, 2010). On average, Kenyan women work 12.9 hours per day, which is 4.7hours more than men work women constitute 60.8 percent of unpaid family workers. Women entrepreneurs are both mothers and business women (Belu, 2010).

### Cultural Values

According to Triandis and Eunkook (2002) culture is a collective phenomenon that is shaped by individuals' social environment, not their genes. This is also supported by Martínez and Oishi (2012). Cultural differences are the result of national, regional, ethnic, social class, religious, gender, and language variations. According to Abzari and Safari (2012) values are held to be a critical feature of culture and cultural distinctiveness. According to United Nations Educational Scientific Cultural Organization (UNESCO, 2012) culture is described as a set of shared attitudes, values, goals and practices that characterizes an institution, organization or group. Culture is a human characteristic in which man expresses the totality of his ways of life in acceptable collective setting.

According to Kumar (2014) cultural factors are among the issues that influence growth and development in entrepreneurship. Cultural events either force a person or make it desirable to choose entrepreneurship as a career option. Culture is complex which includes knowledge, belief, art, law, morals; from a cultural perspective, a factor such as societal upheaval is considered to have extensive impact on the making of new entrepreneurs. Societal disruptions which affect family life may influence the choice of non-traditional career paths (Kumar, 2014).

According to Sang (2016) the day to day activities in the small-scale businesses were affected by the cultural values of the women entrepreneurs. This is because most women entrepreneurs ran their businesses according to their own way of doing things. Employee relations in the business are affected by the cultural values of the women entrepreneurs. The way employees relate to one another and towards their owner/and or manager is also influenced by the cultural values of the women entrepreneurs (Sang, 2016).

According to Lamidi (2013) business growth depends mainly on entrepreneurial perception of business and these perceptions are shaped by social beliefs, values, cultural restrictions and religious values. In Northern Nigeria, the Hausa/Fulani Ethnic groups, who are the majority ethnic groups in Nigeria, constitute 33% of Nigeria's estimated 150 million populations. Hausa/Fulani women entrepreneurs can only be found in the informal sector of the economy this is due mainly to cultural and religious practices (Lamidi, 2013).

According to Brush and Hisrich (2004) cultural barriers may play a significant role in a woman's choice to become a business owner. Most research suggests that cultural barriers especially the desire to avoid the "glass ceiling" influence women to become business owners. However, these cultural barriers may also be a hindrance to achieving entrepreneurial goals. If

women are not taken as seriously, then it becomes more challenging for them to gain social and financial capital necessary for their business ventures despite their human capital levels and solid strategic plans (Brush & Hisrich 2013)

According to Abzari and Safari (2012) mental programming is shared, developed through years of socialization within a culture, it results in relatively predictable responses to commonly experienced social contexts or situations. Patterns of behaviour create differences between cultures that may be observed and the influence of cultural differences on social processes. Entrepreneurship may be predicted if the underlying social values and norms are known. Hofstede (2011) identified four value-oriented dimensions of culture that may be used to describe and explain aspects of behaviour in various cultural groups.

#### The Attitude of the Women Entrepreneurs

According to Shane (2003) attitude towards risk-taking is a crucial attribute of entrepreneurs especially women. This is because enterprise involved risk-taking, and risk-averse entrepreneur are less likely to exploit entrepreneurial opportunity. Attitude towards risk-taking is entrepreneur's ability and willingness to engage in risky activity (Shane, 2003). Attitude and behavioral intention are positively related, attitude towards behaviour leads to intention which eventually leads to actual behaviour (Crisp & Turner, 2009).

Ambition, self-confidence and high level of energy are attitude that have been recognized as vital entrepreneurial characteristics (Idris & Mahmood, 2003). Having the right motive of venturing into business has been found to be one of the attributes of women entrepreneurs. The right motive should be the first determinant before entering into business (Shane, 2003) Self-evaluation and intuition are also crucial characteristics (Shane, 2003).

According to Maziku, Majenga and Mashenene (2014) attitude shows a negative effect on entrepreneurial capabilities. On the effects of social cultural factors affecting the performance of women SMEs in Tanzania, using quantitative and qualitative research approaches involving 80 female owner-managers. The results shows that attitude of husbands, ethnicity and immobility of women SMEs have negative effect on the performance of women SMEs.

Attitude towards risk-taking is crucial attribute of entrepreneurs especially women. According to Shane (2003) enterprise involves risk-taking, and an entrepreneur who does not take risk is less likely to exploit entrepreneurial opportunity. Attitude towards risk-taking is the ability and willingness of an entrepreneur to engage in risky activity (Shane, 2003). Researchers have found that behavioral intention and attitude are positively related (Crisp & Turner, 2007).

### Socio-Cultural Factors and the Performance of Women Entrepreneurs

Many studies have examined the relationship between social cultural factors and business performance worldwide. According to Wetherly (2011) the socio-cultural environment is described as consisting of everything that is not contained within the economy or political system. According to him, socio-cultural setting is made up of collection of activities and the relationship people engage in their personal and private lives which include lifestyles and associate, population features, age, ethnicity, religion, values, and attitude. These lead to the creation of different societies, some of which influence the decision to create businesses.

The women entrepreneurs are able to perform when they make profit and expand their ventures. Jonson, George, Owoyemi and Adegboye, (2013) examined the effects of socio-

cultural realities on the Nigerian SMEs using a qualitative research approach involving 10 SMEs owners which indicates that socio-cultural realities are key factors affecting their businesses. Mashenene, Macha and Donge (2014) investigated socio-cultural determinants of entrepreneurial capabilities among the Chagga and Sukuma SMEs in Tanzania using questionnaire survey and case studies involving 254 owner-managers indicates that values, social factors, beliefs, norms and perceptions demonstrate positive effects ( Mashene et al 2014). The women are able to increase their customer base and hence sale/volume increase. They are also able to increase their assets.

#### Training and the performance of the woman entrepreneur

According to Lansberg and Astrachan (2012) the family's commitment to the business and the quality of the relationship between owner-manager and women mediates the women entrepreneur training. The family's commitment to the business is positively associated with the degree of women entrepreneur training, and the quality of the relationship between owner-manager and women is positively associated with the extent of women training.

In the entrepreneurship literature, business performance is measured from the economic perspectives in terms of business expansion, increase in sales volume or turnover, number of staff, employee strength, and customer base and profits (Gales & Blackburn, 2013; Chandler and Hanks, 2011).

According to Garman and Glawe (2012), women entrepreneurial skills play an important role in success of any venture regardless of its sophistication and complexity. Women entrepreneurs need a broad range of skills in order to contribute to a modern economy and take their place in the technological society of the 21st century.

## Theoretical Framework

A theory is defined as a set of interrelated variables; it is a definition of systematic view of phenomena by specifying relations among variables, with the purpose of explaining natural phenomena (Kerlinger, 1979). According to Leedy and Ormrod (2013) a theory is an organized body of concepts and principles intended to explain a particular phenomenon. A review on scholarly studies on entrepreneurship reveals that the concept of entrepreneurship is complex in its content; it is influenced by not only economical aspects, but also by sociological, cultural values, religious, ethical, and psychological.

History reveals that many leading entrepreneurs have emerged from a particular socio-economic class. According to Shane (2007) in several countries, enterprisers have emerged from particular socio-economic classes. For example, Samurai in Japan, Marwaris and Pareses in India are considered to be the dominant social classes as the source of entrepreneurship.

The theoretical framework of a research usually forms the link between the theoretical aspects and the practical components of the investigation to be undertaken and also relates to the philosophical basis on which the research is taking place. Every decision which is made in the research process gets the implications from the theoretical framework. The following two theories have a correlation to the research objectives.

### The Sociological Theory of Entrepreneurship

The sociological theory of entrepreneurship was formulated by Hoselitz (1964). It is based on the assumption that every individual is endowed with social and cultural power. According to him entrepreneurs can be developed where the society is well developed. Most of

the entrepreneurs hail from a certain socio-economic class. Hoselitz centers on the concept that the culturally marginal people in the society are considered as culturally developed (Hoselitz, 1964).

According to Landstrom (1998) the sociological theory is the third of the major entrepreneurship theories. Sociological enterprise focuses on the social context. In other words, in the sociological theories the level of analysis is traditionally the society. The sociological theory of entrepreneurship holds that social cultures are the driving force of entrepreneurship and the entrepreneurs develop their attitudes in the direction of productivity and creative integration. The entrepreneur becomes a role performer in conformity with the role expectations of the society, and such role expectations base on religious beliefs, taboos, and customs. Religion is held as the major driver of entrepreneurship, and stressed on the spirit of capitalism, which highlights economic freedom and private enterprise (Hoselitz 1964).

Hoselitz (1964) formulated social-cultural theory on the assumption that certain people are wired to have creative power in any social or cultural group and they develop different attitudes while practicing social conduct. When the cultural norms permit, the variability in the choice of paths of life and in which the relevant process of socialization of the individuals are not so completely standardized, this is only when entrepreneurship can be developed. The entrepreneurs can develop their attitudes in the direction of productivity and creative integration.

Reynolds (1991) identified four social contexts that relates to entrepreneurial opportunity. The first one is the social networks. Here, the focus is on building social relationships and bonds that promote trust and not opportunism. The entrepreneur should not take undue advantage of people to be successful. Instead success of the entrepreneur should come as a result of keeping faith with the people. The second one is the life course stage context which involves analyzing

the life situations and characteristic of individuals who have decided to become entrepreneurs. The thought and action of the people is influenced by the experience so they want to do something meaningful with their lives. The third is ethnic identification. Whereby one's sociological background is one of the decisive "push" factors to become an entrepreneur. The social background of a person determines how far he/she can go. The fourth social context is called population ecology. The idea is that environmental factors play an important role in the survival of businesses (Reynolds, 1991).

Hoselitz (1964) argues that entrepreneurship can develop in a society where social processes are not rigid and in a situation which encourages the development of personalities interested in enterprise. According to Reynolds (1991) marginalized groups may violate all obstacles and strive for success, spurred on by their disadvantaged background to make life better. Culturally marginal groups promote entrepreneurship and economic development and also when its culture permits a variety of choices. Such groups develop genuine innovations because of their ambiguous position. They are peculiarly suited to make creative adjustments.

According to Chirag (2014) Sociologists have argued that entrepreneurship is most likely to emerge under a specific social culture, social sanctions, role expectations and cultural values are responsible for the emerging of entrepreneurship. Cochran (1965) supports the sociological theory by stating that the entrepreneur represents society's model personality. Their performance depends upon three factors; the entrepreneurs own attitude towards the occupation, the role expectations held by the sanctioning groups, and the occupational requirements of the job. The most important determinant is the attitudes and role expectations of the Society's values.

Cochran (1965) proposed sociological theory of entrepreneurship. Starting with the premise that fundamental problems of economic development are noneconomic, he emphasizes

cultural values, role expectations, and social sanctions as the key elements that determine the supply of entrepreneur. According to Cochran (1965) an entrepreneur is neither a super-normal individual nor a deviant person but represents a society's model personality.

Weber (1958) a great German sociologist, formulated a theory of social change. In the Weberian system, the motivating force for entrepreneurial activity is provided by Calvinist ethic irrespective of the cultural background, personality type of the individual and the social environment to which he lives.

Alam and Hossan (2003) oppose the sociological theory of entrepreneurship by stating that, all the variables found from existing prominent theories of entrepreneurship the psychological and sociological variables are qualitative type that play simulative role in an individual for becoming an entrepreneur. These variables explain only the initial stage when the entrepreneurs start the entrepreneurship development process, they explain why and when an individual acts as an entrepreneur. But they fail to explain post initial stage of entrepreneurship development process. As a result there are no guidelines relating to how entrepreneurs use their resources capital skill, risk taking ability etc. and overcoming their barriers like coordination, and knowledge from these models (Alam & Hossan 2003).

The sociological theory correlates with the variables in the conceptual framework of the research. The sociological theory indicates that an entrepreneur is endowed with socio and cultural power. They develop the attitude in the direction of productivity and role performing where cultural norms permit. The independent variables of the conceptual frame work of the research are the cultural values which are found in the social and cultural power and the attitude an entrepreneur develops an attitude which makes them innovative (Landstrom, 1998)

## Entrepreneurship Theory

Entrepreneurship theory by Shane (2003) comprises of opportunity discovery, evaluation of the opportunity and the decision to exploit the opportunity. The other elements of the theory include performance, self-employment and business operation. The theory highlights four operational measures of performance which include experiencing initial public offering, profitability/income, survival and growth. In this context survival is the continuous process of entrepreneurial activity while growth refers to increase in the sales and employment of the venture. Profitability is the extra revenue over cost, while initial public offer is the sale of stock to the public (Shane, 2007).

Entrepreneurs can identify opportunities created by the institutional or external environment for them to start or improve their enterprises and then, their welfare (North, 1990 & Shane, 2007). According to Shane (2007) Identification of opportunities depends on entrepreneur's ability to access information and willingness to take action upon the information in terms of risk and the attitude.

Discovery of entrepreneurial opportunity is affected by individual attributes. It is made up of demographic and psychological factors such as risk, attitude, motives, age and social status, education and training, career experience (Shane 2007). The external and internal environment changes of the business like legal and socio-cultural factors also affect the discovery of opportunity.

According to Brana (2008) the income level of the entrepreneur, availability of capital, stability of the political environment, the laws concerning private enterprise and property rights could affect discovery of entrepreneurial opportunity. Type of industry is also a factor that

affects discovery of opportunity. The sectors of the industry like distribution, service business, manufacturing, catering, and agriculture are more attractive to entrepreneurs (Stohmeyer, 2007).

Shane (2007) extends the analysis of the entrepreneurship by offering an overarching conceptual framework that explains the different parts of the entrepreneurial process the opportunities, the skills and strategies used to organize and exploit opportunities the people who pursue them and the environmental conditions favorable to them in a coherent way.

In support of the entrepreneurship theory Venkatraman (2003) argues that an entrepreneur's discovery of opportunity is the objective that makes the entrepreneur to differ from non-entrepreneurs. This opportunity occurs under condition of risk. Alert entrepreneurs can systematically collect information about objectives opportunities to gain information about outcome which are associated with exploiting an opportunity and the possibility of the desired outcomes. These entrepreneurs can make rational profit; maximize decisions about which opportunities to exploit.

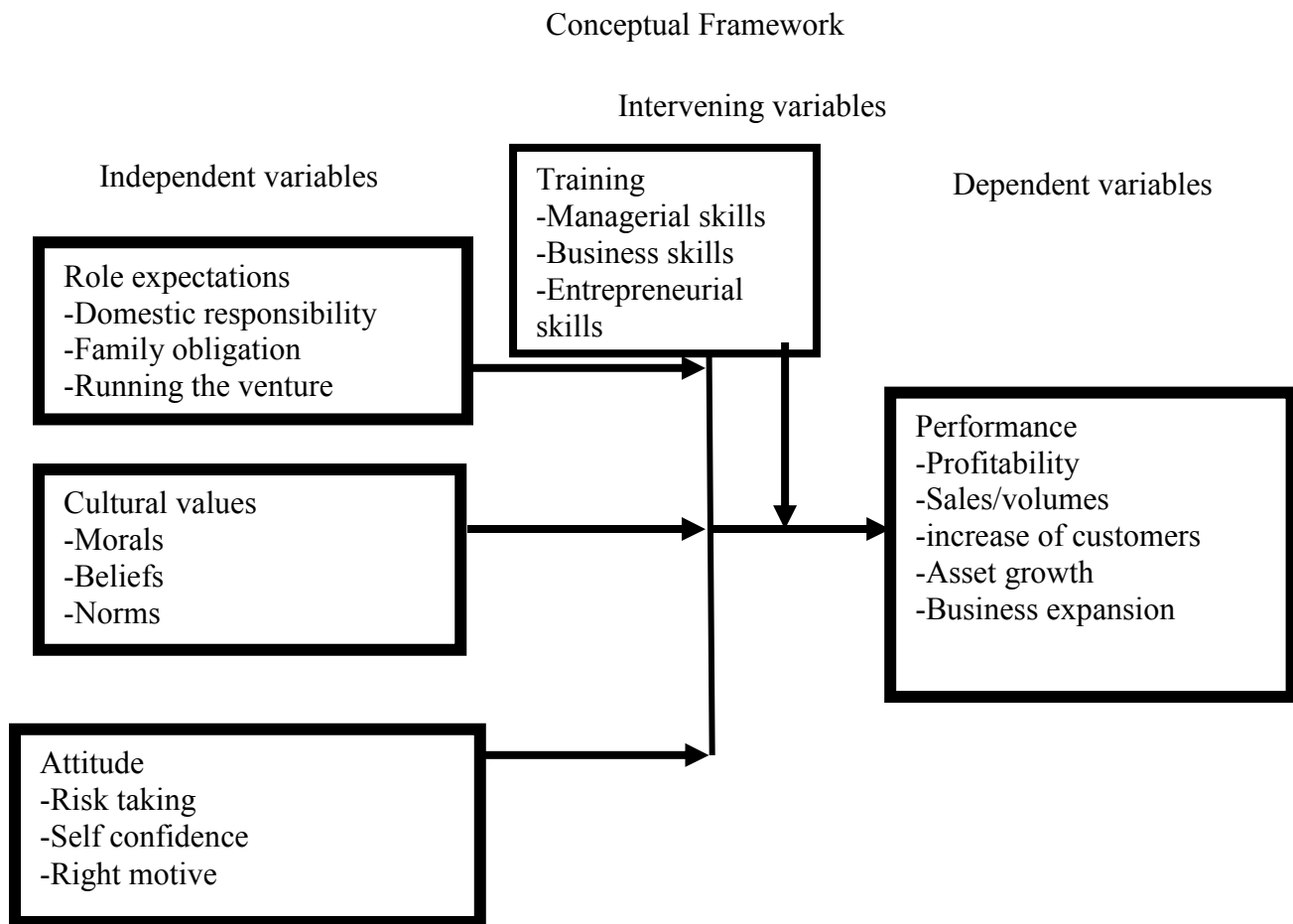
Other proponents of the entrepreneurship theory are Foss and Klein (2007) they state that entrepreneurship itself is commonly defined as discovering and exploiting opportunities based on an entrepreneur's judgment, beliefs and expectation. Novel strategies and entrepreneurial opportunities extend routinely beyond individuals.

Alvarez and Barney (2007) support the entrepreneurship theory by arguing that entrepreneurial objectives, characteristics and decision making differs. This depends on whether opportunities are modeled as discovered or created. The entrepreneurial actions are responses to exogenous shocks the creation actions are the endogenous. When the entrepreneurs discover they focus on predicting systematic risk, formulating complete and stable strategies. When they

create they appreciate iterative, inductive, incremental decision making and they rely on internal finance.

Some scholars have challenged the dominant conception that suggest entrepreneurship is an intrinsic related property of the individual person and instead they look towards the interconnected web of entrepreneurial practice with the broader societal and cultural images of the entrepreneur (Bruni et al, 2004; Nicholson & Anderson, 2005). These scholars have sought to recognize that the representation of the entrepreneur as a heroin of innovation may be socially constructed, and that entrepreneurial practice operates within a social reality which is constructed and shaped by their action and that of others in response to their actions (Bruni, et al, 2004)

The entrepreneurship theory of Shane links with the conceptual frame work of the study. In the theory of entrepreneurship, an entrepreneur has the will to take action, takes risk, is motivated and has the right attitude and makes decisions. In the research conceptual framework where the entrepreneur has the right attitude, through training the entrepreneur is able to get managerial skills business skills and marketing skills. Through these skills the entrepreneur is able to perform in terms of profitability, sale/volumes, customer base, asset growth and business expansion.



Source: Researcher (2017)

*Figure 2.1: Conceptual Framework*

Conceptual frame describes concepts that are put together as a map to show the relationship among research variables (Mugenda & Mugenda, 2009). It is used to explain how the independent variables affect the dependent variable. In this study, the conceptual framework is based on three variables that are assumed to affect the performance of women entrepreneurs in Ruiru Town. The dependent variables in the conceptual framework are the

social factors affecting the performance of women entrepreneur. The independent variables are the cultural values, attitude of the entrepreneur and the role expectations. The intervening variables are training where managerial skills, business skills and the marketing skills are trained.

The performance of the entrepreneur can be through profitability, sales/ volume, increase of customer, increase of staff, asset growth and business expansion. Women entrepreneurs also need the business skills for them to run the venture in a professional manner and marketing skills for them to market their products and services according to the current marketing process and trend.

#### Research gaps

The literature that has been reviewed indicate that a number of issues remain inadequately addressed. The theories used correlate with the conceptual frame work variables and blends with the literature review. The studies have concentrated on general factors affecting performance of women. There lacks detailed studies on social factors affecting the performance of women entrepreneurs. The study sought to fill the gap of identifying the specific social factors affecting the performance of women entrepreneurs.

#### Summary

The study is hinged on the sociological theory of entrepreneurship and the entrepreneurship theory. The literature review reveals the different factors that affect the performance of the women entrepreneurs in their ventures. The factors have either positive or negative effects on the ventures. There is linkage between the literature review, theoretical frame work and the conceptual frame work.

## CHAPTER THREE

### RESEARCH METHODOLOGY

#### Introduction

In this chapter the researcher focused on the research design and methodology that was applied in the study. This includes the sample, data collection tools and their validity and reliability, target population, data collection instruments, the data collection procedures and analysis techniques.

#### Research Design

Research design gives an outline of what the researcher did and a good research design specifies the source and the type of information relevant for the research, specifies which approach is to be used for gathering and analyzing data and also includes the time and the budget cost.

In order for the researcher to clearly examine the topic of research, descriptive survey was used. Descriptive type seeks to describe the state of affairs as they exist. Descriptive survey aims to generate knowledge that may be used to describe or develop a profile of what is being studied (Kamau, Githiji, & Njau 2014). This method of research was preferred because a researcher is able to collect data which is used to answer questions concerning the current status of the subject of study. According to Mugenda and Mugenda (2009) descriptive research is where the researcher determines the research and reports the way things are and also helps in describing a phenomenon in terms of attitude, values and characteristics. Descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho, 2003). Descriptive survey was preferred because it is simple to

administer. The data obtained are reliable because the responses are limited to the alternatives stated. Coding, analysis and interpretation of data are relatively simple. (Kamau et al, 2014).

The researcher administered questionnaires to a sample that was identified from the target population. This was used for the purpose of collecting primary quantitative data. The study is a quantitative research where by the data was measured by nominal and ordinal measures which were used to get the mean and standard deviation by descriptive statistics analysis.

### The Target Population

According to Hartas (2010) population is a group of individuals or organizations that share the same characteristics that is of interest to the researcher, or a group of people to which the researcher wants to generalize the findings. Target population refers to the aggregate or totality of all objects, subject or members that conform to set of specification (Pilot & Hungler, 2011). On the other hand Kombo and Tromp (2010) states that population refers to a larger group from which sample are taken. It consists of all elements-individuals, items, or an object whose characteristic is being studied. In this study, the population of interest was 100 women entrepreneurs based in Ruiru Town who run SMEs.

### Sampling Design

The researcher used stratified random as the sampling design which involves dividing the population into homogeneous subgroups and then taking a simple random sample in each subgroup (Kombo & Tromp, 2010). According to Kamau, Githinji and Njau (2014) in stratified random sampling the population is divided into strata and then elements from each stratum are selected randomly. According to Kombo and Tromp (2006) random sampling is appropriate when the researcher is interested on issues related to gender, race, or age disparities in a

population. The random sampling suited the study because it was dealing with one gender being women entrepreneurs who run SMEs based in Ruiru Town.

According to Mugenda and Mugenda (2003) sample size depends on number of variables in the study, the research design and method of data analysis and the size of the accessible population. In the same context, for ethnography, Morse (1994) suggests approximately 30 - 50 participants. Creswell (1998) suggests only 20 - 30. While for phenomenological studies, Creswell (1998) recommends five to 25 and Morse (1994) suggests at least six.

The researcher had five stratum namely entrepreneurs dealing in animal feeds, hardware shops, cereals, salons and green grocery. The researcher used the cluster sampling to arrive at the five strata. The researcher gave questionnaires to five women in each stratum in the five locality of the town, which is in the market area, the upper and lower town areas, the Bus Park and Masaku area. This was done randomly. The total sample size for the research was 25 respondents. This was 25 % of the population of the SMEs managed by women entrepreneurs based in Ruiru Town (Ruiru Sub County Gender Report, 2016)

*Table 3.1 Sampling Strategies*

SME Category	Number of respondent
Animal feeds	5
Hardware	5
Cereals	5
Salon	5
Green grocer	5
TOTAL	25

## Data Collection Instruments and Techniques

The researcher used questionnaires. The questions were both open ended and closed to enhance uniformity and to ensure maximum data was obtained. According to Kamau et al (2014) a questionnaire is a structured technique of data collection consisting of series of question that a respondent answers. It is a formalized set of questions for obtaining primary information. The researcher conducted pilot study to assess the capability of the research instruments to collect required data for the research. The target population was women entrepreneurs who run SMEs in Ruiru Town. The researcher used simple random sampling to get the sample of five women entrepreneurs for the pilot study. The five respondents for the Pilot study were not part of the respondents in the study.

### Data collection procedure

Prior to the commencement of data collection, the researcher obtained all the necessary documents, including an introduction letter from the University. Audience with the sampled local authorities in the region was also sought to clarify the purpose of the study. Upon getting clearance, the researcher in person distributed the questionnaires to the sampled women entrepreneurs. Use of questionnaires eased the process of data collection as all the selected respondents were reached in time. The purpose of the research was explained during the distribution of the instruments. The data collected was treated in confidence and strictly for the purpose of the research.

## Data Analysis methods

Data analysis means the categorizing, manipulating and summarizing of data to obtain answers to research questions (Kombo & Tromp, 2006). The researcher used Likert scale in the questionnaire. Data from the questionnaire was coded and entered into the computer for computation of descriptive statistics. The Statistical Package for Social Sciences (SPSS version 20) was used to run descriptive statistics such as frequency and percentages, mean and standard deviation so as to present the quantitative data in form of tables and graphs based on the major research questions.

## Validity and Reliability

According to Polit and Beck (2006) validity is described as the extent of accuracy of an instrument to measure the construct it is supposed to measure in the context of the concepts or variables being studied. The structured questionnaire was developed, and then the researcher sought opinion from experts. There was need for the researcher to go through the questionnaire so as to ascertain the validity of the instruments.

The researcher carried out a pre-test. This helped in adjusting the questionnaire, vagueness and unwanted questions were deleted from the questionnaire. The data collected during the pre-test does not form part of the study. According to Mugenda and Mugenda (2009) reliability is the consistency with which research instrument measures what it purports to measure.

## Ethical Consideration

According to Mugenda and Mugenda (2012) ethics is defined as a branch of philosophy which deals with one's conduct and serves as guide to ones behaviour. In this study the researcher followed ethical guidelines to ensure there was no physical or emotional harm to the

participants of the research. Ethical consideration is important because the researcher will avoid emotional harm. Bhattacharjee (2012) call for research procedures to consider ethical issues in order to avoid physical or emotional harm. In view of this, Leedy and Ormrod (2010), Bhattacharjee (2012) identified voluntary participation and harmlessness (informed consent), anonymity and confidentiality (privacy), disclosure, honesty with professional.

To carry out the research ethically the researcher had to acquire a letter of introduction from Pan African Christian University in addition to obtain permission to carry out the research. The researcher also got a permit from the National Commission for Science, Technology and Innovation. The researcher brought light that the study was made for academic purposes of fulfilling the requirement of the degree.

Based on the right to privacy the researcher was expected to acquire disclosure of sensitive issues concerning the respondents and the enterprise. In order to prevent reluctance and dishonesty in some responses and safe guard respondents' privacy, the questionnaire was designed to guarantee anonymity and the respondents was assured of confidentiality. Since the researcher was dealing with informed consent, respondents who were not willing to participate in the study were given room to abstain.

### Summary

The chapter sets out various stages and phase that were followed in completing the research. This is the chapter where the research methodology is stated. It involved the research collection, measurements and data analysis methods used. The section has given an overall scheme, structure or plan that aid the study in answering the research questions. The following subsections were included: research design, population, sampling methods, data collection instruments and techniques, Data collection procedures, data analysis and ethical consideration.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The research sought to establish the social factors affecting women entrepreneurs in Ruiru Town. The respondent of the study were women entrepreneurs in Ruiru town. The study used primary data that was gathered using structured questionnaires. The quantitative data was analyzed using descriptive statistics such as measures of central tendency and measures of dispersion. The findings were presented in frequency tables and bar graphs for easy understanding. The collected data was analyzed and presented in this chapter, with explanation of its relations with research objectives.

#### *Questionnaire response rate*

A total of 25 questionnaires were issued to respondents where by all the questionnaires were returned duly completed therefore having a return rate of 100%. According to Mugenda and Mugenda (2003), for generalization, a response rate of 50% is adequate for analysis and reporting, 60% is good and response rate of 70% and above is excellent. The research targeted 25 respondents as its sample size. Table 4.1 below shows the response rate.

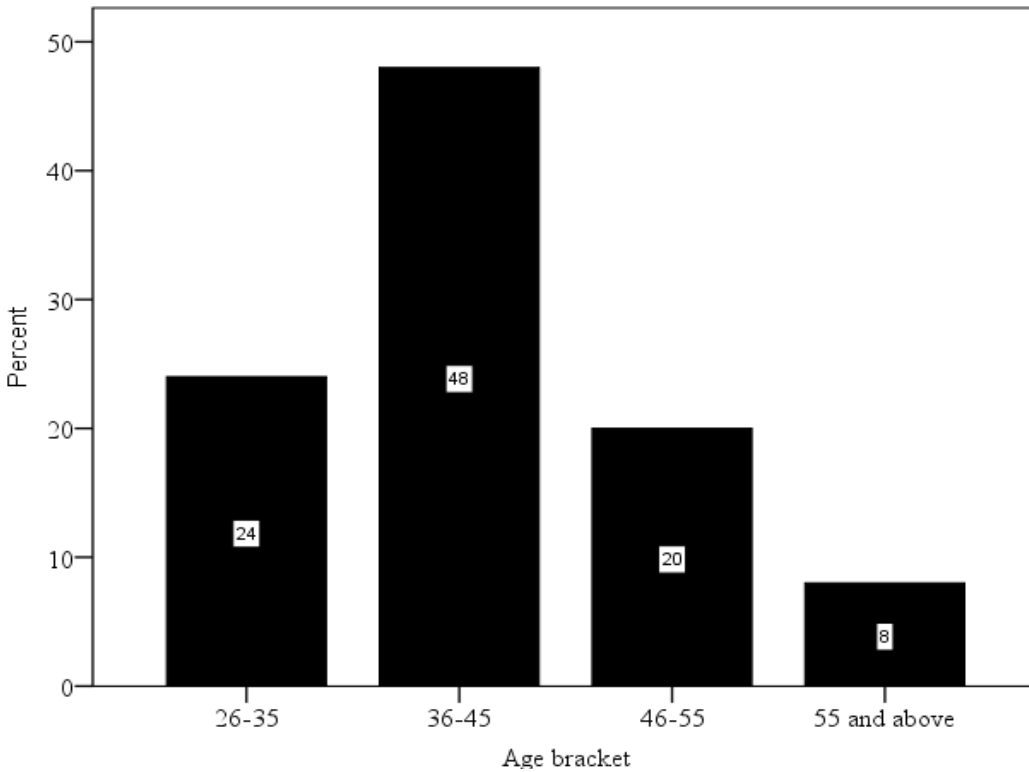
*Table 4.1 Response Rate*

SME Category	Frequency	Percent
Animal feeds	5	20.0
Salon	5	20.0
Hardware	5	20.0
Cereals	5	20.0
Green grocery	5	20.0
Total	25	100.0

#### Background data of the respondents

##### *The age bracket of the entrepreneur*

The result shows that there was no respondent who managed SMEs in the age bracket of below 18 years and 18-25 years. 24% of the respondents were between 26-35 years; 48% was between 36-45 years; 20% was between 46-55 and 8% was 55 years and above. This means most respondents were above 36 years. The age brackets of the respondents are presented in the figure 4. 1 below. This result concurs with earlier research findings whereby female entrepreneurs are considered late-comers in entrepreneurship and this bring in the inadequacy of skills, required for startup competence and business growth (Brush, 2013).

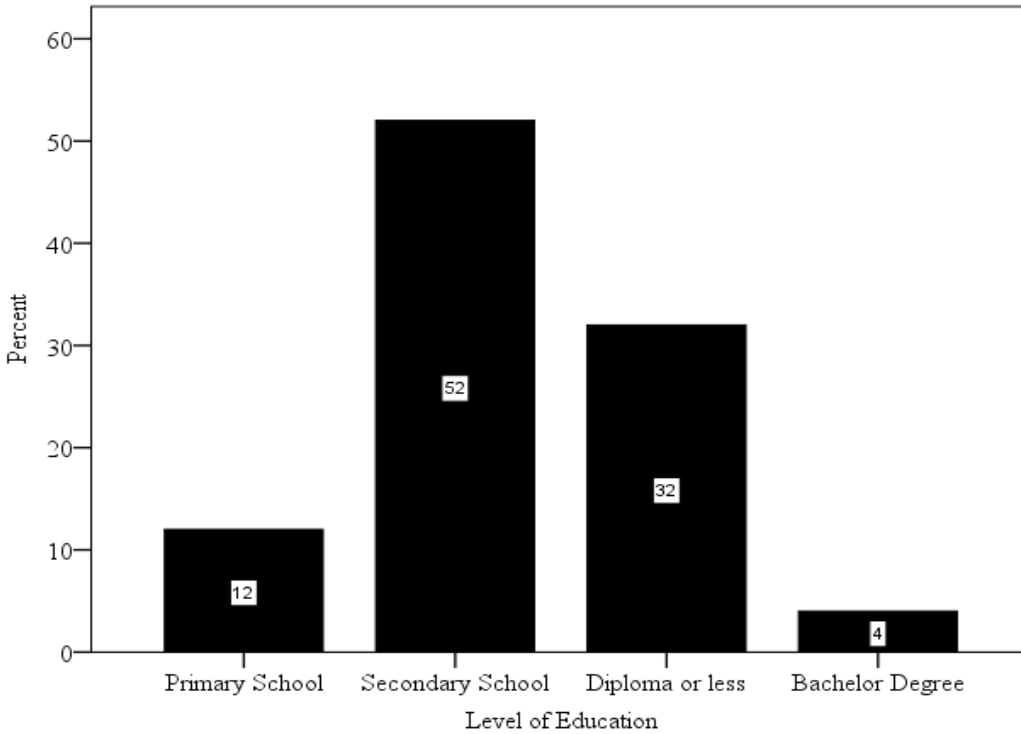


*Figure 4.1: Respondent Age bracket*

The respondents of age bracket of 26-35 were 6 the respondents of age bracket of 36-45 were 12 while the respondents of age bracket 46-55 was 5 which clearly indicated in table 2.

#### The level of education of the respondent

From the findings, majority of the respondents 52% had secondary education while 32% had Diploma 12% had primary school education, 4% had bachelor degree and none had master's degree and PHD. This is an indication that most of the women entrepreneurs turn to business when they fail to continue with education to a diploma or degree level. Lack of educational training among women is the reason why many small and medium enterprises have stagnated. The percentage of the level of education of the respondents is shown below in figure 4.2.



*Figure 4.2: Level of Education*

*The length of time the women entrepreneurs have run the venture*

The study sought to establish the length of time the entrepreneurs have run the venture. The data analysis shows that 12 % of the respondents have run their ventures for 2years; 12% for 3years; 4% for 4years; 8% for 5years; 12% for 6years; 12% for 8 years, 15 years, 20 years; 8% for 25 years and 4% for 30 years. The result demonstrates the majority of the respondents have run their ventures for over five years. The table 4.2 below shows the years of service the respondents have practiced as entrepreneurs. In the literature review it show that, past statistics indicate that three out of five businesses of women entrepreneurs fail within the first few months of operation (Kenya National Bureau of Statistics, 2013). The results have suggested that women entrepreneurs in Ruiru town have managed to run the business for two years and above. In the

literature review it was indicated that most women entrepreneur’s ventures failed before the end of three years.

*Table 4.2: The years the women have run the ventures*

Number of years	Frequency	Percent	Cumulative Percent
2	3	12.0	12.0
3	3	12.0	24.0
4	1	4.0	28.0
5	2	8.0	36.0
6	3	12.0	48.0
8	1	4.0	52.0
10	3	12.0	64.0
15	3	12.0	76.0
20	3	12.0	88.0
25	2	8.0	96.0
30	1	4.0	100.0
Total	25	100.0	

#### The performance of woman Entrepreneur SMEs

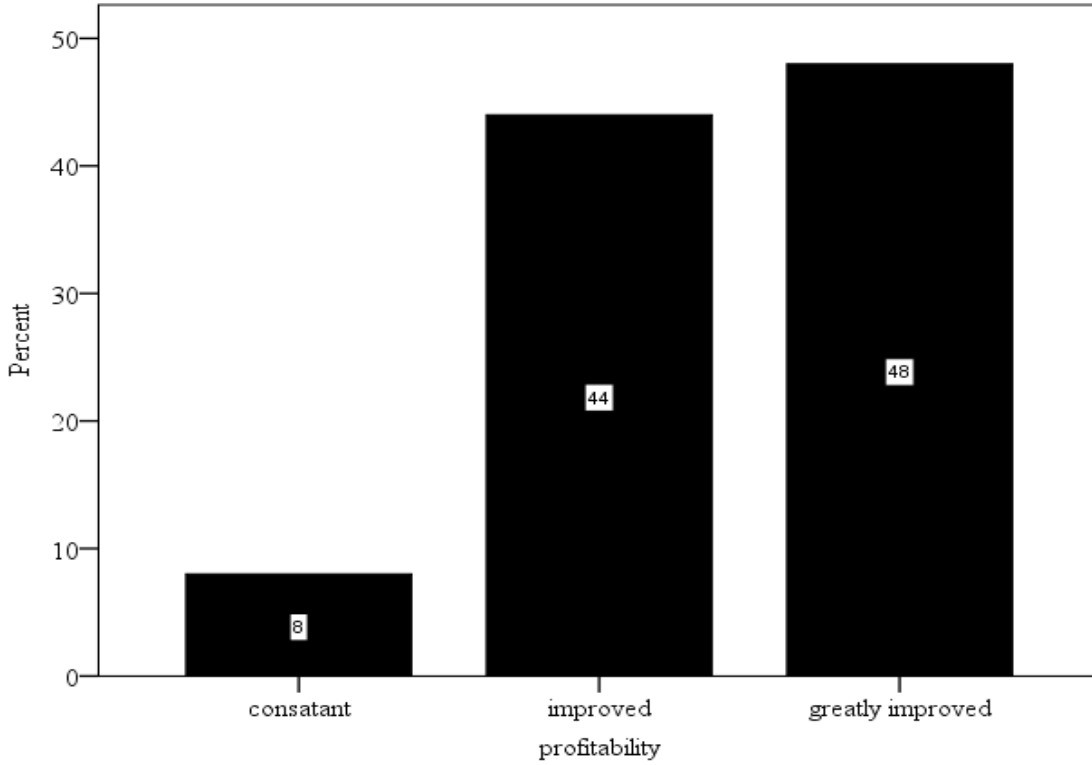
On a scale of 1-5 where 1= greatly decreased and 5=greatly improved, where M represent mean and SD represent standard deviation. In table 5 below the performance of the women entrepreneur SMEs in terms of profitability greatly improved at a high scale (M4. 40, SD. 0.65). This indicates that profitability played a big role and it had a higher effect on the women entrepreneurs’ performance. Sales/volume is in the higher limit of the scale (M4.40, SD 0.65) this shows the effect of Sales/volume on the entrepreneur is on a high extent of the scale. The table 4.3 shows the increase of customers is also on the higher limit of the scale (M 4.40, SD 0.65) influence the performance of the entrepreneur at a high extent. The study reveals that the woman entrepreneur performance on the aspect of asset growth as factor on performance is on the higher scale (M 4.64, SD.0.49) this indicates that business expansion is a performance measure of

woman entrepreneur. The increase of number of staff is on the higher scale (M.4.3, SD. 62) this reveals that increase of number of staff is performance measure of the woman entrepreneur SMEs.

The results revealed in the table 4.3 below concur with the literature review. According to Mashenene *et al* (2014) investigated socio-cultural determinants of entrepreneurial capabilities among the Chagga and Sukuma SMEs in Tanzania using questionnaire survey and case studies involving 254 owner-managers indicates that values, social factors, beliefs, norms and perceptions demonstrate positive effects (Mashene et al 2014). The theory under the study also indicates that the sociological theory of entrepreneurship is based on the assumption that every individual is endowed with social and cultural power. The second theory Discovery of entrepreneurial opportunity is affected by individual attributes. It is made up of demographic and psychological factors such as risk, attitude, motives, age and social status, education and training, career experience (Shane 2007).

*Table 4.3: Performance of women Entrepreneur SMEs*

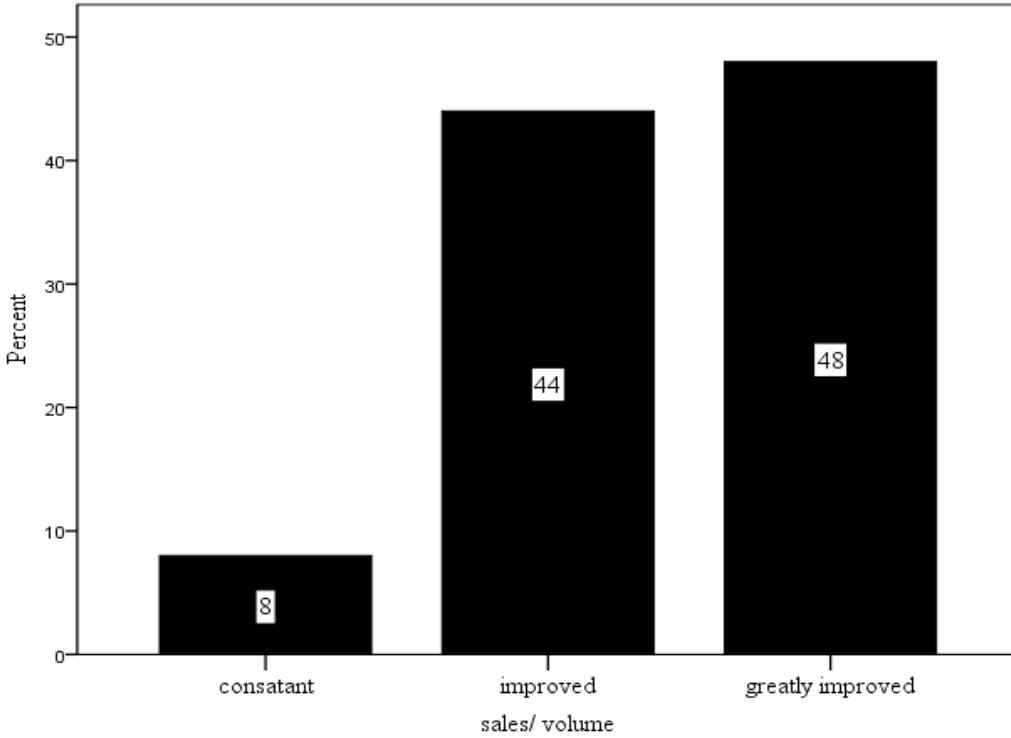
Factors to be Considered	Mean	Std. Dev
profitability	4.40	0.645
Sales/ volume	4.40	0.645
Increase of customers	4.40	0.645
Asset growth	4.64	0.490
Business expansion	4.40	0.577



*Figure 4.3: Performance in terms of profitability*

*Performance in terms of profitability*

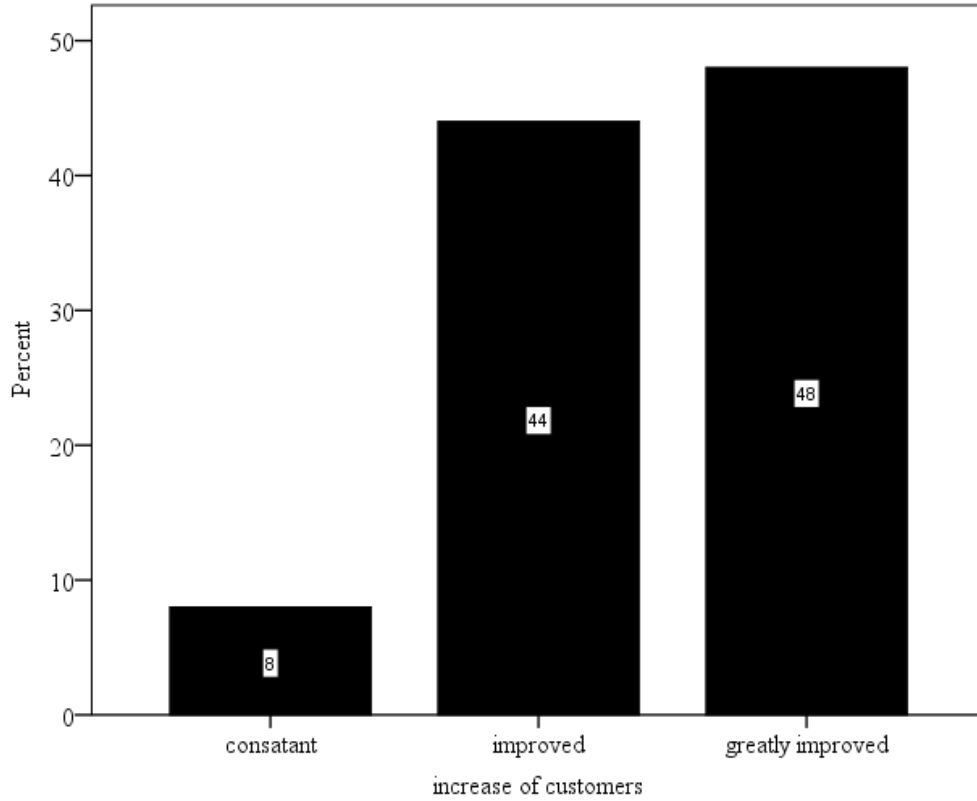
Performance in terms of profitability the result reveals 8% of the respondents had constant profit, while 44 % had improved the profitability and 48% had greatly improved. Figure 4.3 above shows the result of the findings



*Figure 4.4: Performance in terms of sales / volumes*

*Performance in terms of sale/volume*

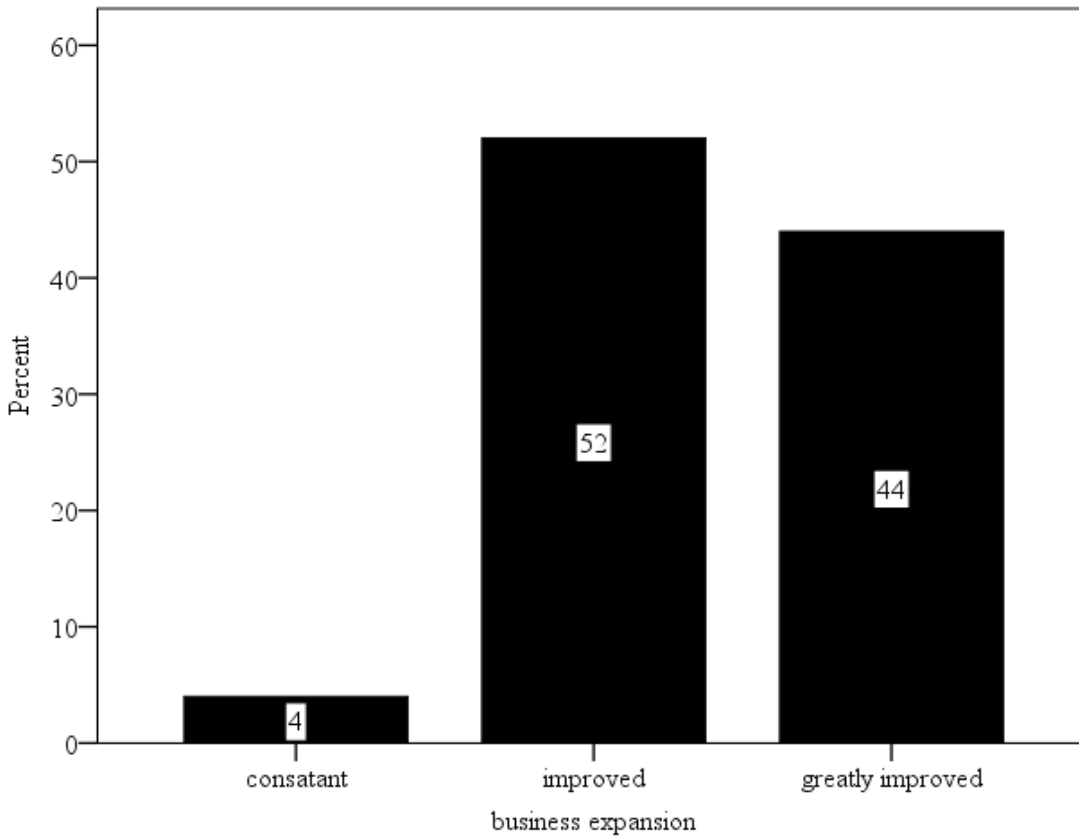
The result in figure 4.4 above reveals 8% of respondents had constant sale/volumes, 44% had improvement in the sales/ volume while 48% had greatly improved. In the literature review Mashene et al (2014) the women entrepreneurs are able to increase their customer base hence sales/volume increase.



*Figure 4.5: Performance in terms of increase of customers*

*Performance in terms of increase of customers*

Figure 4.5 above shows that 8 % of the respondents there customers remained constant, 44 % of the respondents indicated the increase of customers improved while 48 % of the respondents indicated the numbers of the customers greatly improved.



*Figure 4.6: Performance in terms of business expansion*

*Performance in terms of business expansion.*

Figure 4.6 above reveals 44% of respondent's performance in terms of business expansion greatly improved. 52% of the respondent's performance in terms of business expansion improved. 4% of the respondents indicated their business performance in terms of expansion remained constant.

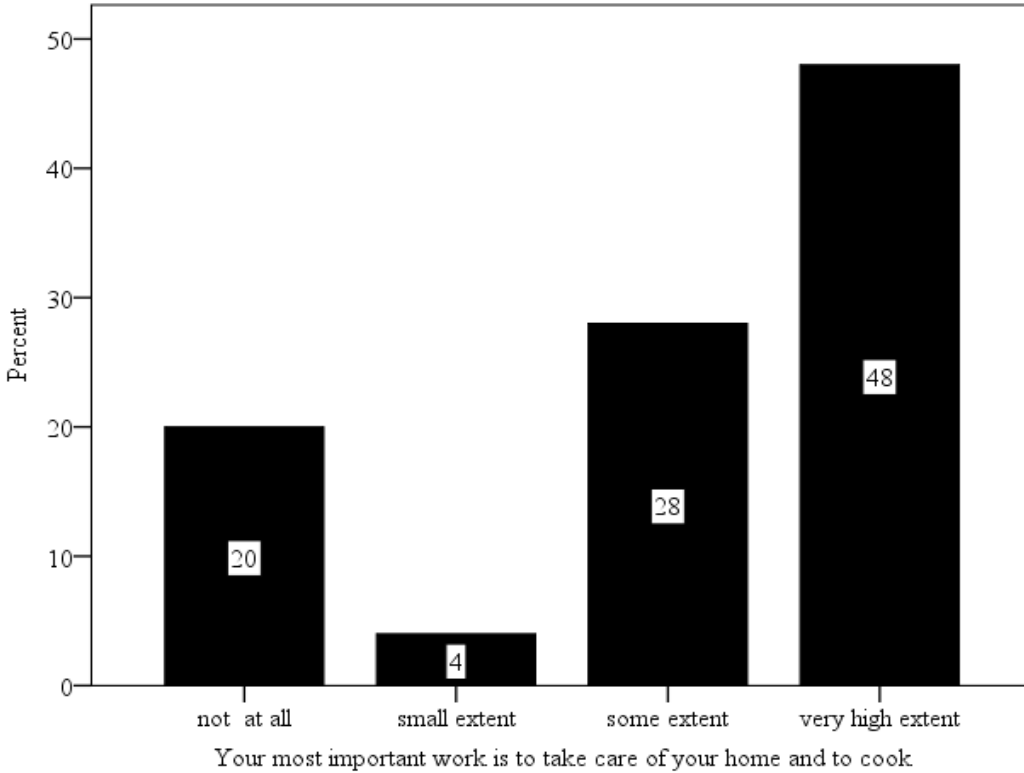
#### Cultural values

On a scale of 1-5 where 1= no extent and 5=very high extent, table 4.4 below shows that being a woman affected the way the respondents carried their business to a low extent (M=1.60,

SD=1.26). This suggests that gender did not have a significant effect on women entrepreneurs' approach to business. The women entrepreneurs working on domestic matters more than business matters had low effect on the women leadership performance (M.1.5, SD3.6) as it is indicated in table three below. The responsibility to have control over resources in the business also had a lower effect to the women performance. The most important work is to take care of home and to cook which influences how the women perform the business as the leader to a higher extent (M3.50, SD 1.00). The ethnicity affects the leadership performance in the business at a very low extent (M1.20, SD .677). Education had a very high extent of influence to the performance of the women entrepreneurs. The literature review findings shows Culture as one of the social factors has played an increasing role in the world on women's entrepreneurial performance over the two past decades (Ozgen, 2012). The result in the findings indicates that cultural values have some extent of influence on the woman entrepreneur's performance. The influence of cultural values on the woman entrepreneurs' performance can be seen in table 4.4 below.

*Table 4.4: Cultural values*

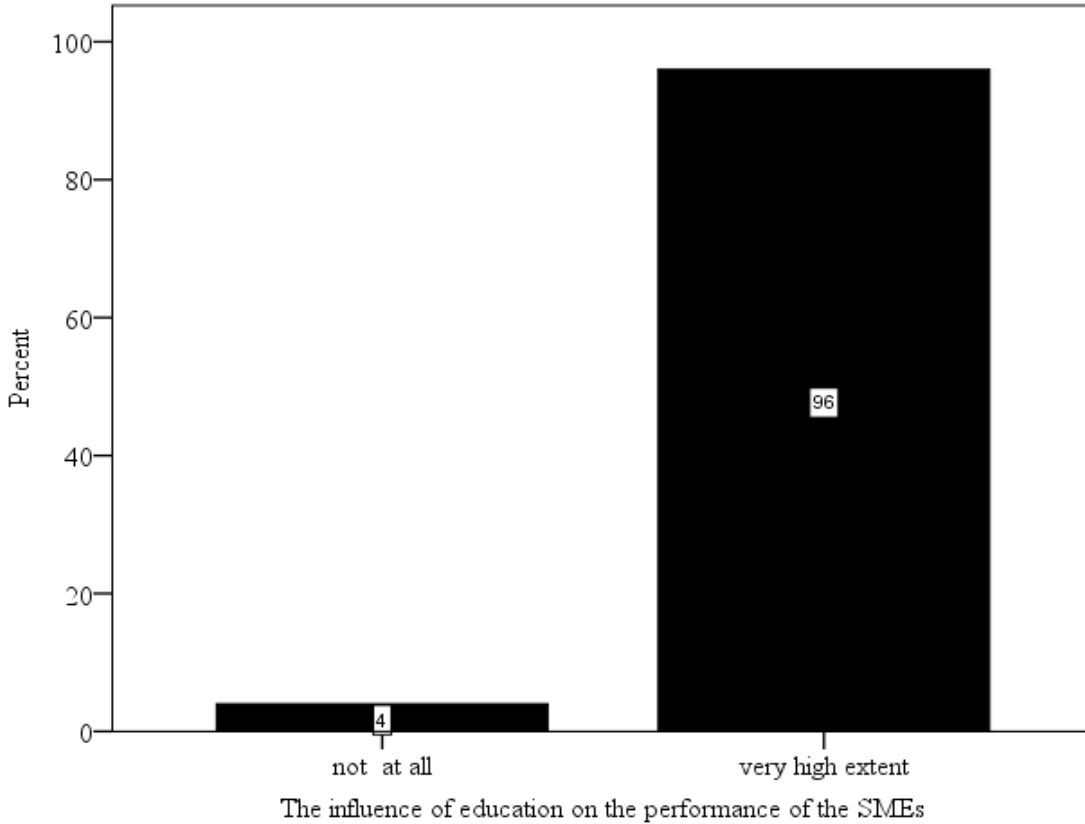
Cultural values	MEAN	Std.Dev
Does being a woman affect the way you carry your business as leader	1.60	1.26
You work on domestic matters more than business matters which affect your leadership performance	1.50	3.56
You are not responsible to have control over resources in the business there by affecting your leadership performance	1.44	1.08
Your most important work is to take care of your home and to cook which influences how you perform as a business leader	3.52	1.00
You can make proper decision in your business even without consulting others in the family	1.00	0.00
Women are not allowed to make all decisions in the business according to my culture and this has an influence on my performance as a business leader	1.00	0.00
As a woman entrepreneur my ethnicity affects my leadership performance in the business	1.20	.677
My education has influenced on the way I do business	4.84	0.800



*Figure 4.7: Home maker*

*Home maker*

The respondent when asked which if the most important work is to take care of their home and cook , 30% indicated that it was not at all important, 4 % indicated it was important to a small extent, 28 % responded it was important to some extent, while 48% indicated it was important to high extent. The above result can be seen in figure 4.7 above.



*Figure 4.8: Influence of Education on the performance of the entrepreneur*

The respondents indicated that education influenced their performance. In figure 4.8 the result shows 96% of the respondents attributed their performance to the level of education they had attained.

#### Role expectation

The role of skill has some effects on the performance of the woman entrepreneur. On a scale of 1-5 where 1=no extent and 5=very high extent, M represents the mean while SD represents Standard Deviation. There is evidence of entrepreneurial skills that is necessary for them to carry out their business (M2.56, SD 1.78) this is in the middle level of the scale. The result also shows that the women had managerial skills which helped them to advance their business as leaders. Managerial skill is rated (M2.68, SD1.73) which is on the middle level of the

scale. Marketing and sales skills have influence on the women entrepreneurs' performance on the scale it is rated (M2.64, SD1.87). General lack of exposure and experience did not have a big influence as the results shows it is rated (M2.44, SD1.87) this means the influence to the women entrepreneurs was at the lower extent. The women did not depend on the staff for book keeping this shown in the result (M1.64, SD1.08) it is on the lower part of the scale this suggests the influence was very low. The above observations are shown in the table 4.5 below.

*Table 4.5: Role of Skill*

Skill	Mean	SD
As an entrepreneur I have entrepreneurial skills necessary to carry out my business successfully	2.56	1.78
I have managerial skills which helps me advance my business as a leader	2.68	1.73
I have marketing and sales skills in running the venture which influences how I perform as a business leader	2.64	1.87
A general lack of experience and exposure restricts me from venturing out and dealing with banking institutions	2.44	1.87
I depend on my staff in accounting and book keeping in order to achieve business goals	1.64	1.08

#### Entrepreneurial skills

There is evidence in the result the respondents had some entrepreneurial skills necessary to carry out their ventures. In figure 4.9 below 20 % had of the respondents had entrepreneurial skills to a small extent, 2% to some extent and 32% to high extent.

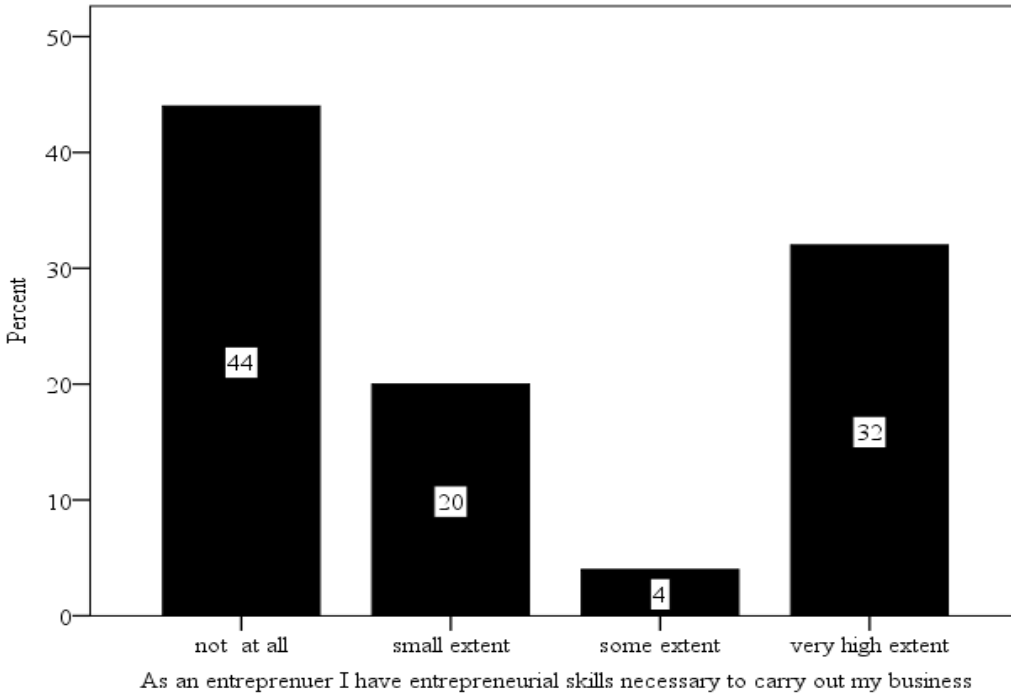
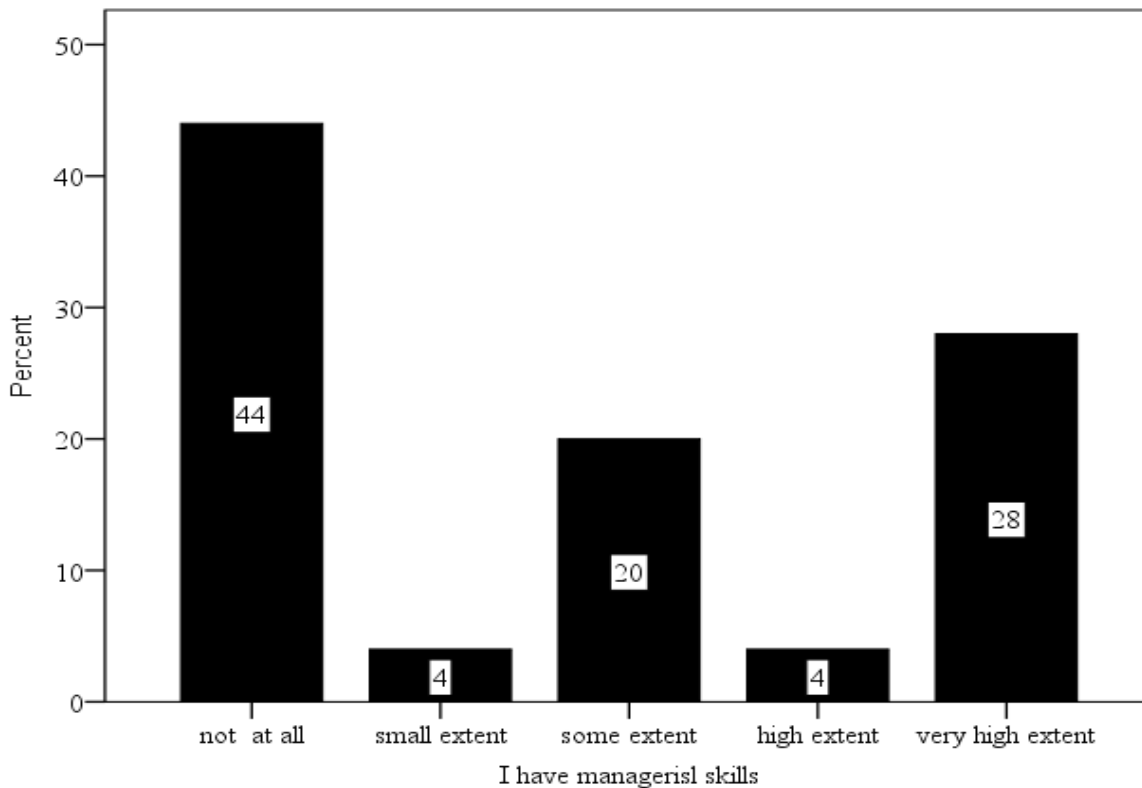


Figure 4.9: Entrepreneurial skills

### Managerial Skills

The result in the study clearly shows that the respondents had managerial skills. Using the likert scale 4% of the respondents had managerial skills to a small extent while 20 % had it to some extent, 4 % had managerial skills to high extend and 28% had managerial skills to a very high extend. In the literature review Salman (2009) supports this by stating that skills like business skills and managerial skills can be acquired through formal education which boosts the performance of entrepreneurs. This can be seen in figure 4.10 below.



*Figure 4.10: Managerial skills*

### Marketing skills

The analysis from the result on marketing skills as shown in figure 4.11 below indicates that the women entrepreneurs had marketing skills. 32% of the respondents had marketing skills to a very high extent while 4 % indicated they had marketing skill to high extend. 8 % of the respondents had the marketing skills to some extent and 4 % had marketing skill a small extend of the result shows that 48% of the respondents did not have any marketing skills.

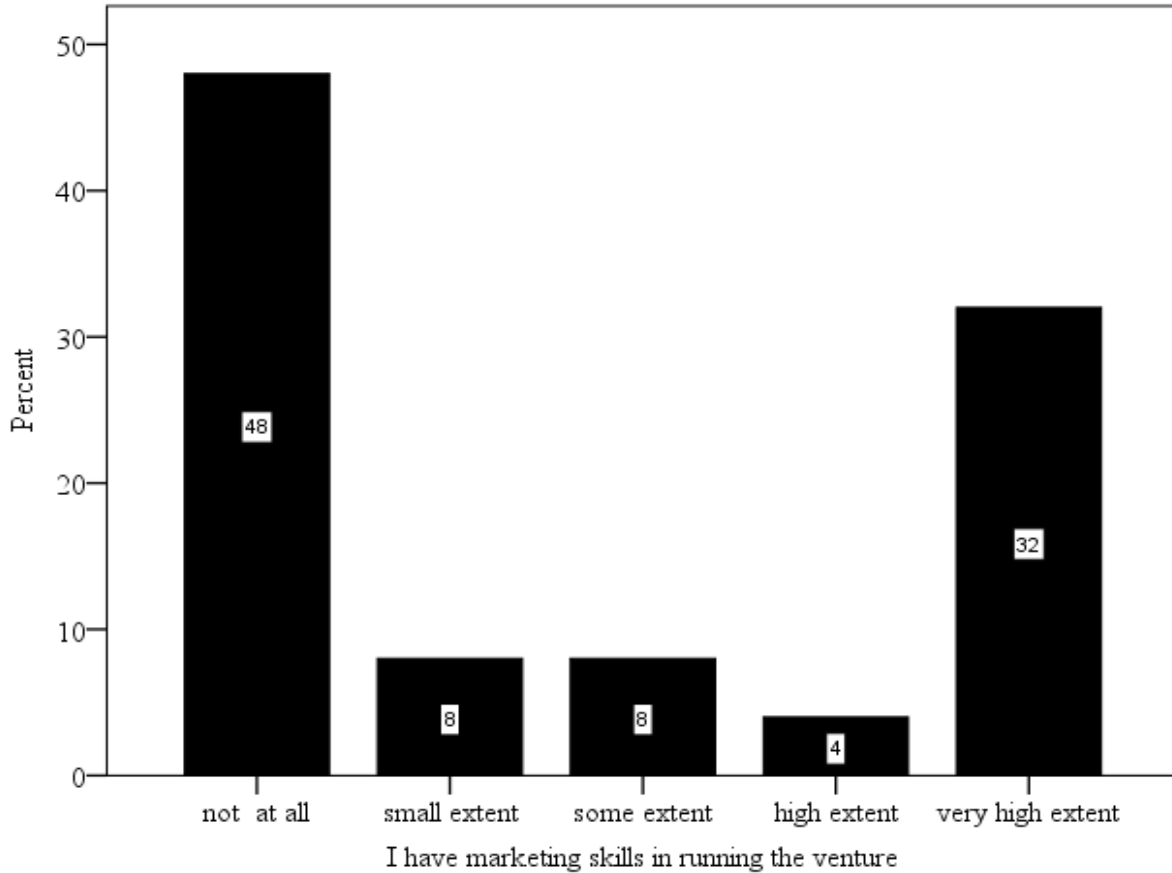


Figure 4.11: Marketing skills

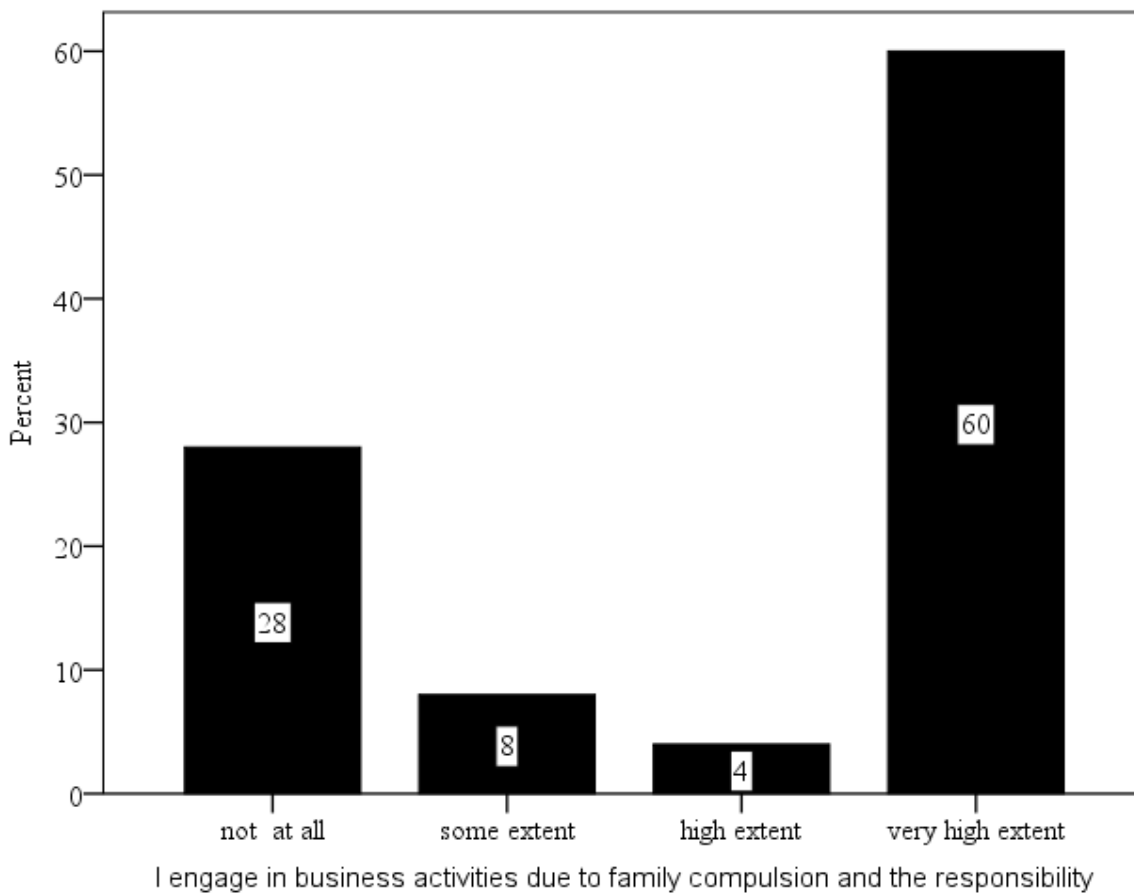
### Attitude

The results show the attitude of the women entrepreneurs had a high of influence on the performance of the entrepreneur. The women entrepreneur engaged in business activities due to family responsibility this had a high influence (M3.68, SD1.80). The women entrepreneurs engaged in business because they wanted to make profit there this influenced their performance to a very high extent of influence (M5.00, SD.00). The women entrepreneurs took risks while carrying out the business; this influenced their performance to very high extent (M4.76, SD 0.60). The perception of the women was at a very high extent. This suggests perception influenced the

performance of the women entrepreneurs at a very high rate of the scale (M4.92, SD0.40). The information above can be verified in the table 4.6 below.

*Table 4.6: Attitudes*

Factors to be Considered	Mean	Std. Dev
I engage in business activities due to family responsibility	3.68	1.80
I engage in business because I want to make profit	5.00	0.00
I take risks while carrying out the business	4.76	0.60
My perception is high as carry out the business	4.92	0.400



*Figure 4.12: Family And Responsibility*

The respondents indicated they engage in the business due to family compulsion and the responsibility. 28% stated they did not at all engage in the business due to the compulsion and the responsibility. 8% engaged to some extent, 4% engaged to high extent while 60 % indicated they engage in business activities due to family compulsion and the responsibility to a very high extent. This shown in figure 4.12 above

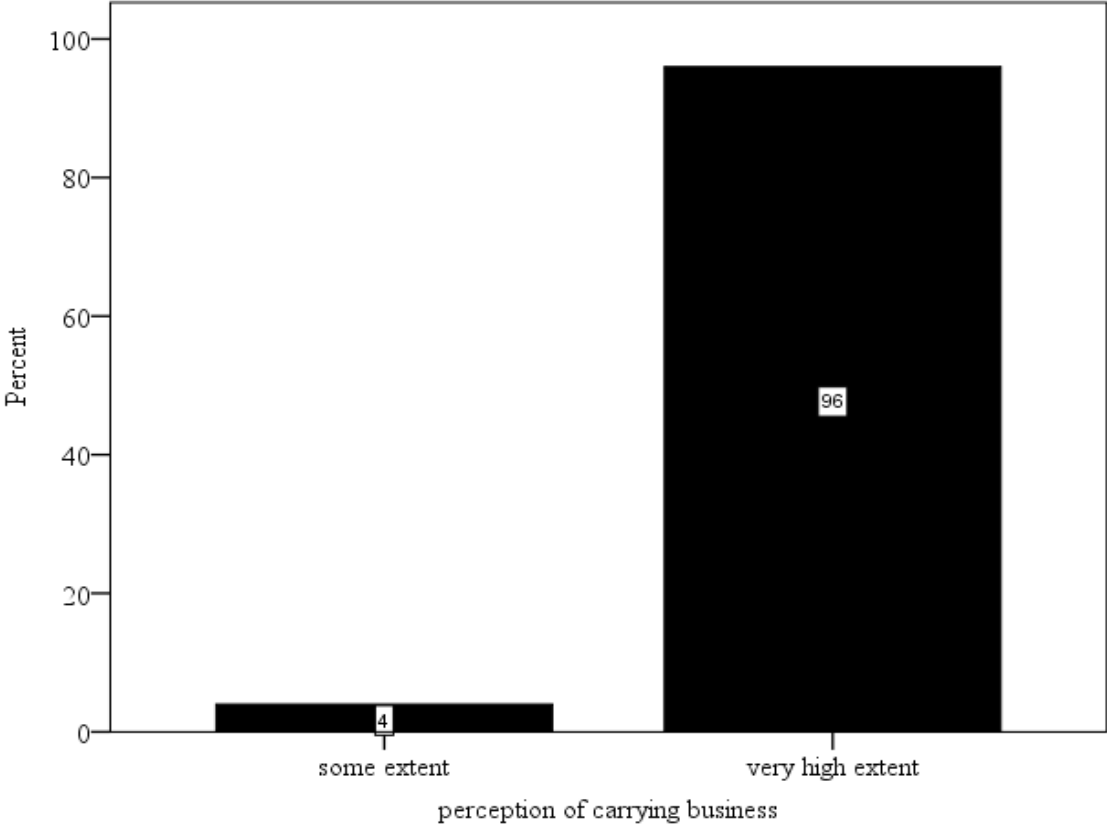


Figure 4.13: Perception of Carrying Business

On perception of carrying business the respondents indicated they have high perception. 96% of the respondents stated they have a very high extent of perception in carrying their business. 4 % of the respondents indicated they had perception to some extent. This is evident in figure 4.13 above.

The respondents on taking risk while running their ventures indicated that 84% of the respondents had a very high extent. 8 % of the respondent’s high extent and 8% had some extent of risk taking. Attitude towards risk taking is crucial attribute of entrepreneurs especially women. Shane (2003) enterprise involves risk- taking. An entrepreneur who does not take risk is less likely to exploit entrepreneurial opportunity. This can be seen in figure 4.14 below.

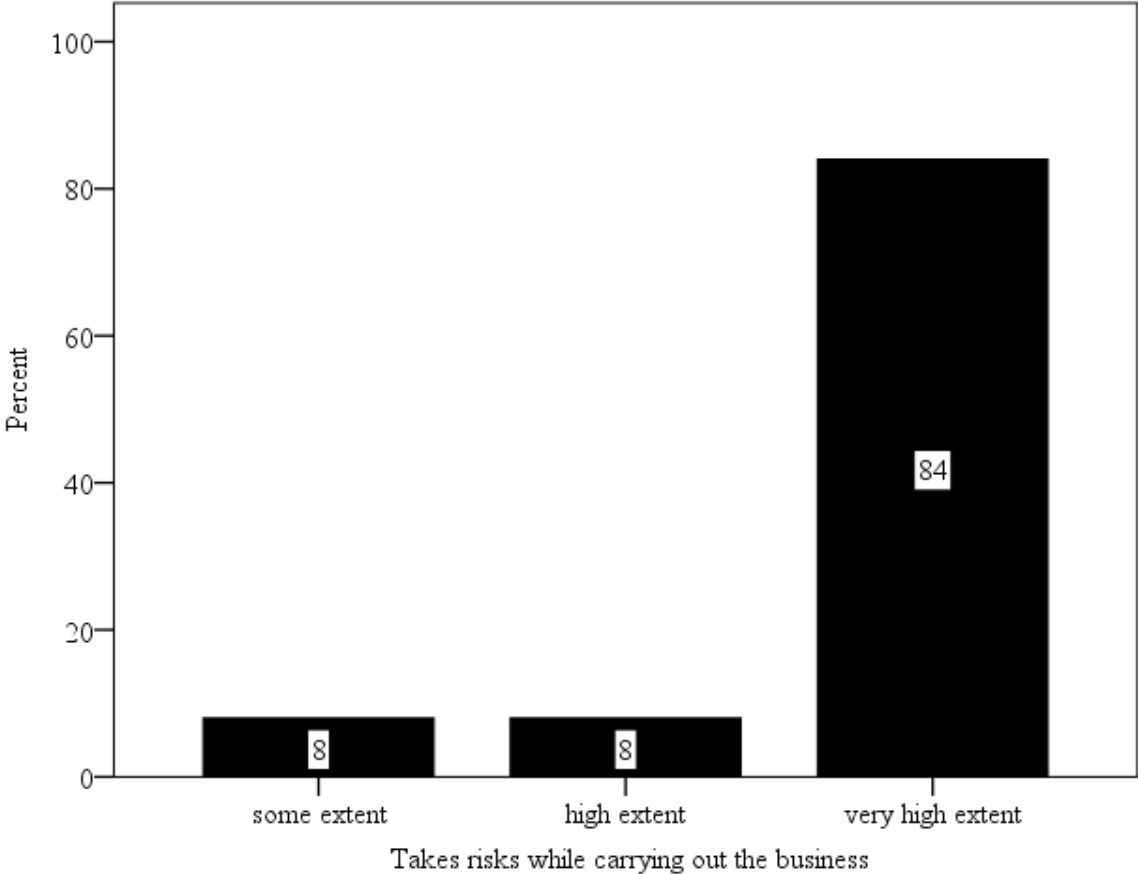


Figure 4.14: Takes risks

Other factors that affect the women entrepreneurs

The women entrepreneurs indicated other social factor that affected their performance. These included rise in the premises rent (4%), competition from suppliers and fellow entrepreneurs (8%), envy, (4%) rise of products (4%). In the transport industry men tend to think

women do not know much about the industry (4%), shortage of commodities (4%) while 68% percent of the respondents did not have any other social issue.

### Discussion

The interpretation of the data presented above reveals how social role-expectation influences the performance of the women entrepreneurs. The role of domestic commitments on women entrepreneurs 48% of the respondents had a very high extent of influence on their performance. In the literature review, Stevenson and Jarilo (2003) concurs with the above findings in that balancing a woman's role in the home and the enterprise expectations is a major challenge especially for women in traditional societies. Women are expected to perform all domestic duties leaving no time for them to manage their own enterprise. Jennings and Brush (2013) supports the above statement, many women entrepreneurs try to manage the double work load. This is the challenges coming from family and the business.

Entrepreneurial skills are necessary to carry out the women entrepreneurial venture. The result indicates that 30% of the respondents had small extent of entrepreneurial skills while 32% had a very high extent of entrepreneurial skills. According to Garman and Glawe (2012) entrepreneurial skills play an important role in the success of any business. Dixon (2009) eludes this by stating the major challenge that faces many businesses is the challenge of inadequate skills to handle business. He noted more than 60% of family business loses a considerable segment of their market share after succession because of lack of technical knowhow and business skills.

Managerial skills are also important in running the venture. From the findings the result shows the women entrepreneurs performance is influenced by managerial skills to some extent. 28% had a very high extent of the skill, 20% had some extent of the skills, while 4% had a small extent of the skills. In the empirical review Aldrich (1989) points out that women's business

performance is negatively influenced by occupational segregation and little representation in upper-level management positions.

On marketing skills and the performance of the women entrepreneurs the result revealed 48% of the respondents had no marketing skills. 32 % indicated they had marketing skills to a very high extent. According to (2013) investigating the influence of entrepreneurship skills on performance of women owned enterprises in Africa; the findings revealed that there is relationship between entrepreneurship knowledge and performance of SME. The study recommended that there is need for women training in business planning, marketing skills, accounting knowledge and customer care skills to enable them conduct businesses successfully.

The findings on the influence of cultural values on the performance of the women entrepreneurs indicated that there is some influence of cultural value to the performance. Women work on domestic matters more than business matter this had a mean 1.5 and standard deviation of 3.56. The most important work for the women respondents was to take care of their homes this influenced how they perform in the business. This aspect had a mean of 3.52. Education came out strongly as one of the factors that influenced the ventures of the entrepreneurs. In the literature review day today activities in the SME's were affected by the cultural values of the women entrepreneurs. This is because most women entrepreneurs run their ventures according to their own way of doing things (Sang, 2016). Brush et al (2004) indicates cultural barriers may play a significant role in a woman's choice to be an entrepreneur. Most research suggests that cultural barriers, especially the desire to avoid "glass ceiling" influence women to become owners. However, these, cultural barriers may also be a hindrance to achieving entrepreneurial goals.

The result shows the respondents were risks takers. 84% percent of them took risk to a very high extent. This is supported in the literature review attitude towards risk taking is crucial attribute of entrepreneurs especially women. This is because attitude towards risk taking is entrepreneur's ability and willingness to engage in risky activity (Shane, 2003). A negative attitude towards the business has a negative effect on entrepreneurial. Maziku et al(2014) on the effects of cultural factors affecting the performance of women SMEs in Tanzania, using quantitative and qualitative research approaches involving 80 female owner mangers, the result shows that attitude of husbands ethnicity and immobility of women SMEs have a negative effect on the performance of the women SMEs.

The social cultural factors and the performance of women entrepreneurs had some extent of effects. In the findings profitability greatly improved at this was evident by 48% of the respondents. Business expansion improved as seen in the result by 52% of the respondents. Performance in terms of increase of customers improved by 44% of the respondents and greatly improved by 48 % of the respondents. This is concurred by Jonson et al (2013) examined the effects of social-cultural realities on Nigeria SMEs involving 10 SMEs owners which indicates that socio-cultural realities are key factors affecting their businesses. Mashenene et al (2014) investigated socio-cultural determinants of entrepreneurial capabilities among the Chagga and Sukuma SMEs in Tanzania using questionnaire survey and a case study involving 254 owners-mangers indicates that values, social factors, beliefs, norms and perceptions demonstrate positive effects. The women are able to increase their customer base and hence sale/volume increase.

In the literature review the finding are different for example in a study released by Global Entrepreneurship Monitor (2012), an international research consortium which measures entrepreneurial of activity of individuals in 59 countries, Pakistan women hold a less positive

attitude towards entrepreneurship than their male counterparts. According to Hisrich (2011) history shows that economic progress has been significantly advanced by people who are entrepreneurial and innovative, able to exploit opportunities and willing to take risks. The result from the findings shows that 60% of the women are influenced by family needs to perform in the business. 96% have a high perception and those who take risk have 86%.

### Summary

The result from the analysis and the findings from the empirical review indicate social factors have an effect of the performance of the woman entrepreneur. Positive attitude, risk taking and positive perception of the woman entrepreneur affect the performance of the entrepreneurs positively. Cultural values influence the performance of the entrepreneur to some extent. The role expectation influences the performance of the entrepreneur.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, IMPLICATIONS, CONCLUSIONS, RECOMMENDATIONS, AND AREAS FOR FURTHER RESEARCH

Chapter five presents the summary of findings, implications, conclusion, recommendations in line with the objectives of the study, and areas for further research. Having collected all the required data on the case under investigation and carefully analyzed it with particular reference to social factors affecting performance of women entrepreneurs: a case of small and medium enterprises in Ruiru town.

#### Summary of findings

From the literature review and all the data collected and analyzed, this case study has arrived at the conclusion that social factor plays a key role in that they affect the performance of women entrepreneurs as leaders in their entities. Relying on the responses given by the respondents, the researcher came up with findings which were used to make conclusions and give recommendations. The main findings are based on result of data analysis in chapter four and summarized below based on objectives.

#### *The influence of social role expectation on women entrepreneurs*

The analysis of the findings indicates that women entrepreneurs are influenced by social role expectations. These influence their performance as leaders to some extent. In the findings the women indicated they have to work in their business as well as in the home. Most of them gave priority of making sure their homes are in order by doing so they fulfill the social role expectation. This brings into light why we have few women in the lower age bracket below 25

years. The role of skill to the women entrepreneurs had a high effect on their performance. The entrepreneurial skills and the managerial skills from the findings indicate that these skills influence their performance as women entrepreneurs. The entrepreneurship theory of Shane links with the conceptual framework in that in the theory of entrepreneurship, an entrepreneur has the will to take action, takes risk, is motivated and has the right attitude and makes decisions. In the research conceptual framework where the entrepreneur has the right attitude, through training the entrepreneur is able to get managerial skills business skills and marketing skills.

*The influence of cultural values on the performance of women entrepreneurs.*

The findings show that cultural values have some influence on the performance of women entrepreneurs. The most important work for women are home making that is taking care of the home and cook for the family. This had high extent of influence on the performance of women entrepreneur. Education had a very high extent influence on the women entrepreneurs. On the other hand gender proved to have a very low influence on the performance of women entrepreneurs. On control of resources and responsibility the effect was also low. The sociological theory indicates that an entrepreneur is endowed with socio and cultural power. They develop the attitude in the direction of productivity and role performing where cultural norms permit. In the conceptual framework cultural values is one of the independent variable that affects the dependent variable through the intervening variable.

*The influence of attitude on the performance of women entrepreneurs*

The influence of attitude on the performance of women entrepreneurs was evident in the investigation carried out. The findings indicated that women had positive attitude while

running their business due to the responsibility they had. The findings also show that the women entrepreneurs had a very high perception which influenced their performance. To be an entrepreneur one has to be a risk taker. The findings show that the women entrepreneurs were ready and willing to take risk hence risk takers. Risk-taking had a high influence on how they perform as leaders in their ventures. In the theoretical framework the sociological theory of entrepreneurship holds that social cultures are the driving force of entrepreneurship and the entrepreneurs develop their attitudes in the direction of productivity and creative integration. The entrepreneur becomes a role performer in conformity with the role expectations of the society.

#### Implication of the findings

The findings of the research indicate that social factors have some influence on the women entrepreneurs. This means if the social factors are not conducive and friendly to the woman entrepreneur then they have either positive or negative influence to the performance of the women entrepreneurs. Education has come out strongly as one of the factors that influence the performance of women entrepreneurs to a very high extent. Role of skill is also one of the factors that influence the women entrepreneurs. Age has also come out as a key influencer on the women in their entrepreneurial performance.

#### Conclusion

The data clearly indicate the performance of the majority of women entrepreneurs in Ruiru town was influenced by social factors either positively or negatively. The majority of the respondents were above 36 years which means that the more the women mature the more they venture into entrepreneurship. The culture in Ruiru town show that younger women below 25

years do not venture in entrepreneurs. This could be due to family responsibilities. Young families require much attention from the woman. The social factors that influence women entrepreneurs such as education are paramount. In the level of education there were only 4% of the respondents that are graduates that means the more the women are educated they are not venturing in entrepreneurship.

Entrepreneurial skills and management skills influence the woman entrepreneur performance as a leader to a very high extent. Gender as a social factor did not have a high influence on the performance of the women entrepreneurs. Social role expectation and cultural values had influence to the performance while positive attitude had a positive influence on the performance of the women entrepreneurs.

The performance of the women entrepreneurs is influenced by social factors profitability greatly improved at 44% and it improved at the extent of 48%. Sales and volumes greatly improved at 48% and also improved at 44%. Increase of customers greatly improved at 48% and improved at 44%. Business expansion greatly improved at 44% and improved at 52%.

In the cultural values it is definite that women are home makers where it is 48% this suggest that it has some influence on the performance of women entrepreneurs. Education plays a big role in influencing the performance it rates at 96% while gender does not influence the performance of the entrepreneur.

The role of skill has a big influence on the performance of the entrepreneur the women 66% of the respondents attributed their performance on having entrepreneurial skills. 56% of the respondents attributed their performance on having managerial skills. Attitude of the women entrepreneurs had high extent of influence 96% of the respondents had very high perception as they carried out their business. 80% of the respondents were risk takers whereby it had a very

high extent of influence on their performance. When the entrepreneur has the entrepreneurial skills is able to become a good leader at the venture.

### Recommendations

Since social factors are part of the society the findings have shown they have some positive and negative influence to the woman entrepreneur they should be made conducive to the entrepreneur for them to have a positive influence of the performance of the women entrepreneur.

Young women below the age of 25 should be encouraged to venture into entrepreneurial ventures so that women entrepreneurs will have a large impact on creating jobs. The older women entrepreneurs should come out as role models and mentors to the young women. From the findings, skills and education have a high extent of influence on the performance of women entrepreneurs as leaders. Therefore women need to be equipped through training of entrepreneurial skills and leadership skills. Entrepreneurship training should also be made compulsory in higher learning institutions. Empowering women entrepreneurs can create employment.

### Suggestions for further studies

The research analyzed the influence of social factors on performance of women entrepreneurs in Ruiru Town the same research can also be done in other towns in Kenya so that we can find the comparison and the differences between them. Gender proved not to have a high influence on the performance of women entrepreneurs therefore there is need for a research to be carried out if it will be the same or their will be difference in other towns

The other area of research can be to research on the difference between men entrepreneurs and women entrepreneurs and how social factor affect their performance. The other study can be social factor that affect the performance of men entrepreneurs. The other areas of study can be the economic factors that influence the performance of women entrepreneurs.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

To \_\_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_

Date:

Dear sir/ madam,

RE: REQUEST FOR RESEARCH PARTICIPATION.

I am a Masters student at Pan Africa Christian university carrying out a research on the “*social Factors affecting the performance of women entrepreneurs.*”

This study is being carried out as part of the requirements of obtaining the degree. In order to carry out the research effectively, you have been selected to form part of the study which is entirely for academic purposes only. I am therefore kindly requesting you to participate by responding to the questionnaire as truthfully and honestly as you can and the information you give will be treated with utmost privacy. You will not be required to fill in your name, unless you voluntarily want to, in which case the name will not appear in the final report that will be submitted to the university.

Your cooperation and assistance in this research is highly appreciated.

Thank you in advance.

Yours sincerely,

Everlyne Vunyifwa Maina

APPENDIX II: INTRODUCTORY LETTER FROM UNIVERSITY

9<sup>th</sup> June 2017



P.O. Box 56875, 00200 Nairobi, Kenya  
+254 721 932050, +254 734 400694  
enquiries@pacuniversity.ac.ke,  
admissions@pacuniversity.ac.ke  
www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: EVERLYNE VUNYIFWA MAINA REG. NO. MALD/7477/16

Greetings! This is an introduction letter for the above named person a final year student in Pan Africa Christian University (PAC University), pursuing Master of Arts in Leadership.

She is at the final stage of the programme and she is preparing to collect data to enable her finalise on her thesis. The thesis title is "Social Factors Affecting the Performance of Women Entrepreneurs": A Case of Small and Medium Enterprises in Ruiru, Nairobi, Kenya.

We therefore kindly request that you allow her conduct research at your organization

Warm Regards,

*Lilian Vikiro*

PAN AFRICA CHRISTIAN UNIVERSITY  
P. O. Box 56875, NAIROBI - 00200.  
TEL: 8561820/8561945/2013146

**Dr. Lilian Vikiro**  
**Registrar Academics**

APPENDIX III: AUTHORIZATION FROM NACOSTI



**NATIONAL COMMISSION FOR SCIENCE,  
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,  
2241349, 3310571, 2219420  
Fax: +254-20-318245, 318249  
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When replying please quote

9<sup>th</sup> Floor, Utalii House  
Uhuru Highway  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No. **NACOSTI/P/17/78272/18663**

Date: **17<sup>th</sup> August, 2017**

Everlyne Vunyifwa Maina  
Pan Africa Christian University  
P.O. Box 56875-00200  
**NAIROBI.**

**RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on "*Social factors affecting performance of women entrepreneurs: A case of small and medium enterprises in Ruiru*" I am pleased to inform you that you have been authorized to undertake research in **Kiambu County** for the period ending **17<sup>th</sup> August, 2018**.

You are advised to report to **the County Commissioner and the County Director of Education, Kiambu County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

**GODFREY P. KALERWA MSc., MBA, MKIM  
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Kiambu County.

The County Director of Education  
Kiambu County.

APPENDIX IV: CERTIFICATION OF THESIS PROPOSAL



Pan Africa Christian University  
P.O. Box 54875-00505  
Nairobi, Kenya  
Tel: +254 731-982050/734-400024  
Website: www.pacu.edu/na.ac.ke

CERTIFICATION OF CORRECTION OF THESIS PROPOSAL

PART I: RELEVANT DETAILS OF THE THESIS

Department: LEADERSHIP Degree Title: DIPL. OF ART IN LEADERSHIP  
Candidate's Name: EROME YMAWA Registration No.: MA0241116 Signature: [Signature]  
Date of Oral Defense: 28<sup>th</sup> APRIL 2017  
Title of Thesis: SOCIAL FACTORS AFFECTING PERFORMANCE OF WOMEN ENTREPRENEURS: A CASE OF SMALL AND MEDIUM ENTERPRISES IN RUIH

PART II: DECLARATION BY SUPERVISOR(S) AND THE REVIEWER(S)

I / we, the undersigned do hereby confirm that I / we have closely looked at the corrections as instructed by the Post Graduate Defense Committee and I / we do hereby certify that ALL the corrections have been effected as agreed.

NAME Leany Orio SIGN [Signature] DATE: 08/04/2017  
(SUPERVISOR)

NAME DR. ROBERT GITAU SIGN [Signature] DATE: 3/4/17  
(SUPERVISOR)

NAME Daniel Mutiga SIGN [Signature] DATE: 8/6/2017  
(REVIEWER)

PART III: CONFIRMATION BY GRADUATE SCHOOL

Confirmed that the Supervisor and Reviewer approved to review the corrections for the thesis as per the instructions of the Post Graduate Committee

NAME Dr. Simon Thairu SIGN [Signature] DATE & STAMP 9/6/2017  
Dean, Graduate School

The Leadership University of Choice

## APPENDIX V: QUESTIONNAIRE

### Section A: profile of the respondents

1. What is the name of your business (optional?) \_\_\_\_\_

2 in which category is your business please tick One

1 Animal feeds

2 salon

3 hardware

4 cereals

5 green grocery

3. What is your Age Category?

Below 18

18-25

26-35

36-45

46-55

55 and above

4 What is your education background?

Primary school

Secondary School

Diploma or less

Bachelor Degree

Master Degree

PH.D Degree

5. How many years have you run the venture [ ]

SECTION B: SOCIAL FACTORS AFFECTING WOMEN ENTREPRENEURS' PERFORMANCE IN RUIRU TOWN

6. Have you been facing any challenges in your business?

Yes [ ] No [ ]

7 Performance of women entrepreneur in their venture

What is the trend of the following in your business for the last 2 years?

Using the Likert 1-5 scale where 1 =greatly decreased, 2=decreasing 3= constant 4= improved and 5= greatly improved

Factors to be Considered	1	2	3	4	5
7.1 Profitability					
7.2 Sales / volumes					
7.3 Increase of customer					
7.4 Assets growth					
7.5 business expansion					
7.6 Number of staff					

Using a Likert 1-5 scale, with 1 being 'to no extent at all', 2 being 'to a small extent' 3 being 'to some extent', 4 being 'to a high extent' and 5 being 'to a very high extent', to what extent are the following social factors affecting women entrepreneurs' performance in Ruiru, Kenya? Please tick (☐) all as appropriate

.8 Cultural values

Cultural values	1	2	3	4	5
8.1 Does being a woman affect the way you carry your business as a leader					
8.2 You work on domestic matters more than business matters which affect your leadership performance					
8.3 You are not responsible to have control over resources in the business thereby affecting your leadership performance					
8.4 Your most important work is to take care of your home and to cook which influences how you perform as a business leader					
8.5 you can make proper decision in your business even without consulting others in the family					
8.6 Women are not allowed to make all decisions in the business according to my culture and this has an influence on my performance as a business leader					
8.7 As a woman entrepreneur ethnicity affect your leadership performance in business.					
8.8 my education has influenced on the way you do business					

## 9 Role of skills

Factors to be considered	1	2	3	4	5
9.1 As an entrepreneur I have entrepreneurial skills necessary to carry out my business successfully					
9.2 I have managerial skills which helps me achieve my business role as a leader					
9.3 I have marketing and sales skills in running the venture which influences how I perform as a business leader					
9.4 A general lack of experience and exposure restricts me from venturing out and dealing with banking institutions					
9.5 I depend on my staff in accounting and book keeping in order to achieve business goals					

## 10. Attitudes

Factors to be Considered	1	2	3	4	5
10.1 I engage in business activities due to family compulsion and the responsibility					
10.2 I engage in business because I want to make profit					
10.3 I take risks while carrying out the business					
10.4 My perception is high as carry out the business					

10 Apart from the issues listed above which other social challenges have you been facing in your business?

.....  
.....

11 Based on your experience and to the best of your knowledge, which additional social factors affects women entrepreneurs' performance in Ruiru town and yet not covered in this questionnaire? Please list the factors below:

.....  
.....