FACTORS HINDERING PERFORMANCE OF WOMEN ENTERPRISES IN LAIKIPIA WEST CONSTITUENCY

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D53/CE/10797/2006

A research project submitted in partial fulfillment of the requirement to award of the Degree of Master of Business Administration in the School of Business Kenyatta University

November 2012
DECLARATION

This research proposal is my original work and has not been presented for examination in any other university for academic fulfillment

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Reg No D53/CE/10797/06
Supervisors
This is to certify that this project proposal has been submitted for consideration with our approval as the university supervisors

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Lecturer, Department of Business Administration

Signature …………………………… Date ………………………………………

Mrs. Janesther Karugu
Lecturer, Department of Business Administration
DEDICATION

The study is dedicated to my dear wife Stella Lesarge, my children Davies Chege, Patricia Njeri and Carlos Kamau for the support in my work.
ACKNOWLEDGEMENT

First and foremost I would like to give thanks to the Almighty God for the gift of life and care to enable me carry out my assignment.

Special thanks go to my Supervisors Mr Eliud Obere and Mrs Janesther Karugu for their prompt, dedicated assistance and professional advice to improve my work. Their efforts have encouraged me to aim even harder to achieve my desired goals in live.

Finally, I also appreciate the entire MBA course-mates who encouraged me to focus on my immediate tasks, their moral and their spiritual support accorded to me.
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### List of Abbreviations and Acronyms

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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>C-WES</td>
<td>Constituency Women Enterprise Scheme</td>
</tr>
<tr>
<td>CDF</td>
<td>Constituencies Development Fund</td>
</tr>
<tr>
<td>GER</td>
<td>Gross enrolment rates</td>
</tr>
<tr>
<td>GOK</td>
<td>Government of Kenya</td>
</tr>
<tr>
<td>ILO</td>
<td>International Labour Organization</td>
</tr>
<tr>
<td>KIE</td>
<td>Kenya Industrial Estate</td>
</tr>
<tr>
<td>KNBS</td>
<td>Kenya National Bureau of Statistics</td>
</tr>
<tr>
<td>NGOs</td>
<td>Non-government organizations</td>
</tr>
<tr>
<td>NECCO</td>
<td>Nanyuki Equator Credit Co-operative</td>
</tr>
<tr>
<td>MFIs</td>
<td>Micro Finance Institutions</td>
</tr>
<tr>
<td>MSEs</td>
<td>Medium and Small Enterprises</td>
</tr>
<tr>
<td>PADWEP</td>
<td>Pamoja Development Women Enterprise Programme</td>
</tr>
<tr>
<td>SACCOs</td>
<td>Savings and credit cooperative societies</td>
</tr>
<tr>
<td>SIDEP</td>
<td>Social Initiative and Development for Enterprise Programme</td>
</tr>
<tr>
<td>SMEP</td>
<td>Small &amp; Micro-Enterprise Programme</td>
</tr>
<tr>
<td>WDF</td>
<td>Women Enterprise Fund</td>
</tr>
<tr>
<td>WEDF</td>
<td>Women Enterprise Development Fund</td>
</tr>
</tbody>
</table>
Definition of terms

BANKS- Commercial banks registered under the Banking Act

CHAMA- small informal women groups of self-help nature

GENDER- socially constructed roles, behaviour, activities and attributes that a given society consider appropriate for men and women.

MFIS – Micro Finance Institutions registered under the Act.

SACCOs – Savings and Credit Co-operative societies registered under co-operative Act.

Working Capital- Total current assets less Total liabilities
ABSTRACT

The study seeks to investigate the factors that hinder performance of the women enterprises. Factors refers to constituent or element that brings about certain effects or results, or change in the enterprise while performance refers to the changes resulting from the constituent or element. The women enterprises are the numerous businesses managed by the women informal or formal and are used because of the efforts made by the government in gender mainstreaming policy. The problem of the study is that major efforts have been put in place by the government and other financial provides to avail funds to the women but their enterprises have had no change. The study has the dependent variable as the performance and the independent variables as the factors that hinder women enterprises. The literature review will cover past research on the factors enumerated by other scholars in the area of study. The study will use the descriptive research design and the population sample will be derived from the women funded under the Women Enterprises Fund. Primary data will be collected from the sample using the closed and open questionnaires while secondary data will be from publication, articles and the internet. The target population of the study will comprise 55 women from the self-help groups funded by the Women enterprise fund. A pilot study would be done among ten funded women in the self-help and the women enterprise partners. Data collected will be coded and analyzed using statistical methods and computer friendly packages. The data will be presented using tables, bar graphs, measures of central tendency and other statistical methods that will be useful in analysis the data.
CHAPTER ONE

1.0 INTRODUCTION

This chapter entails the background, the statement of the problem, the objectives, research questions, significance and the scope as well as the limitation and assumption of the study.

1.1 Background to the study

The factors that hinder enterprises are numerous ranging from the internal, industrial and external environments, while some can be managed or modified others are uncontrollable. While women are active in businesses, they face particular problems and challenges in developing their businesses. In addition to those problems faced by all small-scale entrepreneurs, it is commonly asserted that women frequently face gender bias in the socio-economic environment in which they operate. They face additional or at least different social, cultural, educational and technological challenges than men when it comes to establishing and developing their own enterprises, and accessing economic resources (Mayoux, 2001).

According to Timmons and Spinelli (2003) entrepreneur refer to an individual(s) who organize, manage and assumes the risks of a business or enterprise. Women enterprises are both the informal and the formal small scale business owned and managed by the women. These businesses are characterized with less than five workers, have low capital outlay, low working capital, minimum stock levels and a declining growth rate.
According to Mutua et al (1996) the idea of enterprise is based on a certain degree of poverty and a continue search for new possibilities of development and renewal of the enterprise in one or several dimensions, when it comes to women enterprise it appears that only a small part of the enterprenual motivators are acknowledged as gender-based. The “pull” and the “push” factors are now a common way of explaining different motivators for women to start business (Brush, 1990, buttner and Moore, 1997). Push factors are elements of necessity such as insufficient family incomes, dissatisfaction with salaried jobs, difficulty in finding work and a need to a flexible work schedules because of family responsibility. Pull factors relate to independence, self fulfillment, enterprenual drive and desire for wealth, social status and power (Brush 1990)

Performance refers to moving towards the desired strategic goals of the entrepreneur in a positive dimension. Performance is measured by the key performance indicators (KPI), KPIs are commonly used by an organization to evaluate its success or the success of a particular activity in which it is engaged. The performance of women enterprises can be measure interms of increase in capital (outlay and working), increase in stock levels, and number of new customers and profitability of the business. (Bush 1990)

1.1.1 Women enterprise in Laikipia West Constituency

The rural woman in Laikipia engaged in small sole trade business (vegetable kiosk trade, retail trade, weaving, poultry, goat rearing and second hand cloths) and group projects (soaps and detergent making, bricks making and horticultural farming) mainly funded through family finance, merry go-around and micro credit. Before the introduction of the women fund the women operated with low capital outlay, low working capital, minimal
stock levels and declining growth rate hence frequent closures, unprofitable ventures, unprofessional management and low economies of scale. (Laikipia west district annual plan)

1.2 Statement of the problem.

Various national, regional and international conventions and documentation have emphasized that enabling the population, regardless of gender to actively participate in social and economic wellbeing is critical for long-term and sustainable social, political and economic development of any society. In Kenya, gender equity has taken centre stage resulting in the development and enactment of various legal and policy interventions including enactment of the National Commission on Gender and Development Act in 2003 and subsequent establishment of the National Commission on Gender and Development in November the same year; introduction of gender desks in key parastatals and police stations; the introduction of the women’s enterprise fund; the passing of the National Policy on Gender and Development in 2006 and the 30% presidential decree on affirmative action in public appointments, among others. These efforts are aimed at empowering the women in the urban and rural areas of the country. Various scholars have pointed funds as the key factor that hinders business establishment and prosperity but with the establishment of the Women Enterprise Fund to solve the same, women in the area under study still operate with low capital, low stock levels, frequent closures, declining growth and low profits. The research seeks to investigate and determine how women demographics, levels of management, infrastructure and social/cultural factors hinder the performance of women enterprises
funded through the women enterprise fund programme in-order to achieve the set objectives and mandate of the fund.

1.3 Research objectives

1.3.1 General objective of the study

To core objective of this study is to determine the factors that hinder performance of the women enterprise in Laikipia west constituency.

1.3.2 Specific objective of the study

i. To determine the how demographic structure hinder performance of women enterprises.

ii. To investigate how managerial related factors affect the performance of women enterprises.

iii. To determine how infrastructure factors affects the performance of women enterprises.

iv. To determine how social/cultural factors affect performance of business.

1.4 Research Questions of the study

i. How does the demographic structure affect performance the women enterprises?

ii. Do managerial factors affect women entrepreneurs?

iii. Does infrastructural network affect the performance of women enterprises?

iv. Do social/cultural factors affect women managed enterprises?
1.5 Significance of the study.

The study would indicate the factors hindering the women enterprises despite the Government efforts to improve the gender imbalances that exist in the population and help address these factors as opposed to the current scenario of funds disbursement enterprises as the main factor negating women enterprise growth.

The study would assist development partners and the financial institutions targeting women to formulate combined strategies to solve the problems hindering performance of women.

Women entrepreneurship has largely been recognized during the last decade as an important untapped source of economic growth in Kenya and the global scene hence the need to understand their challenges in order to address the same; promoting entrepreneurship among women is certainly a short-cut to rapid economic growth and development. (Thamaraiselv, 2009).

Women comprise a higher percentage of the population thus the need to develop policies that would empower them, bridge the gender inequalities and attainment of the third millennium development goal (MDG) as envisage by the Vision 2030 of Kenya.

1.6 Scope of the study

The study is centered on the factors that hinder the women projects funded by the Women Enterprise Fund through the Constituency Enterprise Scheme and the W.E.F partners in Laikipia west constituency. The researcher will seek to obtain information from the individual granted funds carrying out a survey on the selected respondents from
the sample of the population. The respondents will be guaranteed the confidentiality of the information given to the researcher.

1.7 Limitation and assumption of the study

1.7.1 Limitation

The study will be limited to the ability of the rural women to accurately respond to the questionnaires and the willingness to give personal details touching family matters. This is as a result of high levels of illiteracy in the area under study and the fear to expose family matters to strangers. To overcome this limitation the researcher will self administer the questionnaire while using simple and understandable language.

The researcher would also be faced with time and financial constraints given that the research has to be completed in stipulated time-frame, to be able to accurately gather substantial information the research would cover several years. To overcome the time and financial constraints the researcher would plan the work in advance, adopt a drop and pick method of data collection to save on time. The researcher would mobilize personal savings to cater for the costs to be incurred.

1.7.2 Assumption of the study

The study assumes that the respondents will be willing to give true, correct and timely responses to the data sort by the researcher. The study also assumes that the women under study are motivate to perform in their businesses.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter deals with the theoretical, literature review and the conceptual framework. The first part deals with the theories and discussed as the demographic, social learning theory, personal traits and motivational. The second part of the study discusses the factors that hinder performance and lastly the conceptual framework is discussed.

2.2 Theoretical Literature review

GEM, (2004) defined Performance as the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. However, performance seems to be conceptualized, operationalised and measured in different ways thus making cross-comparison difficult.

Cooper et al (1992) examined various factors which influence business performance such as: as experience, education, occupation of parents, gender, race, age, and entrepreneurial goals. While, Lerner and Hisrich (1997) conducted a study on Israeli women entrepreneurs and categorised the factors that affect their performance into five perspectives, that is, motivations and goals, social learning theory (entrepreneurial socialization), network affiliation (contacts and membership in organizations); human capital (level of education, skills) and environmental influences (location, sectoral participation, and socio political variables).
Thibault et al. (2002) suggest that factors influencing business performance could be attributed to personal factors such as demographic variable and business factors such as amount of financing, use of technology, age of business, operating location, business structure and number of full-time employees as important factors in examining the performance as small scale business operators.

The most comprehensive summary of factors influencing performance was noted in a literature review by Theo, et, al. (2007) to include: individual characteristics, parental influence, business motivation and goals, business strategies, goals and motives, networking and entrepreneurial orientation. Others include environmental factors.

Historically, Kenya has been one of the most unequal societies in the world. The launch of Vision 2030 thus provided a key opportunity to suggest ways of better conceptualizing and addressing these inequalities for the good of development in the country. The basic model that underlies the success of the East Asian countries is an emphasis on export-led growth and industrialization. The growth of these economies has also occurred with a remarkable degree of equality, prompting a re-examination of the relationship between inequality and growth.

Women in Kenya comprise of more than 50% of the Kenyan population hence a significant portion of the estimated 38.6 million people as indicated in the Kenya population census 2009( Kenya national bureau of statistics 2009). Despite this ratio the glaring gender gaps exists in access to and control of resources, economic opportunities
(e.g. labour market) power and political voice. Women continue to have less access to social services and productive resources than men, majority of them have been excluded from the formal financial services- for example, few have bank accounts, can access loans, money transfer services etc. the rural women are more disadvantage than their urban counterparts (society for international development 2009). The women enterprises in Kenya have contributed to a big proportion in the alleviation of the high levels of unemployment statistics presented, over 60 per cent of women were employed in the micro-enterprises subsector (National MSE Baseline Survey, 1999).

2.3 Women demographics in Kenya.

The demographics of a population is the socioeconomic characteristics of a population expressed statistically, such as age, sex, educational level, income level, marital status, occupation, religion, birth rate, death rate, average size of family and average age at marriage. According to the Kenya national population and housing census 2009 (KNBS 2009) women in Kenya constitute more than half the total population numbering 19,417,639 persons compared to 19,192,458 men thus a critical mass in the Kenya economy. The rural/urban ratio indicates that 67.4% of the population is in the rural areas a majority of them being women. The levels of poverty are considered high in the rural areas than the urban areas and with the low levels of employment, enterprises are the main single employer.
2.3.1 Age distribution of women.

In 2009, there were slightly more female than male in Kenya, with the former constituting 50.29% of the total population. The sex ratio (female to male) is 1.012. However, there are disparities across age groups. For instance, there are more female than male in age groups 25-29 (1.11), 35-39 years (1.19) and between 60-64 years (1.14). There is however gender parity at age groups 30-34, 50-54, and 65-69. The age distribution also shows that although more men than women are born, women depict higher survival rates and hence higher life expectancy levels compared to men. About 42% of the Kenya’s population is 14 years or less and 0.3% are over 64 years old. This implies over 45% of the population depends on 55% of the population who are of a productive group aged between 15 and 64 years. The relatively high dependence ratio creates a lot of pressure on social and economic development and more particularly on women who to a large extent have to provide basic needs for their families. On the other hand, the young population is likely to demand more social services such as health, education and social security. Age determines the entry point for starting enterprises with a majority entering the sector after attaining 18 years of age.

2.3.2 Educational level and business performance.

Education is one of the factors that impact positively on growth of firms (King and McGrath, 2002). Those entrepreneurs with larger stocks of human capital, in terms of education and (or) vocational training, are better placed to adapt their enterprises to constantly changing business environments (King and McGrath, 1998). Low-level education provides low-level self-confidence and self reliance to the women folk to engage in business, which is continuous risk taking and strategic cession making
profession. Investing money, maintaining the operations and ploughing back money for surplus generation requires high risk taking attitude, courage and confidence. Though the risk tolerance ability of the women folk in day to-day life is high compared to male members, while in business it is found to be the opposite to that.

Education equips women with the knowledge and skills they need to more effectively manage and succeed in their businesses. Research shows that the level of formal entrepreneurial activity among women increases as their education rises, and there is a major jump in business ownership among those who go beyond secondary education. Research also shows a strong correlation between a woman's belief in having the knowledge, skills, and experience to start a formal business, and her likelihood of starting it. Women entrepreneurs confirm this finding. Lower education levels put Kenyan women entrepreneurs at a disadvantage compared to men. Statistics also show that the number of women engaged in further and higher education is low (Mpango and Mushi, 2000). While the gender gap in primary education in Kenya has decreased in recent years, the gap remains high at secondary and tertiary education levels. Women are much less likely to enroll in public universities, national polytechnics, and technical institutes, accounting for only about 39 percent of those enrolled in tertiary education (see figure 3). Lower education and a curriculum that does not emphasize entrepreneurship skills decrease the chances that women will have the knowledge needed to excel in business, and thereby contribute to the country's overall economic growth.
Table 1: Enrollment in tertiary institutions by gender

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>58,847</td>
<td>68,188</td>
<td>78,170</td>
</tr>
<tr>
<td>Female</td>
<td>36,552</td>
<td>43,687</td>
<td>49,553</td>
</tr>
<tr>
<td>% of Female</td>
<td>38.3</td>
<td>39.0</td>
<td>38.8</td>
</tr>
</tbody>
</table>


2.3.3 Women employment and business performance

Employment is a major avenue for increasing incomes and consequently economic wellbeing. It is the primary asset at the disposal of the poor and hence main transmission mechanism through which the poor, both men and women can benefit from growth. In 2007, the Kenya labour force is estimated at 19.5 million people (52% female) who are aged 15-64 years. The low participation of women in productive employment activities in major sectors can be attributed to factors that curtail women’s mobility in economic domain and conflicting role mainly domestic and reproductive responsibilities and constraining nature of occupations where domestic responsibilities cannot be easily combined with economic activity.

2.3.4 Women income levels and business performance

Many women are "income poor", yet have to provide for their families. Competing financial needs between family and business becomes one of the major constraints to enterprise growth. With many women being poor, the little income earned from the
business is sometimes used for what appears to be urgent family requirements, irrespective of why it was set aside. This results in a reduction of the capital invested and hence curtails further growth (Alila et al., 204).

2.4 Managerial experience of women entrepreneurs and performance

Women are said to have limited or no experience of formal employment and business. The literature shows women in enterprise as having limited business and managerial experience prior to start-up. This is derived from the fact that they are concentrated in lower paid, lower status employment (both formal and informal) that does not support and enable them to build skills through experience. For example, in 1996 only 12 percent of jobs in the formal sector in Zambia were held by women (JUDAI, 2002) and similar profiles were also reported for Tanzania (Bol, 1995) and Ethiopia (Zewde & Associates, 2002). This lack of experience further limits women’s human assets and their ability to access other assets. Management skills, lack of occupational experience in related businesses for many women entrepreneurs has been indicated as a constraint to growth. Kibas (2006) identified lack of opportunities for management training, financial management, marketing and people management to be limitations facing them.

2.5 Infrastructural barriers to business performance.

The business sector requires good infrastructural network that includes passable road network, rail and telecommunication networks to facilitate fast and affordable movement of goods and services. Poor infrastructure network cause deleted stocks, high carriage costs and loss of customers to the business hence reduced performance and profitability.
in business. The rural areas have inadequate road and rail networks, served with poor telecommunication and lack electric power for the business.

2.6 Social/cultural barriers effects on business performance

The role of society, culture and the community manifests itself in the traditions, beliefs and practices affecting Women Entrepreneurs. Women’s family and personal obligations are sometimes a great barrier for succeeding in business career. Only few women are able to manage both home and business efficiently, devoting enough time to perform all their responsibilities in priority.

2.6.1 Marital status

Women's family obligations also bar them from becoming successful entrepreneurs in both developed and developing nations. "Having primary responsibility for children, home and older dependent family members, few women can devote all their time and energies to their business" (Starcher, 1996). The financial institutions discourage women entrepreneurs on the belief that they can at any time leave their business and become housewives again. The result is that they are forced to rely on their own savings, and loan from relatives and family friends.

2.6.2 Marital age

Women also tend to start businesses about ten years later than men, on average. Motherhood and traditional socialization has all been cited as reasons for delayed entry into entrepreneurial careers. In fact, over 30 percent of women entrepreneurs reported that they started a business due to some traumatic event, such as divorce, discrimination
due to pregnancy or the corporate glass ceiling, the health of a family member, or economic reasons such as a layoff.

2.6.3 Family size
The rural households are characterized by high numbers of persons as compared to the urban homes. Most households have more than five individuals who the women has to care for, ensure the school going children attend to school, husbands welfare is addressed and livestock well fed before embarking to the business. The more the number of persons in a given household the more time spent on their welfare and the less time devoted to the business.

2.6.4 Family/ Business hours
As in many other countries, women entrepreneurs in Kenya face the challenge of managing their work with family and household affairs. On average, Kenyan women work 12.9 hours per day, which is 4.7 hours more than men work (see Figure 1). Women constitute 60.8 percent of unpaid family workers. Women entrepreneurs are both mothers and businesswomen: Time spent on family duties leaves women with less time to run their business, take advantage of training opportunities, or network:

<table>
<thead>
<tr>
<th></th>
<th>women</th>
<th>men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Working Hours/Day</td>
<td>12.9</td>
<td>8.2</td>
</tr>
</tbody>
</table>

Figure 1: Women’s Time Burden

2.6.5 Society responsibilities of women and business performance

Kenyan women give more emphasis to family ties and relationships. Married women have to make a fine balance between business and home. Moreover, the business success is dependent 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.

2.7 The source of funding of the women enterprises

Women’s businesses are considered under-capitalized and generate limited profits if any at all, which means that they had little opportunity for capital accumulation and are vulnerable to the slightest changes in their business environment. Several studies referenced in the secondary research found that most women entrepreneurs used personal savings, loans from friends and family, and informal lending schemes to fund their businesses (Parker, 1996, Hadiya, 1998 and UDEC, 2002). Accessing appropriate forms and levels of finance is seen as a major issue for women, and critical to the development
and growth of their enterprises. Several players have changed this scenario with the introduction of the Women Enterprise Fund and the many Women financial providers of funds like the Kenya Women enterprise fund, Pamoja Women development programme, faulu Kenya, small and medium enterprise programme and many more thus funds seems not being really the issue. More and more funds are available to the women at low interest rates and small or no tangible securities required.

Table 3: Loan Status Report as of 15 May 2011

<table>
<thead>
<tr>
<th>Province</th>
<th>No of constituencies</th>
<th>Allocation in kshs.</th>
<th>Amount disbursed in kshs.</th>
<th>No. of groups funded</th>
<th>Funds absorption Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central</td>
<td>29</td>
<td>93,000,000</td>
<td>66,107,000</td>
<td>1,312</td>
<td>58%</td>
</tr>
<tr>
<td>Coast</td>
<td>21</td>
<td>64,000,000</td>
<td>33,063,930</td>
<td>677</td>
<td>69%</td>
</tr>
<tr>
<td>Eastern</td>
<td>36</td>
<td>113,000,000</td>
<td>55,771,200</td>
<td>1,151</td>
<td>71%</td>
</tr>
<tr>
<td>Nairobi</td>
<td>8</td>
<td>24,000,000</td>
<td>17,048,000</td>
<td>329</td>
<td>64%</td>
</tr>
<tr>
<td>North Eastern</td>
<td>11</td>
<td>32,000,000</td>
<td>12,400,000</td>
<td>248</td>
<td>73%</td>
</tr>
<tr>
<td>Nyanza</td>
<td>32</td>
<td>105,000,000</td>
<td>79,809,400</td>
<td>1,628</td>
<td>51%</td>
</tr>
<tr>
<td>Rift Valley</td>
<td>49</td>
<td>157,000,000</td>
<td>101,527,500</td>
<td>1,983</td>
<td>63%</td>
</tr>
<tr>
<td>Western</td>
<td>24</td>
<td>73,000,000</td>
<td>41,341,000</td>
<td>839</td>
<td>61%</td>
</tr>
<tr>
<td>Total</td>
<td>210</td>
<td>661,000,000</td>
<td>407,488,930</td>
<td>8,167</td>
<td>63%</td>
</tr>
</tbody>
</table>

The Women enterprise Fund had disbursed a total of Kshs 2,631,000,000 as at 31st may 2011 through the Constituency Women Enterprise Scheme and its patterns, thus funds is
not a major factor the hinders performance of women enterprise, at low interest requirement and less conditionality sort.

**Figure 2: Graphical Presentation of Allocations & Disbursements per Province**

![Bar chart showing allocations and disbursements per province.](image)

Source WEF loans status report may 2011

Table 4: funding through Microfinance partners

<table>
<thead>
<tr>
<th>FUNDING THROUGH MICROFINANCE (MFI) PARTNERS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts allocated to 74 FIs</td>
<td>Kshs. 1,541,000,000</td>
</tr>
<tr>
<td>Amount disbursed to date by the FIs</td>
<td>Kshs. 1,090,000,000</td>
</tr>
</tbody>
</table>

Source WEF loans status report may 2011.

2.8 Women activities in Laikipia West Constituency

Laikipia West Constituency comprise of Laikipia west and Nyahururu Districts which were curved from the larger Laikipia District and one of the districts that form the Rift Valley Province. It borders Samburu District to the north, Laikipia East to the east,
Koibatek and Baringo District to the west, Nyandarua North district to the south and Nakuru North District to the south west. It lies between latitudes 0 15’’ and 0 43’’ north and between longitudes 36 30’’ and 36 50’’ East covering an area of 4,140.5 km. According to the 2005 report on ‘Who and Where are the poor in Kenya’ 38% of the district population live below the poverty line women are most affected by high levels of poverty. Women are commonly engaged in Food vending, Tailoring/batik making, Beauty saloons, Decorations, Local brewing, Informal catering, Pottery, Basket making, Informal food, processing, Retail shops, Crop dealers, Horticulture, Kiosks, Charcoal, retailing and livestock rearing. These businesses are run with the assistance of family members and localized in nature, the level of education is low, labour intensive, minimal growth with little use of technologies. Most women operate their businesses on the roadside, homestead or the nearest shopping centre to their dwellings.

To attract finance the rural women participate in women groups and cooperative active societies and thus women’s access credit societies. The economic and social welfare activities that women engage in through women’s groups serve to harness women’s economic power at the community level (mainly in the form of social capital). In addition, women’s groups represent the primary decision making forums for women in Kenya. Such activities often allow women access to household decision making by creating a realm and resources that they control, although the household as a whole is a beneficiary (World Bank, 2003b). The number of women groups in Kenya increased from 133,135 in 2004 to 140,482 in 2008, while membership increased from 5,115,980 in 2004 to 5,484,275 in 2008 (see Table 5). The government has recognized the important role played by these groups. In 2008, grants from the government to women’s groups
doubled from Ksh40 million to Ksh80 million. The increase can be attributed to the increase in the number of women’s groups requesting grants and the establishment of the Social Protection Fund for individual poor women.

**Table 5: Registered women’s groups by membership, contribution and Government of Kenya grants, 2004–2007**

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of groups</th>
<th>Membership</th>
<th>Group contribution (Ksh million)</th>
<th>Grants by GOK to women (Ksh millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td>133,135</td>
<td>5,115,980</td>
<td>531.6</td>
<td>46</td>
</tr>
<tr>
<td>2005</td>
<td>135,294</td>
<td>5,279,691</td>
<td>538.4</td>
<td>48.1</td>
</tr>
<tr>
<td>2006</td>
<td>136,972</td>
<td>5,353,607</td>
<td>540.3</td>
<td>44.4</td>
</tr>
<tr>
<td>2007</td>
<td>138,753</td>
<td>5,417,850</td>
<td>544.6</td>
<td>40.1</td>
</tr>
<tr>
<td>2008</td>
<td>140,482</td>
<td>5,484,275</td>
<td>547.3</td>
<td>80</td>
</tr>
</tbody>
</table>

**Figure 3: Access to finance by sex, 2009 (in percentage)**

2.9 Women enterprise development fund (WEDF)

The government established the Women’s Enterprise Development Fund (WEDF) as a strategy to address poverty reduction through socio-economic empowerment of women. The aim of the WEDF is to facilitate women’s access to microfinance credit and other financial services at affordable rates. The Fund is disbursed through two distribution channels: selected financial intermediaries and the Constituency Women Enterprise Scheme (C-WES). As at May 2011, a total of Kshs 1.151 billion had been loaned to women, out of which Ksh 1,090 billion was loaned through financial institutions and Ksh 610 million through C-WES. A total of 67,180 women have benefited from the WEDF through both the financial intermediaries and the C-WES. Further, as highlighted by GOK (2007b), the government has addressed the challenge of women’s access to credit through various initiatives, including the following: Several credit facilities make credit available.

The fund has engaged 74 financial intermediaries in the disbursement of its funds along with the Constituency Women enterprise fund (C-WES), the intermediaries are drawn from the Banking sector, Co-operative movement, Micro finance institutions and Development programmes. In Laikipia there are ten financial intermediaries granting the funds to the women either as individual applicants or as women groups.
Table 6: Financial intermediary partner’s information in Laikipia West Constituency

<table>
<thead>
<tr>
<th>No</th>
<th>Name</th>
<th>Total loans (in millions)</th>
<th>Number of beneficiaries funded</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total disbursed</td>
<td>released</td>
<td>Balance outstanding</td>
</tr>
<tr>
<td>1</td>
<td>Agriculture Finance Corp</td>
<td>38.0</td>
<td>0.0</td>
</tr>
<tr>
<td>2</td>
<td>NewMugumu jua-kali sacco</td>
<td>0.5</td>
<td>0.5</td>
</tr>
<tr>
<td>3</td>
<td>Co-operative bank</td>
<td>92.0</td>
<td>92.0</td>
</tr>
<tr>
<td>4</td>
<td>Family Bank</td>
<td>223.0</td>
<td>182.0</td>
</tr>
<tr>
<td>5</td>
<td>Jamii bora bank</td>
<td>200.0</td>
<td>80.0</td>
</tr>
<tr>
<td>6</td>
<td>Laikipia Teachers Sacco</td>
<td>9.0</td>
<td>9.0</td>
</tr>
<tr>
<td>7</td>
<td>Necco Fosa</td>
<td>55.0</td>
<td>45.0</td>
</tr>
<tr>
<td>8</td>
<td>PADWEP</td>
<td>50.0</td>
<td>40.0</td>
</tr>
<tr>
<td>9</td>
<td>SMEP DTM</td>
<td>80.0</td>
<td>80.0</td>
</tr>
<tr>
<td>10</td>
<td>SIDEP</td>
<td>4.0</td>
<td>2.0</td>
</tr>
</tbody>
</table>

(source women enterprise fund 2011)

2.10 Performance of business

To perform is to take a complex series of actions that integrate skills and knowledge to produce a valuable result. Examples of performance are shown in Table.

In some instances, the performer is an individual. In other performances, the performer is a collection of people. The level of performance, as the adage goes, is a “journey not a destination.” The location in the journey is labeled as “level of performance.” Each level characterizes the effectiveness or quality of a performance.
LEVEL OF PERFORMANCE  
(person or organization)

Figure 4: level of performance

Performance advancing through levels is shown in Figure 4 where the labels “Level 1,” “Level 2,” etc. are used to characterize effectiveness of performance. That is, a person or organization at Level 3 is performing better than a person or organization at Level 2. As shown on the right side of Figure 4, performing at a higher level produces results that can be classified into categories:

**Quality increases**—results or products are more effective in meeting or exceeding the expectations of stakeholders. The stocks levels in the businesses is a good indicator of quality increase.

**Cost decreases**—amount of effort or financial resources to produce a result goes down; amount of waste goes down. Higher cost reduces profit margin of businesses while reduced cost indicate higher performance.
**Capability increases**—ability to tackle more challenging performances or projects increases, businesses that are able to tackle more challenges and survive the competition are able to grow and perform better.

**Capacity increases**—ability to generate more throughput increases. These businesses are able to purchase more, sale more and increase both human and capital levels hence increased performance.

**Knowledge increases**—depth and breadth of knowledge increases thus increasing dynamism, ability to cope and focus to the future.

**Skills increase**—abilities to set goals, persist, maintain a positive outlook, etc. increase in breadth of application and in effectiveness.

**Identity and motivation increases**—individuals develop more sense of who they are as professionals; organizations develop their essence.

**Profits**—the margins earned from the trading after deducting cost of sales and expenses from the sales of the business. Higher profits indicates good performance while low or reduced profits indicate poor or reduced performance of business.

### 2.11 External environmental factors

These are external factors that businesses have little or no influence and impact positively or negatively the affect the business. They are commonly known as PESTL (Political, economical, social/cultural, technological and legal environments) can be global or regional. The women businesses are constantly affected by these environments and acting as intervening variables. Although these are not the only external factor affecting the businesses, businesses have to take advantage of the favorable situation and minimize the impacts of the negative factors by trying to cope.
2.12 CONCEPTUAL FRAMEWORK

The conceptual base for this study will be drawn from the four independent variables namely-limited levels of education, levels business and managerial experience, limited business-related networks and family and domestic responsibilities that when varied changes the dependent variable performance. The research would indicate the relationship of the independent variable and the dependent variable as conceptualized below.

Schematic diagram showing the relationship between dependent variable and the independent variables.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY.

3.1 Introduction
The chapter covers the research design, target population, sample design, data collection and data analysis of the study which is the methodology to be employed to gather the desired information.

3.2 Research design
The research will use a descriptive research design. The research will employ stratified random sampling in selecting respondents. The population is to be segregated into several mutually exclusive subpopulations or strata herein referred to as business categories.

The research will apply proportionate stratification that is based on the stratum’s share of the total population to come up with the sample in each stratum. The actual businesses interviewed would be arrived at by using simple random procedures to draw the sample from each stratum.

3.3 Target population.
The Population in the study will be the Women entrepreneurs granted funds by the Women Enterprise Fund individually or in their respective groups numbering 550 as the total population. The population comprises of 320 women in the commodity trade, 160 women in the service oriented business and 50 women in the manufacturing sector.
3.4 Sample design

According to Mugenda and Mugenda (2003) 10% is a representative of the entire population thus the research will collect data from the sample of 55 respondents of the total population as indicated by table 7 population/sample matrix.

<table>
<thead>
<tr>
<th>Business category</th>
<th>Business type</th>
<th>Population</th>
<th>Sample(10%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commodity resale</td>
<td>Retail trade</td>
<td>140</td>
<td>14</td>
</tr>
<tr>
<td></td>
<td>Hotels</td>
<td>40</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Bar &amp; restaurants</td>
<td>30</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Second hand clothes</td>
<td>50</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Farming</td>
<td>60</td>
<td>6</td>
</tr>
<tr>
<td>Service oriented</td>
<td>Hairdressing</td>
<td>60</td>
<td>6</td>
</tr>
<tr>
<td></td>
<td>Financial</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Health</td>
<td>30</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>Tailoring</td>
<td>50</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td>Transport</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Jua-kali</td>
<td>20</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td>Cottage industry</td>
<td>30</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td><strong>550</strong></td>
<td><strong>55</strong></td>
</tr>
</tbody>
</table>

The research will apply proportionate stratification that is based on the stratum’s share of the total population to come up with the sample in each stratum. The actual businesses respondents would be arrived at by using simple random procedures to draw the sample from each stratum.
3.5 DATA COLLECTION AND INSTRUMENTS

3.5.1 Data collection

The study will collect the data from two sources the primary and the secondary. Primary data is raw data gathered by the researcher though the data collection instruments and has not been used elsewhere while secondary data will be collected from previous research, print and the internet.

3.5.2 Data collection instruments

The researcher will self administer the questionnaire to the respondents who are not literate and for the literate drop and later pick method would be adopted. The questionnaires will be both open –ended and closed -ended questions to facilitate both specific and expressed opinions of the respondents. Questionnaires are commonly used to obtain important information about the population (Orodho,2004) especially when the respondents can be reached.

3.6 Data analysis

The data gathered will be analysed using descriptive statistics. Primary data will be captured using Census and Survey Processing System (CSPro) package and processed using Statistical Package for Social Sciences (SPSS) for windows and Microsoft Excel.

3.7 Data presentation.

Data collected will be presented using Tables, charts and graphs to indicate the relation between performance and the factors hindering performan
4.0 Data analysis, Presentation and Interpretation

4.1 Introduction

This chapter entails the Data analysis, Presentation and Interpretation to present the findings of the field. The findings are organized along the research objectives namely:-

i. To determine how the demographic structure hinder performance of women enterprises.

ii. To investigate how managerial related factors affect the performance of women enterprises.

iii. To determine how infrastructure factors affects the performance of women enterprises.

iv. To determine how social/cultural factors affect performance of business.

The research was carried out on the 55 targeted respondents in Laikipia West Constituency representing 10% of the target population of the women funded by the Women Enterprise fund though the Financial intermediaries and the constituency women enterprise scheme (c-wes). The women enterprises were either core owned jointly with their families or fully owned by the women.

4.1.1 High response rate.

Out of the targeted 55 self administered questionnaires, 54 were picked duly filled by the respondents representing 98.20% which is above 70%. According to Mc Burney (2001), above 70 % respondent rate is acceptable for the study.

4.2 Respondent profile.
This section provides information on the Demographic characteristics of the respondents. The analysis focuses Age, educational Level, Funds loaned, the courses attended, Occupation and the Income levels. The background of the respondents influences the opinions of the respondents on the factors hindering performance of women enterprises in Laikipia West Constituency.

4.2.1 Age Distribution of the Women

The highest numbers of women in business were in an age bracket of between 25 years – 34 years numbering 20 women in the while the lowest number was recorded at the age bracket of above 55 years of age numbering 4 women as shown in table 8 below.

Table 8 Age Distribution of the Women

<table>
<thead>
<tr>
<th>Age Bracket</th>
<th>Frequency</th>
<th>%</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 25 yrs</td>
<td>12</td>
<td>22.2</td>
<td>22.2</td>
</tr>
<tr>
<td>25yrs- 34yrs</td>
<td>20</td>
<td>37.0</td>
<td>59.2</td>
</tr>
<tr>
<td>35yrs- 44yrs</td>
<td>10</td>
<td>18.5</td>
<td>77.7</td>
</tr>
<tr>
<td>45yrs – 54yrs</td>
<td>8</td>
<td>14.8</td>
<td>92.5</td>
</tr>
<tr>
<td>Above 55yrs</td>
<td>4</td>
<td>7.4</td>
<td>100.0</td>
</tr>
</tbody>
</table>

(source field data)

The table 8 illustrates that 37 % of the population under study are the age between 25yrs and 35 years of age indicating that generally women in business are youthful. This shows that many youthful women have turned to businesses as an alternative form of employment as opposed to formal employment. According to minnitti (2010) the peak years one become involved in business activities for women in low and medium income countries is 25-34 years. This supports the results as Kenya is a low income country.
4.2.2 Level of education

The highest number of women under the study had basic level of education having completed primary education representing 64.81% while the 1.85% had post secondary education.

Table 9 Level of education among women

<table>
<thead>
<tr>
<th>Level of education</th>
<th>frequency</th>
<th>%</th>
<th>Cumulative %</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Formal education</td>
<td>14</td>
<td>25.93</td>
<td>25.93</td>
</tr>
<tr>
<td>Primary education</td>
<td>35</td>
<td>64.81</td>
<td>90.74</td>
</tr>
<tr>
<td>Secondary</td>
<td>4</td>
<td>7.41</td>
<td>98.15</td>
</tr>
<tr>
<td>Post secondary</td>
<td>1</td>
<td>1.85</td>
<td>100.00</td>
</tr>
</tbody>
</table>

(source field data)

The study indicates that the level of education among women engaged in business is very low with 90.74% of women with either basic education or lack of formal education despite the free and compulsory primary education policy adopted by the Government. Education equips population with the knowledge and skills they need to more effectively manage and succeed in the business. According to Kibas (2003), culturally and especially in the rural setting the girl child was not given equal opportunity to study like the boys, hence limited education and training (if any) which affects effective performance in latter life.

4.2.3 Women occupation

The highest number of women sampled are engaged are in the commodity resale representing 57.41% (retail, hotels, bar & restaurant, second hand clothes, and farming),
while 33.33% were engaged in service oriented business and 9.26% were engaged in manufacturing business.

**Table 10** Type of business for the women

<table>
<thead>
<tr>
<th>Type of business</th>
<th>frequency</th>
<th>%</th>
<th>Cumulative frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commodity resale</td>
<td>31</td>
<td>57.41</td>
<td>57.41</td>
</tr>
<tr>
<td>Service oriented</td>
<td>18</td>
<td>33.33</td>
<td>90.74</td>
</tr>
<tr>
<td>manufacturing</td>
<td>5</td>
<td>9.26</td>
<td>100.00</td>
</tr>
</tbody>
</table>

(source field data)

**Figure 5** Type of business for the women

The higher number engaged in commodity resale indicates the fewer requirements to enter into this form of business with less training and time required to engage. The women are able to start the commodity resale with low capital requirement and wholesale businesses are already established. Service oriented businesses require training and experience to establish while manufacturing businesses require huge capital outlay.
4.2.4 Women income levels

The funding of the women was based on the income levels implying their ability to repay the funds loaned by the women enterprise fund though the constituency women enterprise scheme and the financial intermediaries of W.E.F. The highest income amount per annum ranged between Kshs 10,000 and Kshs 25,000 accounting to 33.33% while the lowest income per annum amounted Kshs above 100,000 accounting for 7.41%.

Table 11 income levels of the women

<table>
<thead>
<tr>
<th>Income levels</th>
<th>frequency</th>
<th>%</th>
<th>Cumulative frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 10,000</td>
<td>8</td>
<td>14.81</td>
<td>14.81</td>
</tr>
<tr>
<td>10,000 – 24,999</td>
<td>18</td>
<td>33.33</td>
<td>48.14</td>
</tr>
<tr>
<td>25,000 – 49,999</td>
<td>8</td>
<td>14.81</td>
<td>63.95</td>
</tr>
<tr>
<td>50,000 – 74,999</td>
<td>5</td>
<td>9.26</td>
<td>73.21</td>
</tr>
<tr>
<td>75,000 – 99,000</td>
<td>10</td>
<td>18.52</td>
<td>91.74</td>
</tr>
<tr>
<td>Above 100,000</td>
<td>4</td>
<td>7.41</td>
<td>100.00</td>
</tr>
</tbody>
</table>

(source field data)

4.3 Findings

This section indicates the findings of the effects of the Demographics, business and managerial factors, infrastructural networks and the social cultural factors on the performance of women enterprises.

4.3.1 Effects of demographic factors on performance.

The highest number of respondent indicated that income levels hindered performance of women to a very large extent with 57.41%, 46.30% indicated that education levels
hindered performance to a large extent, 37.04% indicated that occupation hindered performance to a moderate extent while 55.56% indicated that women age hindered performance of women enterprises to a small extent.

**Table 12** Effects of demographic factors on performance

<table>
<thead>
<tr>
<th>Factors</th>
<th>To a very large extent</th>
<th>%</th>
<th>To a large extent</th>
<th>%</th>
<th>To a moderate extent</th>
<th>%</th>
<th>To a small extent</th>
<th>%</th>
<th>To a very small extent</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>2</td>
<td>3.70</td>
<td>8</td>
<td>14.81</td>
<td>10</td>
<td>18.52</td>
<td>30</td>
<td>55.56</td>
<td>4</td>
<td>7.40</td>
</tr>
<tr>
<td>Level of education</td>
<td>8</td>
<td>14.81</td>
<td>25</td>
<td>46.30</td>
<td>15</td>
<td>27.78</td>
<td>5</td>
<td>9.26</td>
<td>1</td>
<td>1.85</td>
</tr>
<tr>
<td>Occupation</td>
<td>4</td>
<td>7.40</td>
<td>15</td>
<td>27.78</td>
<td>20</td>
<td>37.04</td>
<td>10</td>
<td>18.52</td>
<td>5</td>
<td>9.29</td>
</tr>
<tr>
<td>Income levels</td>
<td>31</td>
<td>57.41</td>
<td>14</td>
<td>25.93</td>
<td>5</td>
<td>9.26</td>
<td>3</td>
<td>5.56</td>
<td>1</td>
<td>1.85</td>
</tr>
</tbody>
</table>

(source field data)

**Figure 6** Effects of demographic factors on performance

(source field data)
4.3.2 Effects of business and managerial factors on performance

The highest number of respondent indicated that lack formal education hindered the performance to a large extent representing 51.85%, 46.30% indicated that past business experience hindered performance to a large extent while 37.04% indicated that the ability to compete hindered the performance to a very large extent as shown in table 13.

Table 13 Effects of business and managerial factors on performance

<table>
<thead>
<tr>
<th>Factors</th>
<th>To a very large extent</th>
<th>To a large extent</th>
<th>To a moderate extent</th>
<th>To a small extent</th>
<th>To a very small extent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of Formal training</td>
<td>12</td>
<td>22.22</td>
<td>28</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Past business experience</td>
<td>10</td>
<td>18.52</td>
<td>25</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td>Ability to compete</td>
<td>20</td>
<td>37.04</td>
<td>13</td>
<td>12</td>
<td>10</td>
</tr>
</tbody>
</table>

(Source field data)

Figure 7 Effects of business and managerial factors on performance

Source field data
4.3.3 Effects of infrastructural network factors on performance.

The highest number of respondents indicated that business support network from financial providers, governments and other players affected performance to a very large extent 42.59%, logistic network affected performance to a large extent at 37.04% while information affected performance to a moderate extent at 44.44% as indicated in table 14 below.

Table 14 Effects of infrastructural network factors on performance

<table>
<thead>
<tr>
<th>Factors</th>
<th>To a very large extent</th>
<th>To a large extent</th>
<th>To a moderate extent</th>
<th>To a small extent</th>
<th>To a very small extent</th>
</tr>
</thead>
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<tr>
<td>Logistic network</td>
<td>14</td>
<td>25.93</td>
<td>20</td>
<td>37.04</td>
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<td>Support network</td>
<td>23</td>
<td>42.59</td>
<td>16</td>
<td>29.63</td>
<td>12.22</td>
</tr>
<tr>
<td>Informational network</td>
<td>9</td>
<td>16.67</td>
<td>14</td>
<td>25.93</td>
<td>44.44</td>
</tr>
</tbody>
</table>

(Source field data)

Figure 8 Effects of infrastructural network factors on performance

Source field data
4.3.4 Effects of social/cultural factors on performance

The family/business hours was observed as the highest factor that affected the women enterprises performance to a very large extent 64.81%, while marital status was recorded at 57.41% to a large extent, family size at 46.30% to a large extent and society responsibilities at 46.30% to a large extent. Marital age was considered to affect the performance at 51.85% to a small extent as indicated in the table 15.

Table 15 Effects of social/cultural factors on performance

<table>
<thead>
<tr>
<th>Effect Factors</th>
<th>To a very large extent</th>
<th>%</th>
<th>To a large extent</th>
<th>%</th>
<th>To a moderate extent</th>
<th>%</th>
<th>To a small extent</th>
<th>%</th>
<th>To a very small extent</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marital status</td>
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<td>22.22</td>
<td>31</td>
<td>57.41</td>
<td>7</td>
<td>12.96</td>
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<td>Marital age</td>
<td>4</td>
<td>7.40</td>
<td>5</td>
<td>9.26</td>
<td>8</td>
<td>14.81</td>
<td>28</td>
<td>10</td>
<td>18.52</td>
<td></td>
</tr>
<tr>
<td>Family size</td>
<td>20</td>
<td>37.04</td>
<td>25</td>
<td>46.30</td>
<td>4</td>
<td>7.40</td>
<td>3</td>
<td>5.56</td>
<td>2</td>
<td>3.70</td>
</tr>
<tr>
<td>Family/business hrs</td>
<td>35</td>
<td>64.81</td>
<td>10</td>
<td>18.52</td>
<td>5</td>
<td>9.26</td>
<td>2</td>
<td>3.70</td>
<td>2</td>
<td>3.70</td>
</tr>
<tr>
<td>Society responsibilities</td>
<td>20</td>
<td>37.04</td>
<td>25</td>
<td>46.30</td>
<td>5</td>
<td>9.26</td>
<td>2</td>
<td>3.70</td>
<td>2</td>
<td>3.70</td>
</tr>
</tbody>
</table>

(Source field data)

Figure 9 Effects of social/cultural factors on performance
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This chapter seeks to discuss the factors that hinder the performance of the women enterprises, the conclusion drawn from the study and the recommendations put forth by the researcher to address the factors analysed.

5.2 Discussion
The findings of the study indicate that the following factors hindered the performance of women enterprises to a very large extent: family/business hours 64.81%, income 57.40%, business support network 42.59% and their ability to compete 37.04%. To a large extent, the following factors were considered hindering performance: marital status 57.40%, level of education 46.30%, past business experience 46.30%, family size 46.30%, societal responsibilities 46.30%, and logistical network 37.04%. Informational network factor was considered as moderate 44.44% while age was considered affecting performance to a small extent at 55.56% and marital age at 46.30%.

The societal responsibilities among the women ranked the highest factor hindering performance with four of its factors affecting either very large or large impact on performance accounting for 53.70% average, demographic ranking second at 51.85%, business and managerial factors ranking third at 44.51% while infrastructural ranking fourth at 39.81%.

5.3 Conclusion of the findings
The research found out that the family/business hours has the highest influence on performance of women business coupled with family size clearly indicating the higher the
number of the family members the lesser the time spent in business. The society responsibilities engaged by women in the community took more valuable business hours hence reduced performance of their business. Income levels too impacted on the performance to a very great extent but the women fund has assisted in the provision of the required funds though the amounts being very low with a majority sum granted being less than kshs 50,000.

5.4 Recommendations

In order to address the factor hindering performance of women enterprise the governments and other stakeholders need to pursue policies that will empower the women and seriously address social/ cultural factors that negate the performance of women enterprises, women should be facilitated to spend lesser hours on the domestic chores. The provision of water, cooking fuel, proximity to schools and health facilities should be prioritised to reduce the number of hours spent in solving these issues. The relevant stakeholder should also increase the level of funding by raising the amounts granted to undertake meaningful business with higher working capitals and enjoyment of economies of scale.

On the other hand women should be encouraged to attain higher levels of education, plan their families and formalise their businesses to attract and act among the un traditional forms of businesses as the research indicates less numbers of women are engaged in the manufacturing and the service industry.

5.5 Further research

The researcher recommends further research to be carried out to examine the factors hindering performance of women enterprises in order to determine if these factors are gender specific or function of social structures.
References


Kibas (2006), Management and Training of employees


Appendix 1

Letter of introduction

Joseph M. Chege,
P.O. Box 10 -20320,
Kinamba.
0721647800
To

District Social Development Officer
Laikipia County
Dear Sir/ Madam,

REF: ACADEMIC RESEARCH

I am a student undertaking a Master of Business Administration (strategic management) in Kenyatta University. I am intending to carry out a study entitled “factors hindering performance of women enterprises in Laikipia west constituency”

I have selected your area of jurisdiction to collect the desire data and hereby request you to allow me to administer the questionnaire to assist in the completion of the study. The information collected shall be used for the study purpose only.

Thanks in advance,

Yours faithfully,

Joseph M. Chege
Appendix II

Questionnaire for beneficiaries of W.E.F credit

A General information (Please answer correctly)

1. Please indicate your name (optional) .................................................................

2. Please indicate your age.
   - Below 25yrs □  between 25yrs-34yrs □  35yrs-44yrs □
   - 45yrs-54yrs □  above 55yrs □

3. How much funds were you granted through the Women fund?
   - Below 10,000 □  between 10,000-24,999 □  25,000-49,999 □
   - 50,000-74,999 □  75,000-99,999 □  Above100,000 □

4. What is your level of education?
   - No formal education □  primary □  secondary □
   - post secondary □

5. Have you attended any business course?  Yes □  No □

6. How did you start your business?
   - i. Inherited from the family □
   - ii. Need to subsides family income □
   - iii. Getting engaged to an activity □
   - iv. Formal experience □

7. Do your possess any business related- networks? Yes □  no □
8. How do you get the business supplies?
   i. From other sole traders
   ii. From a distributors chain
   iii. From the manufacturers

9. Who are your regular customers?
   i. Passers by people
   ii. Routine shoppers
   iii. Institutions
   iv. Government

10. How do you get your customers?
    i. Through advertisement
    ii. Unsolicited for

11. Do you have business support systems?
    i. Financial support - banks, Sacco’s, mfis
    ii. Logistics support - cargo van, courier, rail
    iii. Marketing support - advertisement

12. Which modes of communication do you use?
    i. Print media
    ii. Broadcast media
    iii. Internet
13. What is the size of your family?

   i. Single with no children
   ii. Single with less than five children
   iii. Single with more than five children
   iv. Married with no children
   v. Married with less than five children
   vi. Married with more than five children

SECTION B. Factors analysis

1. To what extent, do you think the following factors influence performance of Women Enterprises in Laikipia West Constituency? Where

   1 = To a very large extent
   2 = To a large extent
   3 = To a moderate extent
   4 = To a small extent
   5 = To a very small extent

   a) Demographic factors (please tick appropriately)

   

<table>
<thead>
<tr>
<th>Ranking</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
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<td></td>
</tr>
<tr>
<td>Age</td>
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<tr>
<td>Level of education</td>
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<tr>
<td>occupation</td>
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<td>Income levels</td>
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</table>

   b). Business and Managerial factors (please tick).
### c). Infrastructural network factors (please tick).

<table>
<thead>
<tr>
<th>Ranking Factors</th>
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<th>2</th>
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<tr>
<td>Logistical network</td>
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</tr>
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<td>Competitive network</td>
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<td>Support network</td>
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### d). Social/Cultural factors (please tick)

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<td>Marital Age</td>
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<td>Family/business hours</td>
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<tr>
<td>Society responsibilities</td>
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### e). Performance factor indicators (please tick)
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<td>Identity and motivation</td>
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### Appendix III

**WORK PLAN**

**Activity / time management**

<table>
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<tbody>
<tr>
<td>Research proposal writing</td>
<td>Jan 12 – April 12</td>
</tr>
<tr>
<td>Introduction to the c-wes</td>
<td>1&lt;sup&gt;st&lt;/sup&gt; Week June 2012</td>
</tr>
<tr>
<td>Approval to carry research</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt; Week June 2012</td>
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<tr>
<td>Data collection</td>
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</tr>
<tr>
<td>C-WES officials</td>
<td>2&lt;sup&gt;nd&lt;/sup&gt;- 4&lt;sup&gt;th&lt;/sup&gt; Week June 2012</td>
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<td>Data analysis</td>
<td>October 2012</td>
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<tr>
<td>Drafting of the report</td>
<td>November 2012</td>
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<tr>
<td>Final report presentation</td>
<td>November 2012</td>
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## APPENDIX VI

### BUDGET

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<th>Item</th>
<th>Cost (Kshs)</th>
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<tbody>
<tr>
<td>Researcher’s personal cost</td>
<td>20,000</td>
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<tr>
<td>Travelling costs</td>
<td>18,500</td>
</tr>
<tr>
<td>Telephone and Mail costs</td>
<td></td>
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<tr>
<td>- telephone</td>
<td>7,000</td>
</tr>
<tr>
<td>- Mailing</td>
<td>1,600</td>
</tr>
<tr>
<td>Purchase of publications</td>
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<tr>
<td>Stationery</td>
<td>5,000</td>
</tr>
<tr>
<td>Printing</td>
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<tr>
<td>Miscellaneous costs</td>
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<tr>
<td><strong>TOTAL COSTS</strong></td>
<td>64,300</td>
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