

**FACTORS INFLUENCING GROWTH OF CEREALS ENTERPRISES OWNED BY
WOMEN IN MERU COUNTY. A SURVEY OF ENTERPRISES IN NKUBU TOWN**

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DECLARATION

This thesis is my original work and has not been submitted for award of degree in any other Institution of higher learning for the award of master degree.

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Supervisor's Declaration

This thesis has been submitted for examination with our approval as University supervisor.

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DEDICATION

This thesis is dedicated to my wife and children for being an inspiration during my education and supporting me in the entire course period.

ACKNOWLEDGEMENT

I thank God for the gift of life and enabling me to undertake this thesis. The completion of this thesis was possible by great support received from many like-minded people. I am very grateful to my supervisors Mr. Erick Mutiiria and Mr. Moses Kithinji for their professional guidance, advice, support and with their patience in selecting the topic and suggesting workable alternatives.

ABSTRACT

Cereals enterprises have been witnessing declining in performance, this has resulted to some of them running out of business. In every country entrepreneurship growth is being witnessed as a result of response to advancement in technology and global competitiveness. It is against this background that this study was undertaken in order to examine factors influencing growth of cereals enterprises owned by women in Nkubu Town in Meru County. The study was guided by the following specific objectives: To establish whether access to finance, access to infrastructure, and managerial capacity and entrepreneur innovation contributing to growth of cereals enterprises owned by women in Nkubu Town in Meru County. The study adopted descriptive research designs with owners of cereals enterprises owned by women in Nkubu Town in Meru County, Kenya a total of 104 owners, were presented using tables. *Yamane's*' formula was used to determine a sample size of 82 respondents. The study may be a key contribution to the existing literature and discourse in entrepreneurship growth practices among enterprises in the country. Among those who will benefit from findings in the present study include the academicians and researchers. The result indicated that, collectively access to finance has the highest positive influence on enterprise growth, followed by entrepreneur innovation, managerial capacity and access to infrastructure. The study also concludes that an individual's innovativeness affects enterprise growth and development of the business. Through innovations, cereal enterprises are able to deliver quality services to their customers that outperform their competitors. The study further concludes that poor infrastructure and high transport costs are often identified as a key constraint for enterprise development in cereal enterprises. Government policies and macro-economic variables (political factors, economic, competitive, global) that can influence or affect SME'S growth and performance.

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LIST OF ABBREVIATIONS AND ACRONYMS

SME	Small and Medium Enterprises
ILO	International Labor Organization
CEDAW	Convention on Elimination of All forms of Discrimination Against Women
NGEC	National Gender and Equality Commission.
MSE	Micro and Small Enterprises
SPSS	Statistical Package for Social Scientists

CHAPTER ONE

INTRODUCTION

1.1 Background or the study

Entrepreneurship significantly contributes to the growth of a country. Entrepreneurship are characterized by ability to generate new ideas coming up with problem solving solutions, marketing skills especially in promotion of services as well as products, and making sure that there are profit oriented. Entrepreneurs are motivated by success as well as achievement in businesses are characterized by their ability to lead their enterprises to continuous growth through innovative and creativity that enables productive of new products as well as services. Entrepreneurs who are women participated significantly in increasing economic and social development (Ahmad et al, 2014).

For example, in Somalia SMEs owned by women have been increase the economic wellbeing of the country in almost all regions. Women entrepreneurs had contributed significantly to the economic status of the country as a result of their rising sensitivity. Men to financial provision of leadership in Somalia's social needs and in particular business in varied sectors. In this regard the backbone of country's economy relies on the business success of household level. In Somalia, unmarried and married women are the main breadwinners to their families (Minniti, 2010).

Numerous, studies on entrepreneurship reveal that historical studies and in particular, survey on women in productive and distributive of invaluable goods. There has been undervalued women contribute in production as well as distribution of goods due to structural predicament (Mokebo, 2015). Studies have comparatively revealed that enterprises owned by women are few in number as compared to their male counterpart. This is a vivid reason of economic inequality (Mokebo, 2015).

Inequality, in gender as far as property ownership is concerned, in local, national and global arenas has been fueled by barriers to women entrepreneurship (Simiyu et al., 2014). Research has revealed that globally enterprises owned by women. However, factors that inhibit enterprises owned by women are region, ethnic and historically specific (Balatonchimes, 2015). The International Labour Organization (ILO) opine that enterprises run by women are almost one quarter of worldwide enterprises (Nxopo, 2014). For quite some time entrepreneurship have been male dominated phenomena, however over the years the scenario has changed presently women are inspirational entrepreneurs including dominate by women, especially women have been employment for the top management position in most of the enterprises this fact satisfy women because of the flexibility of doing their work.

According to Coleman and Kariv (2014) opines that in Canada a big percentage of enterprises utilize funding from external sources as rather than using their personal savings, over reliance of women entrepreneurs on credit has characterized women entrepreneurs because they are not able to finance their enterprise through savings. In developing countries levels that are quite high as well as every increasing discrimination lucrative employment position. Gatewood (2004) argues that women entrepreneurs utilize personal saving their enterprises as opposed to credit option in existing a between entrepreneur activities and access to credit. Availability of credit breeds entrepreneur's zeal to start and grows their businesses and eventually profit as a result of their investments.

In Malaysia, Gómez-Tarragona and Gómez-Altamirano (2014) reveal the enterprises run by women face myriad challenges, as a result of about framework in terms of policies that support enterprises growth and development coordinate that is not effective, devoid transparency, information and data is in adequate and lack of main streamed industrial development. For instance, may small and micro enterprise occupy land that are not earmarked for industrial development? There is no framework to advisory as well as

technical assistance for women entrepreneurs and whenever that are available, they are underutilized. Women enterprises also face the challenge of not finding talented as well as skilled workers that in the long run affects their productivity as well as their efficiency.

Abdul-Ghafour, et al (2014) posit that in Saudi there is almost SR 62 million in women bank accounts that is not used and approximately 23000 females who are entrepreneurs in Saudi Arabia. In 2004 women entrepreneur made outstanding contributes to Jeddah Economic Forum of which up to ten Muslim women in Saudi Arabia have continually had the potential in policy development however women not received commensurate representative in business using good numbers. Particularly managers, owner and executive (Abdul-Ghafour, *et al.* 2014).

Irrespective of the fact that in Somali women enterprises are in their advanced stage of achieving entrepreneur sources family and government support as well as in adequate funding has been a stumbling stage block as well as low adoption of modern technology (Azmi, 2017). Moreover, enterprises owned by women are increasing the fastest growing globally. However, they are generally under standardized as a result on minimal literature this effect (Woldie & Adersua, 2014).

According to Bisaria and Wajih (2018) argues that inadequate planning, inconsistent managerial and financial resources that are inadequate forms the predicament faced by enterprises ran by women in Somalia. However business run by women has a better success possibility compared to those ran by their male counterpart. Being that there is limited literate on women enterprises, in Somalia, identifying the impact of government support as well as socio-economic support and women enterprises in Somalia is inclusive. Most importantly, identification of variables (Bisaria & Wajih, 2018).

Entrepreneurship significantly contributes to the growth of a country. Entrepreneurship are characterized by ability to generate new ideas coming up with problem solving solutions, marketing skills especially in promotion of services as well as products, and making sure that there are profit oriented. Entrepreneurs are motivated by success as well as achievement in businesses are characterized by their ability to lead their enterprises to continuous growth through innovative and creativity that enables productive of new products as well as services. Entrepreneurs who are women participated significantly in increasing economic and social development (Gatewood, *et al.* 2009).

According to Sucuahi (2013) opines that in Canada a big percentage of enterprises utilize funding from external sources as rather than using their personal savings, over reliance of women entrepreneurs on credit has characterized women entrepreneurs because they are not able to finance their enterprise through savings. In developing countries levels that are quite high as well as every increasing discrimination lucrative employment position. Mwobobia (2012) argues that women entrepreneurs utilize personal saving their enterprises as opposed to credit option in existing a between entrepreneur activities and access to credit. Availability of credit breeds entrepreneur's zeal to start and grows their businesses and eventually profit as a result of their investments.

Constraint and uneven access have not faded away, majority in remote areas regardless of entrepreneurial innovation that has expanded credit market (Varis & Littunen, 2012). For example, Buny (2017) asserts that financial institute that includes commercial banks have continually failed to recognize small scale borrowers as a result of their strict borrowing policy. She also argues that on 33% of entrepreneurs in Kenya quality for the former loans while 68% access credit from informal sources. Varis and Littunen (2012) notes that globally small and micro enterprise are contrived in growth due to lack of adequate sources to fund to start and grow their businesses.

In Uganda, Rwanda and Tanzania non-governmental organization that have an international mapping have been at the mercy of respective government in their endeavor to spur the economic growth. When there is widespread development as well as winding poverty levels, there is no need for non-governmental organizations anymore, particularly those specialized emergency responses. As a result of declining levels of NGO's in Eastern Africa does not significantly the end of social process in counter balancing capitalist phenomena where by society is characterized by few rich people, example in South Africa, USA and Nigeria (Woldie, & Adersua, 2014).

According to Muyanga et al., (2013) small and micro enterprises in Kenya, has significantly contributed the reduction of poverty as well as betterment of wealth nationally. Moreover, Wanyonyi and Bwisa (2013) aver that development strategy in Kenya target the growth of SMEs. The main challenges faced by SMES' depend on early stages growth is critical in especially in counteracting business risk and entrepreneur involvement (Wanyonyi & Bwisa, 2013).

1.1.1 Women Enterprises.

According to Mulu-Mutuku et al., (2015) the participate of businesses run by women and especially the small and micro enterprise growth has tremendously increased since 1990 as a result of availability of advisory opportunities, business startups and entrepreneur training. Comparative studies show that enterprises that are owned by women operate in areas of intense competition as well as low growth rate and low profits (Wambaria et al., 2016). Up to 57% of enterprises owned by women account for aggregate income of enterprise earnings. To curb the challenges of the unemployment there is urgent need to improve enterprise that are run by women, so as to improve wealth redistribute owned by women present understanding varied factors that affect growth of enterprises run by women at all levels.

1.2 Problems Statement

Even though the entire global women population account for almost 66%, women remain marginalized on the makers of property ownership and global income (Amine & Staub, 2009). Kenyan government and development agencies came up with a number of strategies to enhance small and micro enterprise growth both the national and grass root levels (Simion, 2018). Women entrepreneurs from marginalized groups have not yet received adequate focus in both intervention and scholarly analysis on variables that affect growth of small and micro enterprises (Grimm & Paffhausen, 2015).

It is therefore integral to note that empowering women economically has become a dominant phenomenon that is of great concern. Moreover, matters affecting the performance of enterprise women has also become a persistent matter concerning to the development partners. The significance of determination of these variables have been of great concern rather than before. It is therefore against this backdrop that inadequate information about small and micro enterprises, necessitates the need of more research to establish factors that are contributing to success of enterprises run by women. The present study therefore emphasizes on the variables relating to the management of woman owned small and micro enterprises (Amine & Staub, 2009).

Cereals sector in Kenya has been an economic growth vehicle that has contributed to the growth of Gross Domestic Product (GDP) as well as providing the locals employment opportunities, however the subsector is still being affected with non-growth challenges. Amine and Staub (2009) argues that the enterprises have been growing numerically instead of growing in size. The current study assessed these predicaments by evaluating social, structural as well as cultural variables affecting women enterprises. The present study tried to bridge this gap of voicing enterprises run by women in Nkubu Town, whereby numerous cereal enterprises are in the growth stage.

This study therefore sought to fill this research gap by determining factors influencing growth of cereal enterprises owned by women in Nkubu Town, Meru County.

1.3 Objective of the Study

1.3.1 General Objective

The general objective of the study was to analyze factors influencing growth of cereal enterprises owned by women in Nkubu Town, Meru County.

1.3.2 Specific Objective

The study was guided by the following specific objectives:

- i. To determine the influence of access to finance on growth of cereal enterprises owned by women in Meru County.
- ii. To determine the influence of managerial capacity on growth of cereal enterprises owned by women in Meru County.
- iii. To establish the influence access to infrastructure on growth of cereal enterprises owned by women in Meru County.
- iv. To assess the influence of entrepreneur innovation on growth of cereal enterprises owned by women in Meru County.

1.4 Research Hypotheses

The following hypotheses were tested.

H₀₁ There is no significant relationship between access to finance and growth of cereal enterprises owned by women in Nkubu Town, Meru County.

H₀₂ There is no significant relationship between managerial capacity and growth of cereal enterprises owned by women in Nkubu Town, Meru County.

H₀₃ There is no significant relationship between access to infrastructure and growth of cereal enterprises owned by women in Nkubu Town, Meru County.

H₀₄ There is no significant relationship between entrepreneur innovation and growth of cereals enterprises owned by women in Nkubu Town, Meru County.

1.5 Significance of the study

This study is integral since is sought assess factors influencing growth of cereal enterprises run by women in Nkubu, Town Meru County, Kenya. This is necessitated by the need to comprehend variables contributing to enterprise growth. The motion in to enable orientation of women in their enterprises. The study findings will therefore be beneficial to the following state holders.

1.5.1 Academic and Researchers.

Subsequent researchers and academic will be able to review literature in this study concerning factors influencing enterprise growth among enterprises ran by women. This will enable researchers establish whether the findings would be similar.

1.5.2 Policy Makers

The present study findings as well as the recommendations would be a fountain of guidelines to policy makers in attempting to formulate policies on promoting enterprises ran by women. Policy makers would therefore conclusively recommend adequately as how women enterprise growth be improved according to the variables.

1.6 Scope of Study

Scope of this research focused on factors influencing growth of cereals enterprises owned by women in Nkubu Town, Meru County. Target population was cereals traders in Nkubu Town Meru County, Kenya. The study participates included, enterprise owners, staff and managers. The study was carried out in Nkubu Town, Meru County where performed issues of entrepreneurship influence on growth have been raised.

1.7 Limitation of the study

Limitation of the study included;

The study will focus on Nkubu Town, market only, therefore the findings are limited in terms of generalization of the findings. In this regard there is need to carry out similar studies in Meru County to establish whether findings are similar.

Secondly, this research also expected varieties in the capacity of enterprise managers in relation to their training and experience as other entrepreneurs may be experienced to handle challenges as compared to other entrepreneurs. Thirdly, there researcher anticipated that study responded could be economical in relaying information as a result of confidentiality. However, the researcher assured the respondent that respondents will not be disclosed whatsoever.

1.8 Definitions of Key Terms

Entrepreneurship growth: is the sum total of the measured of business success. Enterprise growth is therefore achieved by improving on reserves that improves income levels and profitability.

Access to finance: refers to accessibility of integral systems and facilities that necessitates economic functions.

Entrepreneurial innovation; refers to the dynamic procedure of technology and markets, directed by research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The current chapter delves in review of literature, specifically conceptual as well as theoretical framework in addition to variable influencing the growth of cereals enterprises owned by women in Nkubu Town, Meru County. The chapter concludes by reviewing literature on enterprise growth as a well as discussing the study gaps

2.2 Enterprise Growth

According to previous studies small and micro enterprises are started through joint or sole ownership by their females or males. Comparative studies, reveal that enterprises owned by women particularly in the countries that are developing do not have an opportunity of accessing capital, and business training as compared to male entrepreneur (Anyango, 2015). Moreover, comparative studies reveal that men have a better positioned to access supportive measures that women counterparts in accessing financial and enterprise management training than women entrepreneurs. Carter et al., (2013) opine that in Kenya face fundamental handles such as access to financing, education and cultural factors.

Mumaraki (2020) post that enterprises owned by women that started in a small way do not transform to established enterprise in long run. Moreover, enterprises ran by women are characterized by high mortality rates hence their survival changes remain minimal (Anyango, 2015; Grimm & Paffhausen, 2015; Mumaraki, 2020). The aforementioned variables affecting women enterprises therefore requires critical evaluation at domestic and international levels in Kenya (Mwobobia, 2012; Mumaraki, 2020).

2.3 Theoretical Review

Watson (2012) argues that entrepreneurship is a concept that is integral in economic growth. In this regard it is appropriate to discuss related theories to the study. These theories include Liberal Feminist theory and Behavioural Schumpeter's theory

2.3.1 Liberal Feminist Theory

According to Morgan (1996) there is a general therefore, the theories concerning the female gender; utilize gender as a basis of society analysis. This assist in understanding the imbalance in power relations among women and men. The political philosophy of liberism is the foundation of liberal feminist theory. This philosophy explains in equality amongst human beings based in the nationality as well as self-seeking interest (Morgan, 1996). Difference opportunities and power is power is therefore on gender on gender achievement is as a result of women being denied to access labour market. This limitative has made women not to explore their full potential (Carter, et al. 2013).

Theory further suggest that in order, to find a striking balance of women to access equality in enterprise development there is a need for working on a supportive legal framework. This will reduce women discrimination on women (Wriggins, 2002). However, there has been existence of regulatory framework women participation in enterprise development is still frustrated in starting and running of factors influencing enterprise growth cereal enterprise in Nkubu Town, Meru County, Kenya.

2.3.2 Schumpeter's Theory

Zuelke and Kirwan (2016) posit that economic development is driven by entrepreneurs. Growth of enterprise is enhanced through using workable strategies on economic ventures. Economic development require a role that is facilitated in supporting women enterprise. Comparative studies have established entrepreneurs adopt diversification strategies in light of

introducing a new production line of goods. Moreover, entrepreneurs are concerned with monopoly creation (Croitoru, 2012). According to Schumpeter's technological development. The theory market designs as well as product development (Swedberg, 2009). The theory that strategies that if well utilized enterprise would grow depending on infrastructural development and access to adequate financed. Moreover, if the said strategies are not utilized enterprise fail to grow, this study therefore relies on Schumpeter's assumptions as a basis of assessment of innovative ideas enable product of diversification that intern.

2.3.3 Behavioral theory

It defines the associates between satisfaction and leaders behaviors. Numerous studies access the variables that inhibit a leader's effectiveness on employees. Comparative studies such as Gavetti, *et al* (2012) reveal this perspective is integral establishing prospects of enterprise growth. Enterprise growth therefore depends on innovative ideas of the entrepreneurs.

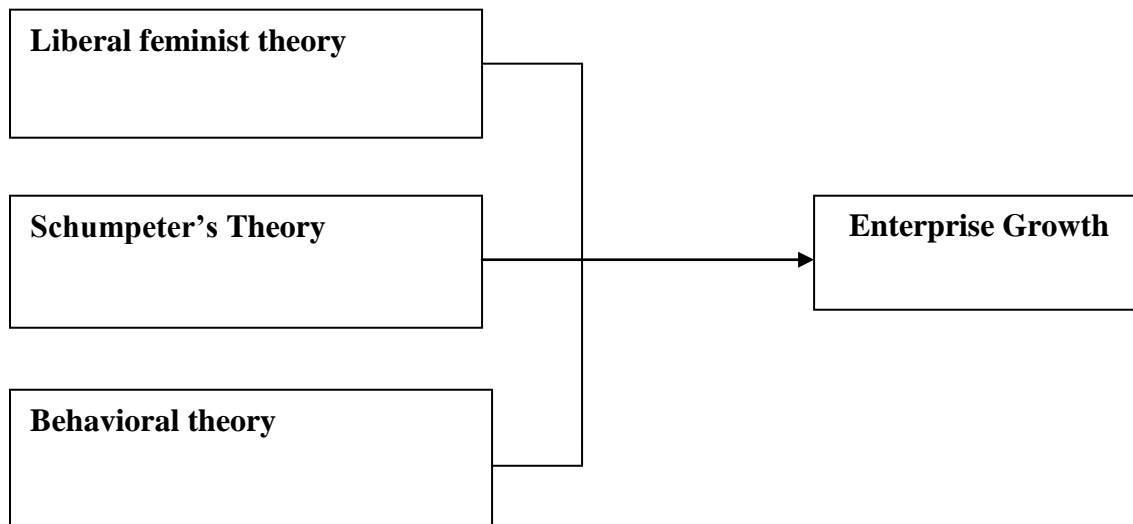
Studies on women development reveal how behavior is learnt, of which this is defined by Grand theory, that discussing human development. The theoretical view point in the school of psychology stresses on patterns of learning that is basically promoted by functionalism and structuralism this implies that behaviors that are observed forms the object of what was described, measured and seen.

Figure 2.1:

Theoretical framework

Independent Variable

Dependent Variables



Source: Author (2020)

2.4 Empirical Review

This section presents empirical studies relating to the study variables.

2.4.1 Access to finance

Accessing credit is chance of an enterprise or individuals to be able to access insurance, credit from the financial institutions. Entrepreneurs have not accessed credit from financial institutions in voluntarily fall under the category of the unbanked (Honohan, 2008). Accessing credit relies on the absence of barriers to do so. These barriers include lending risk, in adequate collateral and biasness of varied financial institutions (Gallardo, et al, 2003). In most of the African countries' banks have shown limited effort to reach SME's this occasioned by constrains of monitoring as well as administering loans as well as the cost implication of managing the loans (Gallardo, et al, 2003).

Adebisi et al, (2015) opines that one of the major reasons as to why entrepreneurs are not able to access credit is that entrepreneurs are not able to provide adequate information concerning their financial status, as well as companies that maintain credit information are few. Secondly, there enterprises do not have adequate collateral to guarantee their loans, moreover upon default the subsequent legal process is cumbersome subsequently. In additions to physical distance, nearness to financial institute is also another factor, coupled with the social economic status of the entrepreneur.

Marlow and Patton (2005) suggest that finance availability determines the capacity of an enterprise in numerous ways for example accessing, markets, resources and technology, which also influence business success and viability. Furthermore, securing start-up capital is one of the predominate obstacle of entrepreneurs are especially in the small and medium enterprises. In the SME's sector accessing is a major factor that prevent entrepreneurship growth. According to Mulu-Mutuku et al, (2015) the participate of businesses run by women and especially the small and micro enterprise growth has tremendously increased since 1990 as a result of availability of advisory opportunities, business startups and entrepreneur training. Comparative studies show that enterprises that are owned by women operate in areas of intense competition as well as low growth rate and low profits (Wambaria et al., 2016). Up to 57% of enterprises owned by women account for aggregate income of enterprise earnings. To curb the challenges of the unemployment there is urgent need to improve enterprise that are run by women, so as to improve wealth redistribute owned by women present understanding varied factors that affect growth of enterprises run by women at all levels.

Banerjee (2004) carried out a study involving 253 small and medium scale entrepreneurs in a ludiac bank. The study sought to evaluate information about the entrepreneurs before and after credit eligibility screening. The loaning programme was started in 1998 so that

enterprises could access to credit and enterprise performance the relationship is significant as even additional are accessed.

Aduda et al, (2012) posit that in Kenya especially where is underdeveloped capital market, enterprise depend on equity financing in the short terms. When long term credit cannot be accessed enterprise are forced to depend on short term credit that come with very high cost. Small and medium enterprise in Kenya face high cost while accessing formal banking. Conversely, banks perceive the SME's to be very risky since they do not have credit history. Small and medium enterprise that are not banked do not have collateral to help them secure formal credit. Moreover, skills to run enterprises are devoid of the small and medium enterprise owners.

Constraint and uneven access have not faded away, majority in remote areas regardless of entrepreneurial innovation that has expanded credit market (Varis & Littunen, 2012). For example, Buny (2017) asserts that financial institute that includes commercial banks have continually failed to recognize small scale borrowers as a result of their strict borrowing policy. She also argues that on 33% of entrepreneurs in Kenya qualify for the former loans while 68% access credit from informal sources. Varis and Littunen (2012) notes that globally small and micro enterprise are contrived in growth due to lack of adequate sources to fund to start and grow their businesses. According to Muyanga et al, (2013) small and micro enterprises in Kenya, has significantly contributed the reduction of poverty as well as betterment of wealth nationally. Moreover, Wanyonyi and Bwisa (2013) aver that development strategy in Kenya target the growth of SMEs. The main challenges faced by SMES' depend on early stages growth is critical in especially in counteracting business risk and entrepreneur involvement (Wanyonyi & Bwisa, 2013).

It is important to note that a universal problem that SME's face is credit accessibility constraints. Because Kenya's capital markets is underdevelopment most of the enterprises rely on borrowing to finance their businesses that intern enable business to undertake their activities. When long term credit is not available small-scale enterprises are forced to depend on expensive short-term finance. These include high bank rate charges and expensive cost of credit.

Wachira and Musyoki (2015) arguing that in 2008 low learning entrepreneurs there was need for entrepreneurs to access credit due to the economic meltdown as a result of post-election violence. During this period there was emergence of numerous pyramid schemes that offered varied soft loans. Most of the entrepreneurs considered and subsequently joined these schemes so that they could cushion their businesses. Entrepreneurs consider soft loans with lower interest rates while making profits. However financial limitation is predominant challenges to Kenya.

Finding finance to start a business is the greatest stumbling block to enterprises growth and development. Getting startups as well as adequate funds is additional predicament. Wachira and Musyoki (2015) reveal that small and medium enterprises are limited by finance research done by Honohan (2008) on behalf of Rep-reveal that constraint of SMEs is financing. Another study carried by Anyango (2015) a case study of small manufacturing firms reveals that access to finance is the stumbling block.

Monteiro (2013) reveal the enterprises run by women face myriad challenges, as a result of about framework in terms of policies that support enterprises growth and development coordinate that is not effective, devoid transparency, information and data is in adequate and lack of main streamed industrial development. For instance, may small and micro enterprise occupy land that are not earmarked for industrial development? There are no framework to

advisory as well as technical assistance for women entrepreneurs and whenever that are available they are underutilized. Women enterprises also face the challenge of not finding talented as well as skilled workers that in the long run affects their productivity as well as their efficiency.

A study conducted by Aduda et al, (2012) findings reveal access to finance correlates positively to firm size. The study asserts that due to finance smaller struggle due to lack of finance access opportunities hence reduction of the growth pace. It is important to note that a universal problem that SME's face is credit accessibility constraints. Because Kenya's capital markets is underdevelopment most of the enterprises rely on borrowing to finance their businesses that intern enable business to undertake their activities. When long term credit is not available small-scale enterprises are forced to depend on expensive short-term finance. These include high bank rate charges and expensive cost of credit.

According to survey done by Weder and Schiffer (2001) about business environment, size and the firm, the survey revealed negative association between risk and business size. Accessing credit relies on the absence of barriers to do so. These barriers include lending risk, in adequate collateral and biasness of varied financial institutions. In most of the African countries banks have shown limited effort to reach SME's this occasioned by constrains of monitoring as well as administering loans as well as the cost implication of managing the loans.

According to a study done by Kumar and Francisco (2005) of size of enterprise, pattern of financing, contrasts of access to credit in Brazil, findings revealed that a positive correlation exists between access to finance and firm size. Pandula (2011) states firms that are small face numerous challenges due to lack of audited financial reports and less assets to offer a collateral as compared to larger firms. According to world development report (2004) states

smaller firms are only able to access 30% of external financing compared to 48% of the big firms, access to finance. Nunes et al, (2013) asserts that smaller SME's are facing a challenge accessing finance than large firms due to former lending institutions, business environment that is not conducive, escalation in production costs as well as poor infrastructure.

Kagwathi, et al (2014) argues that small and medium enterprises face a challenge in accessing finance more than the large firms. This is because smaller firms are not able to give information that is required to access finance as compared to large firms. Kagwathi, et al (2014) have myriad financial challenges as compared to large firms hence affecting their growth. This is because smaller firms are not able to take advantage of economies of scales as compared to the big firms. In addition, smaller firms do not have cashflow that inadequate to enable them depend on the banks hence they depend on initial capital invested for their growth. According to Bouazza et al, (2015) limited access to external finance affects SMEs performance. Additionally, loans that banks give SMEs are usually smaller compared to large firms.

Kagwathi, et al (2014) the growth of small firms is reduced by 10% due to financial constraints whereas the growth of large firms is reduced by 6%. Firms that are small are therefore the most affected because they are not able to access finance. According to Pandula (2011) states small and micro enterprises face challenges of accessing finance due to information asymmetry between banks and SME's. Chowdhury and Alam (2017) states size of the firm influences small and micro enterprises capacity to access credit from formal and informal financial institutions, small micro enterprises are less preferred than big SMEs. In addition to their study concerning SMEs debt financing and entrepreneur characteristics, it was revealed there is a positive relationship between access to finance and firm size.

However, studies done by Schiffer and Weder (2001) on business environment and firm size affirm that there is a negative association between risk and firm size.

Fatoki and Asah (2011) carried out a study on debt financing a characteristic of firms that have been in operation under 5 years. The study assert hardship is faced by younger firms because of information asymmetry. In their research on its findings revealed there exists a positive association between access to debt and age of the firm. The further found that in Kenya younger SMEs may not be able to access finance from banks since their resources are inadequate, whereas older entrepreneurs are able to access finance from bank due to availability if resources, work experience, education and social contacts.

A study by Kamunge et al., (2014) in South Africa established that in SME's. Moreover, the constraints are defined lack of record by the SMEs, inadequate collateral, absence of a collaterals, there are not legal system to deal with defaulters and where they exist it becomes cumbersome with hefty implication. While account ownership is nearly universal in high-income nations, female entrepreneurs have limited access to backing then main in the East African countries. Kumar, and Francisco (2005) add that psychological differences are also a major determinant of access to finance for men and women. The study found that women and me differ in their risk-taking behaviors, implying that women are more prone to risk than men.

Revengea and Dooley (2020) stated that equality of gender in relation to financial resources is an integral aspect of empowering women to sustainable economic growth. The study further argues that when women access finance they are not only empowered financially by socially as well as politically. However, women entrepreneurs have not adequately identified their rights in searching for financial services. In his study in Pakistan, Roth, et al (2017). concluded that access to financial resources remains limited in developing countries for

women. According to the author, irrespective of availability of programs that focus on women in the developing countries achieving gender.

Nkuah et al, (2013) concerning determinants as well as challenges of accessing credits offered by banks by the SMEs in Ghana, found out that male entrepreneurs were able to access finance easily than female entrepreneurs this is because financial institutions favored male entrepreneurs than female entrepreneurs, constraints faced by women are myriad in scope as far as accessing financial services is concerned. In addition, this is because they may not have time of interacting with the financial providers. Nkuah et al., (2013) argue that women are in a disadvantaged position as far as funding of small and micro enterprises is concerned. In some African societies the practice of lending to entrepreneurs is influenced by institutional barriers when the spouse of the lender has to sign. This implies that a woman's effort must be approved by a man.

Scarcity of finance is one of the factors that has made enterprises to grow to an extent that they can continuously meet demands of their customers. Moreover, the margins of the profits are minimal to support enterprise growth. Kamunge et al., (2014) posit that businesses such as tailors and millers have to wait for the raw materials from the customers to enable them serve the customers.

According to a study done by Fatoki and Asah (2011) on size of enterprise, pattern of financing, contrasts of access to credit in Brazil, findings revealed that a positive correlation exists between access to finance and firm size. The study states that small firms face numerous challenges due to lack of audited financial reports and less assets to offer collateral as compared to larger firms. The study results showed that smaller firms are only able to access 30% of external financing compared to 48% of the big firms, access to finance. Nunes et al, (2013) asserts that smaller SME's are facing a challenge accessing finance than

large firms due to former lending institutions, business environment that is not conducive, escalation in production costs as well as poor infrastructure.

Kumar and Francisco (2005) argue that small and medium enterprises face a challenge in accessing finance more than the large firms. This is because smaller firms are not able to give information that is required to access finance as compared to large firms. Monteiro (2013) have myriad financial challenges as compared to large firms hence affecting their growth. This is because smaller firms are not able to take advantage of economies of scales as compared to the big firms. In addition, smaller firms do not have cashflow that inadequate to enable them depend on the banks hence they depend on initial capital invested for their growth. According to Schiffer and Weder (2001) limited access to external finance affects SMEs performance. Additionally, loans that banks give SMEs are usually smaller compared to large firms.

Banerjee (2004) the growth of small firms is reduced by 10% due to financial constraints whereas the growth of large firms is reduced by 6%. Firms that are small are therefore the most affected because they are not able to access finance. The study showed that small and micro enterprises face challenges of accessing finance due to information asymmetry between banks and SME's. Fatoki and Asah (2011) states size of the firm influences small and micro enterprises capacity to access credit from formal and informal financial institutions, small micro enterprises are less preferred than big SMEs. In addition to their study concerning SMEs debt financing and entrepreneur characteristics, it was revealed there is a positive relationship between access to finance and firm size. However, studies done by Schiffer and Weder (2001) on business environment and firm size affirm that there is a negative association between risk and firm size.

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2.4.2 Managerial capacity

Sporadically, experience own or managers do develop their managerial skills through trial and error. This makes their managerial approach not to be analytical in nature, hence they are confined to daily operation devoid of forecasting skills (Melton & Meier, 2017). However, this aspect is more useful at start up stage rather than at growth stage since entrepreneur's creativity is required (Melton & Meier, 2017) changes in technology presents a challenge to this art of learning managerial skills by the entrepreneurs.

Kamunge et al., (2014) argues that many entrepreneurs do not have adequate educational background to permit them have a requisite managerial skill to run their enterprises. Enterprise and the managers are associated with the managerial skills. Management is therefore coordination of organization resources and manpower in order to achieve organizational goals. Management is also a process of motivating personnel in the enterprises in order to meet organizational objectives. A small survey done by Cant and Wiid (2013) in establishing why small businesses fail under a period of five years, the study reveals that most enterprise managers are devoid of requisite ideas for enterprise management and growth.

Chowdhury and Alam (2017) posit that small business success is dependent on education. Failure of small businesses is also associated to the managers prior education and training on business management, the further cancelled that human resources is integral in small and micro business performance. Therefore, recruiting qualified staff academically is a position step in ensuring business success in all organizations. The capacity of human resource has become important in the business world today, capacity building such as training is inevitable. This has therefore been incorporated in most of the organization strategic plans.

Constraint and uneven access have not faded away, majority in remote areas regardless of entrepreneurial innovation that has expanded credit market (Varis & Littunen, 2012). For example, Buny (2017) asserts that financial institute that includes commercial banks have continually failed to recognize small scale borrowers as a result of their strict borrowing policy. She also argues that on 33% of entrepreneurs in Kenya qualify for the former loans while 68% access credit from informal sources. Varis and Littunen (2012) notes that globally small and micro enterprise are contrived in growth due to lack of adequate sources to fund to start and grow their businesses. According to Muyanga et al., (2013) small and micro enterprises in Kenya, has significantly contributed the reduction of poverty as well as betterment of wealth nationally. Moreover, Wanyonyi and Bwisa (2013) aver that development strategy in Kenya target the growth of SMEs. The main challenges faced by SMES' depend on early stages growth is critical in especially in counteracting business risk and entrepreneur involvement (Wanyonyi & Bwisa, 2013).

Cant and Wiid (2013) reveal that training and education has contributed to a major success in the business organizations. As a result, many small businesses in Kenya have considered ably done well, managers in small and medium businesses need these requisite management skills. Information communication technology sector has experienced upcoming small and medium

enterprises that have come up with courses training on computer applications. This has made small and medium scale personnel to attain at minimum college education.

Directing and coordinating, planning, directing and controlling activities characterizes the art of management. Manager/owner personal competencies were defined by Larson and Clute (1979) as the expertise of owners/manager that may result to business failure or success. Business success have been adequately supported by education levels, therefore for better management of business education is a requisite.

Chowdhury and Alam (2017) argues that many entrepreneurs do not have adequate educational background to permit them have a requisite managerial skill to run their enterprises. Enterprise and the managers are associated with the managerial skills. Management is therefore coordination of organization resources and manpower in order to achieve organizational goals. Management is also a process of motivating personnel in the enterprises in order to meet organizational objectives. A small survey done by Cant and Wiid (2013) in establishing why small businesses fail under a period of five years, the study reveals that most enterprise managers are devoid of requisite ideas for enterprise management and growth.

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2.4.3. Access to Infrastructure

Mutangili et al., (2013) in his study in Uasin Gishu county sought to determine what challenges women enterprises face in accessing credit. The study was guided by the overall objective of identifying reasons why women owning business enterprise on Uasin Gishu do not access credit. The study findings revealed that income and education levels are the major determinants as the why women entrepreneurs are able to access credit or not. Moreover, the study establishment that cultural aspects as well as interest rates charged on loans affect accessibility of loans by small and medium enterprises.

According to Muthee (2014) marketing in the entrepreneurial sector is a major functionality of entrepreneur research, however entrepreneur are not experts in marketing. It is further argued that entrepreneurial marketing presents a discovery of ways, behaviors as well as attitudes that can be used to develop tactics and strategy in marketing. Marketing research is a limiting factor to small and micro enterprises development as well as achieving competitive advantage. Latent demand cannot be realized in most of the small and medium enter rises market as a result of dumping as well as over production, moreover transaction cost as well as lack of information compromises the functionality of the market. Policies that are put in place to mitigate these challenges have proven not to be effective. Numerous small and

medium enterprises are able to compete in the global market; hence they do not venture into the export business.

Beck, et al (2005) globally small and medium scale enterprises, have contributed to poverty alleviated, job create, wealth accumulation as well as contributing to respective countries GDP. Business development and small and micro enterprises literature are intertwined. Small and medium enterprises fail to succeed in their business endeavor because of inadequate as well as poor infrastructure, expensive products, market accessibility and obsolete technology. The study further showed that small and medium enterprises have gained considerable pace in terms of growth. However, when evaluating small and medium enterprises in research terms its growth is characterized by the emergence of new ideas.

The structure of SMEs has not been integrative, despite the fact that the sector has been adding content in other fields. For instance, small and medium enterprises are characterized by disparity in levels of entrepreneur involvement and participation and other varied variables. Mutangili et al, (2013) in his study in Uasin Gishu county sought to determine what challenges women enterprises face in accessing credit. The study was guided by the overall objective of identifying reasons why women owning business enterprise on Uasin Gishu do not access credit. The study findings revealed that income and education levels are the major determinants as the why women entrepreneurs are able to access credit or not. Moreover, the study establishment that cultural aspects as well as interest rates charged on loans affect accessibility of loans by small and medium enterprises.

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determinants as the why women entrepreneurs are able to access credit or not. Moreover, the study establishment that cultural aspects as well as interest rates charged on loans affect accessibility of loans by small and medium enterprises.

According to Mulu-Mutuku et al., (2015) the participate of businesses run by women and especially the small and micro enterprise growth has tremendously increased since 1990 as a result of availability of advisory opportunities, business startups and entrepreneur training. Comparative studies show that enterprises that are owned by women operate in areas of intense competition as well as low growth rate and low profits (Wambaria et al, , 2016). Up to 57% of enterprises owned by women account for aggregate income of enterprise earnings. To curb the challenges of the unemployment there is urgent need to improve enterprise that are run by women, so as to improve wealth redistribute owned by women present understanding varied factors that affect growth of enterprises run by women at all levels.

Sanni et al, (2020) examined the relationship between financial performance and access to credit among small and medium enterprises in Nairobi County. Regression model has a R of 0.724 which implies that the relationships is strong positive relationship. R squares indicates how well data fits in the in the statistical model, how successful the fit is in explaining the verities of the data. In this model 52.4% is explained by the independent variable, on its influence on the dependent variable; findings reveal inadequate financial knowledge of financial services affect entrepreneur's performance hence they may not be able to advance. Understanding entrepreneur performance is based on availability of infrastructure and another determinant variable involved. Basic structures are the definition of infrastructure that include organization and physical which provided economy development. This has been recognized as a proper linkage between market development and the firm.

Price et al, (2013) found that interregional distances are normally reduced by well- developed infrastructure, the infrastructure improves connectivity between markets. The study argues that economic development is a determinant of availability of infrastructural facility. The usage of these facilities therefore depends on the level of infrastructure quality. The study finding showed that when physical infrastructures are inadequate there exists low performance of small and micro enterprises 2003 economic recovery was stifled by poor infrastructure that constrains business and subsequently business fails to perform well. Poor states of our roads, land accessibility, working space are some of the characteristics of poor infrastructure. When inevitable land is allocated to the small and medium SMEs forms part of poor infrastructure. More so, if the land cannot be accessed forms the part of inappropriate infrastructure.

Sanni et al, (2020) observes that infrastructural network is an integral asset in developing economies. Infrastructure enable business functionality, including market accessibility and foreign direct investment. Moreover, adequate infrastructure enables creative of competitive advantage as well as balancing demands that are competing in creation of sustainable development. It is therefore an enduring process to achieve sustainable development (Kinyua, 2014).

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2.4.4 Entrepreneurial Innovation

According to Langerak et al, (2009) in order for the SME to gain competitive advantage in the market by making accessibility of their services and goods easier in the market. Firms with substantial innovation are less likely to fail. Enterprises that progressively adopt innovative ideas are. In order for the SME to gain competitive advantage in the market by making accessibility of their services and goods easier in the market. Firms with substantial innovation are less likely to fail. Enterprises that progressively adopt innovative ideas have higher chances of surviving competitive markets and subsequently gain substantial market share. Innovation is the only solution in highly competitive markets, because it has significantly been singled out as a prime driver of improving entrepreneur productivity.

Duran, *et al* (2016) established that the common perspective resulting from studies presents positive relationship between enterprise growth and survival and innovative ideas. Innovation makes enterprises to create tangible and intangible assets that cannot be emulated by competitors in the market. Economic performance is rejuvenated as a result of appropriate innovative technologies that ensure higher wages as well as return on investment. Exploitation and innovation is the cornerstone of corporate entrepreneurship that intertwines varied activities as well as processes. Enterprises that rely on innovative ideas generate

substantial profits as opposed to enterprises that are not innovative. Economic growth, competitive advantage, wealth and employment creation is buttressed by progressive innovations.

Kinyua (2015) conducted a study in the jua kali sector in Nakuru town seeking to establish the association between Small and Medium Enterprises performance and variables influencing Small and Medium Enterprises performance. The variables under investigation included external environment, access to infrastructure, management and financial skills. The study revealed that external environment, , management and financial skills were statistically significant in affecting performance of Small and Medium Enterprises while variable access to infrastructure was not statistically significant.

Small and Medium Enterprises investing in innovative ideas has a full basket of benefits. Enterprises are able to gain competitive advantage through monopolistic establishments for long term entrepreneur success. Small and Medium Enterprises are smaller in size compared to bigger companies can easily respond to change and survive for a longer period in a competitive environment. Innovation of products and services that are introduced to the market niche successfully are able to survive competition (Langerak et al, 2009).

Rosenbusch et al., (2011) found that Small and Medium Enterprises are advantaged by strong brand loyalty that mitigates sensitive prices that is brought about by innovative ideas. Small and Medium Enterprises benefit from the choices they make concerning innovative products and services that cushion them against competition. However, there are also works that claim that innovation cannot have any effect or adversely affect the firm survival. These works argue that this effect occurs mainly when the firm develops innovations that require a greater amount of economic and technological resources for development and implementation.

Similarly, Muthee (2014) show that the positive influence of innovation on survival is significant to a certain point but from that point the company no longer benefits from innovation. Even though researches that support a direct positive relationship between innovation and survival are the most abundant, still there is no literature unanimity on the relationship between innovation and survival and as such various studies indicate the need to further research on this relationship.

According to Colombelli et al, (2016) innovative startups tend to survive longer compared to their non-innovative colleagues. To them Small and Medium Enterprises startups can achieve successful growth as a result of process and product innovation, laying more emphasis to the latter. They managed to show greater chances of entrepreneur survival by engaging in risk mitigation ideas that ensure start up survival. Small and Medium Enterprises are motivated mainly by strategic survival rates that comes about by involvement in innovative ideas.

Constraint and uneven access have not faded away, majority in remote areas regardless of entrepreneurial innovation that has expanded credit market (Varis & Littunen, 2012). For example, Buny (2017) asserts that financial institute that includes commercial banks have continually failed to recognize small scale borrowers as a result of their strict borrowing policy. She also argues that on 33% of entrepreneurs in Kenya quality for the former loans while 68% access credit from informal sources. Varis and Littunen (2012) notes that globally small and micro enterprise are contrived in growth due to lack of adequate sources to fund to start and grow their businesses. According to Muyanga et al, (2013) small and micro enterprises in Kenya, has significantly contributed the reduction of poverty as well as betterment of wealth nationally. Moreover, Wanyonyi and Bwisa (2013) aver that development strategy in Kenya target the growth of SMEs. The main challenges faced by SMES' depend on early stages growth is critical in especially in counteracting business risk and entrepreneur involvement (Wanyonyi & Bwisa, 2013).

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Moreover, the study revealed that there is positive association between the number of years in operation and performance of Small and Medium Enterprises. Having established such findings, the study recommended offering lending terms should be offered by the banks in order to better access to finance by the enterprises. In addition to, there is need for entrepreneur training that should target equipping of entrepreneurs with managerial skills encompassing functional management among Small and Medium Enterprises.

Nkuah et al., (2013) argue that innovation process is very important in ensuring Small and Medium Enterprises success. Innovation is therefore an integrated process that improves the production process aiming to improve efficiency, cost reduction, lead time improvement as well as production process. Value adding process is therefore ensured by innovation platform, innovation therefore significantly improves business performance especially its operations. Irrespective of the business size innovation improves business performance. Small and Medium Enterprises can therefore rely on investing in technology in order to improve on business growth and cost reduction.

Halim et al. (2014) are in agreement with the aforementioned views of gaining competitive advantage through innovations. Small and Medium Enterprises innovation is basically

creating something new and unique in the market to gain competitive advantage. The aspect of innovation strategically forms the basis of entrepreneur motivation. In this regard entrepreneurs become equipped and motivated courtesy of their acquired knowledge and skills that can be banked on to ensure SME survival. Small and Medium Enterprises innovations are substantially crucial for Small and Medium Enterprises survival. Small and Medium Enterprises measurement of performance is therefore based on sales growth, sales turnover, profit levels and innovation of new products. Among the Small and Medium Enterprises variables determining their performance include technology, innovation, and entrepreneur competencies.

Sarwoko, *et al* (2013) argue that characteristics of an entrepreneur determine the performance of Small and Medium Enterprises. The sum total of an entrepreneur competency of Small and Medium Enterprises managers/owners encompass personality, skills, attitudes knowledge and beliefs that dictate levels of success. Small and Medium Enterprises performance basically depends on ability and skills. Small and Medium Enterprises success in a country guarantees creation of new employment chances over a period of time.

Voulgaris and Lemonakis (2014) there is positive relationship between innovation and survival are the most abundant, still there is no literature unanimity on the relationship between innovation and survival and as such various studies indicate the need to further research on this relationship. The study showed generally growth of Small and Medium Enterprises growth is dependent on sales level. The finding further revealed that external and internal control, innovation, creativity as well as experience are some of the variables Small and Medium Enterprises performance.

Womens' Small and Medium Enterprises basically suffer because they cannot adequately access finance to boost their businesses. Having established such findings, the study recommended offering lending terms should be offered by the banks in order to better access to finance by the enterprises. In addition to, there is need for entrepreneur training that should target equipping of entrepreneurs with managerial skills encompassing functional management among Small and Medium Enterprises.

2.4.5 Growth of the Women Enterprises

According to Bisaria and Wajih (2018) argues that inadequate planning, inconsistent managerial and financial resources that are inadequate forms the predicament faced by enterprises ran by women in Somalia. However, business run by women has a better success possibility compared to those ran by their male counterpart. Being that there is limited literate on women enterprises, in Somalia, identifying the impact of government support as well as socio-economic support and women enterprises in Somalia is inclusive. Most importantly, identification of variables (Bisaria & Wajih, 2018). Entrepreneurship significantly contributes to the growth of a country. Entrepreneurship are characterized by ability to generate new ideas coming up with problem solving solutions, marketing skills especially in promotion of services as well as products, and making sure that there are profit oriented. Entrepreneurs are motivated by success as well as achievement in businesses are characterized by their ability to lead their enterprises to continuous growth through innovative and creativity that enables productive of new products as well as services. Entrepreneurs who are women participated significantly in increasing economic and social development (Gatewood, *et al.* 2009).

According to Sucuahi (2013) opines that in Canada a big percentage of enterprises utilize funding from external sources as rather than using their personal savings, over reliance of women entrepreneurs on credit has characterized women entrepreneurs because they are not able to finance their enterprise through savings. In developing countries levels that are quite

high as well as every increasing discrimination lucrative employment position. Mwobobia (2012) argues that women entrepreneurs utilize personal saving their enterprises as opposed to credit option in existing a between entrepreneur activities and access to credit. Availability of credit breeds entrepreneur's zeal to start and grows their businesses and eventually profit as a result of their investments.

Constraint and uneven access have not faded away, majority in remote areas regardless of entrepreneurial innovation that has expanded credit market (Varis & Littunen, 2012). For example, Buny (2017) asserts that financial institute that includes commercial banks have continually failed to recognize small scale borrowers as a result of their strict borrowing policy. She also argues that on 33% of entrepreneurs in Kenya qualify for the former loans while 68% access credit from informal sources. Varis and Littunen (2012) notes that globally small and micro enterprise are contrived in growth due to lack of adequate sources to fund to start and grow their businesses.

In Uganda, Rwanda and Tanzania non-governmental organization that have an international mapping have been at the mercy of respective government in their endeavor to spur the economic growth. When there is widespread development as well as winding poverty levels, there is no need for non-governmental organizations anymore, particularly those specialized emergency responses. As a result of declining levels of NGO's in Eastern Africa does not significantly the end of social process in counter balancing capitalist phenomena where by society is characterized by few rich people, example in South Africa, USA and Nigeria (Woldie, & Adersua, 2014).

According to Muyanga et al., (2013) small and micro enterprises in Kenya, has significantly contributed the reduction of poverty as well as betterment of wealth nationally. Moreover, Wanyonyi and Bwisa (2013) aver that development strategy in Kenya target the growth of

SMEs. The main challenges faced by SMES' depend on early stages growth is critical in especially in counteracting business risk and entrepreneur involvement (Wanyonyi & Bwisa, 2013).

According to Mulu-Mutuku et al., (2015) the participate of businesses run by women and especially the small and micro enterprise growth has tremendously increased since 1990 as a result of availability of advisory opportunities, business startups and entrepreneur training. Comparative studies show that enterprises that are owned by women operate in areas of intense competition as well as low growth rate and low profits (Wambaria et al., 2016). Up to 57% of enterprises owned by women account for aggregate income of enterprise earnings. To curb the challenges of the unemployment there is urgent need to improve enterprise that are run by women, so as to improve wealth redistribute owned by women present understanding varied factors that affect growth of enterprises run by women at all levels.

2.5 Summary

According to Kinyua (2014) small and micro enterprises have a potential of generating employment, improving local technology, diversifying output developing indigenous entrepreneurs and large scale industry integration (Kinyua, 2014). No research has been carried out regarding the SMEs in Nkubu and the factors that influence their growth. Due to this fact, many SMEs are coming up because of increased settlement in that region. This research paper therefore looked at the various factors that may influence the growth of the SMEs these include; entrepreneurial innovation, access to finance and availability of infrastructure. Langerak et al., (2009) states that SMEs go out of business in early stages while some hardly grow beyond the first stage. The research paper will try determine the best means to develop and maintain SMEs within these four factors, it will also try and encourage the managers who have already established their businesses what they need to look out for and what has been found vital in establishing a vibrant SME in that region.

2.6 Research Gap

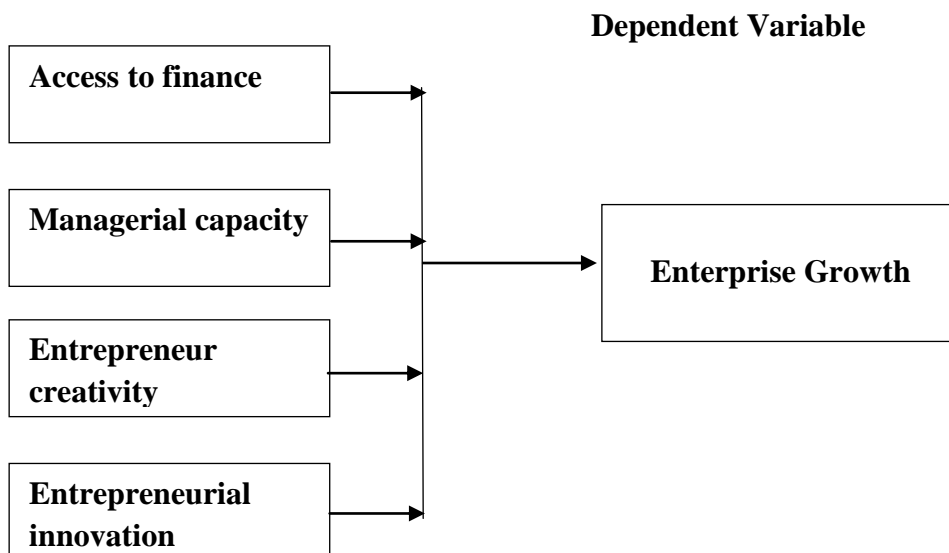
Small and Medium Enterprises innovations have been gradually constrained by market failures in numerous developing countries, through limitations such as skills related to labour, access to information, financing as well as initiatives for business development services that enhance productivity and competitiveness. According to World Bank (2004) negative past experiences and lack of information are prevalent risks that affect suppliers in taking risks. Nkubu Town has the capacity to grow SMEs. This is due to the positioning and population of the town. The literature review shows that various SMEs have adopted modern methods of doing business this include financing, entrepreneurial skills, marketing and adaption of the use of technologies. Since the factors influencing growth of small micro-enterprises in Nkubu town has not been researched on this is a good opportunity to document these factors, their availability and its importance in the growth of SMEs. It will also try to get the views of the various SME management staff on the improvement the availability of the factors towards their growth.

2.7 Conceptual Framework

Figure 2.2

Conceptual Framework

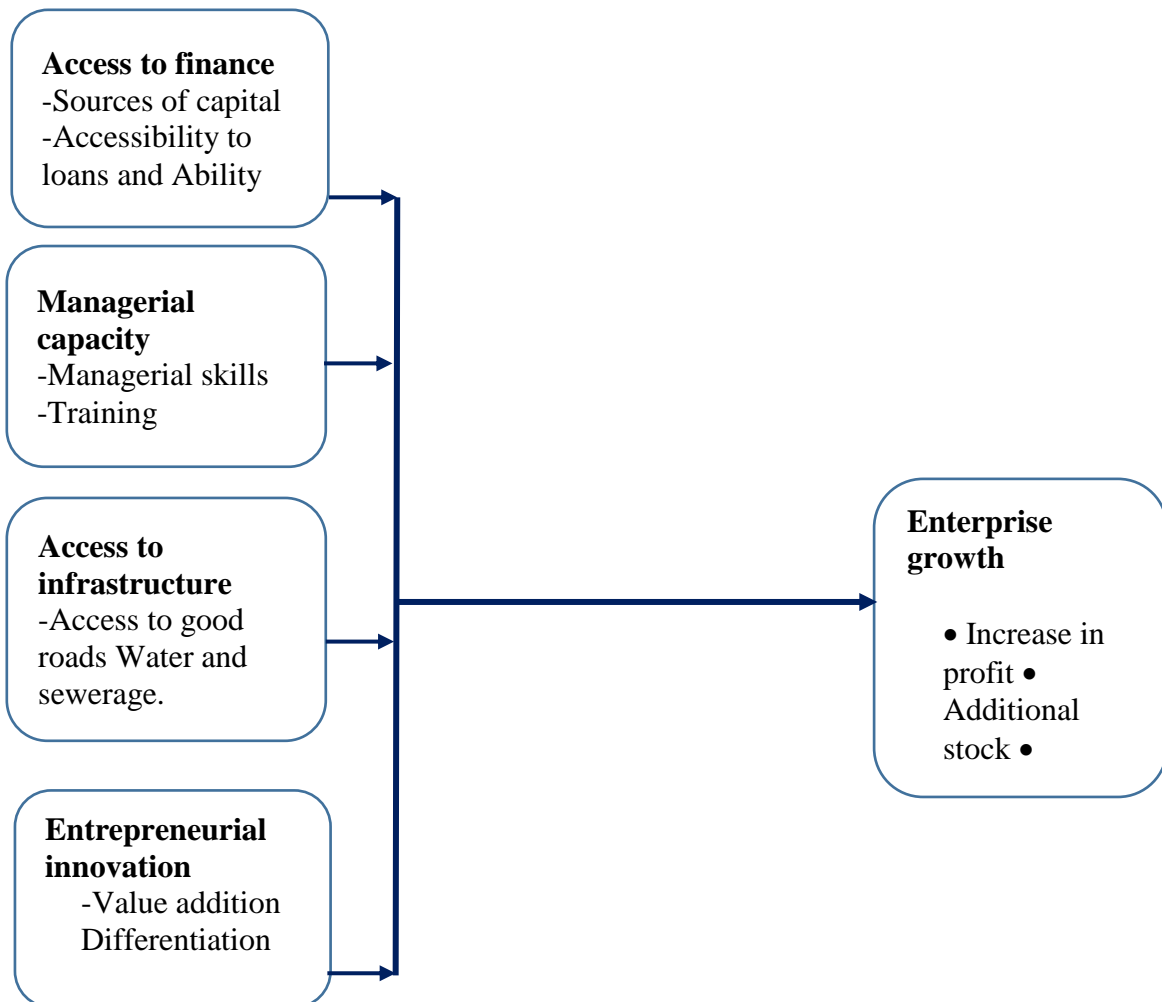
Independent Variables



2.8 Operational framework

Figure 2.3

Operationalization Framework



Source: Author 2019

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter entails discussion on the study design, procedures as well as methods that will be utilized in data collection and analysis. Target population study sampling design, target population as well as study design, data collection techniques is also discussed in this chapter. A discussion on data collection instrument reliability and validity is also discussed so as to ensure consistency of study of study findings.

3.2 Research Design

As described by Mugenda and Mugenda (2012) a study's' strategic plan with broad contexts explains contextual procedures that will adhered to during carrying out research. It is in a nutshell an outline of how an investigation takes place. Kothari (2017) observes that a study's design covers how data will be collected using predetermined instruments. This includes the intended data analysis procedure (Kothari, 2017). This study will therefore employ a descriptive study design, because a descriptive research design observes objectivity in reporting findings. Moreover, descriptive research permits representation of every member of the population. The study design enabled conclusive reporting of variables inhibiting enterprise growth.

3.3 Target Population

A study's targeted population includes ever element of enquiry in the present study employees, owners, and managers, are targeted in cereal enterprises Nkubu Town in Meru County. According to Meru County Chamber of commerce there are 31 owners, 24 managers and 49 employees in cereal enterprises in Nkubu in Town.

Table 3.1

Target Population

Target Population	Frequency
Owners	31
Managers	24
Employees	49
Total	104

Source: Meru County Chamber of Commerce (2019)

3.4 Sampling Size

Kothari (2017) asserts that sampling procedure are steps utilised in the determination of a unit of observation. The selection of the unit of observation may include objects, respondents or even events derived from a population targeted. A sample size therefore allows drawing inferences to the entire study population.

The sample size was determined based on the following *Yamane's* formula.

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

Where by:

N is the population size, n is the sample size, and e is the level of precision.

At 95% confidence level at $p = 0.05$ and $N = 104$.

$$\text{Sample size } n = 104 / 1 + 104 (0.05)^2$$

$$\text{Sample size } n = 82.$$

Table 3.2:

Sample Size

Target Population	Sample Size
Owners	$0.29 \times 82 = 24$
Managers	$0.23 \times 82 = 19$
Employees	$0.47 \times 82 = 39$
Total	82

Source: Researcher Data (2019)

Stratified sampling was used to sample owners, managers and employees to participate in the study. Stratified random sampling was used to access actual respondents of the study.

3.5 Data Collection Instruments and Procedures

The independent variables are access to finance, access to infrastructure, managerial capacity and entrepreneur innovation & dependent variable is entrepreneur growth. The questions in the questionnaire are those relating to the above variables.

3.5.1 Primary Data

The study utilized questionnaire in collection primary data. The researcher created rapport with the sampled participants to ensure that the purpose of the study is clearly understood. The questionnaires were administered on drop and pick later basis. However the researcher was flexible incase the respondent wanted to finish on the spot. This was advantageous to the study since it enabled collection of voluminous data (Kothari, 2017).

3.5.2 Validity and Reliability of Instruments

Pretest, was conducted using 10 pilot test questionnaires in order to prospectively staff members. The pretest respondents answered questions in the questionnaire. After which the researcher sought to determine whether responses elicited targeted response required.

3.6 Data Analysis and Presentation

Data was edited, sorted, coded, validated and validated, cleaned to detect outliers. SPSS Version 23 was used in data analysis. To determine relationship between employee retention and independent variables multiple regressions was used. Presentation of data was inform of table, and figures enterprise growth.

$$Y = C + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Enterprise Growth

C = Constant

X₁ - X₄ = Co-efficient

X₁ = Access to finance

X₂ = Managerial capacity

X₃ = Entrepreneur creativity

X₄ = Entrepreneurial innovation

ε = Error term

3.7 Research Ethics

Ethics issues that is integral in carrying out a research particularly when human being is involved as participant. The wellbeing of the study participants should be given first priority against the science interest. Study participants need to be respected as well as furnished with adequate information before engaging in a study. The researcher was under no obligation to try to manipulate any outcomes of the study and strived to give out the report as it is. This not

only helped the researcher but also upcoming scholars who may want to verify the facts or be guided to do a study on the same or dismiss some facts. Ethics are behaviors outcomes that can be accepted as well as not accepted in the journey of conducting a research. In this study the participant's anonymity was adhered to by referring to them as respondents. Their identity as not disclosed whatsoever, moreover the respondents were not bribed to participate in this study. The researcher acknowledged all sources of material hence no plagiarism was done.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the findings obtained from the primary data. It further provides characteristics of the respondents and their opinions concerning the factor influencing growth of cereal enterprises owned by women in Nkubu Town in Meru County. For the case of simplification of this presentation, the researcher used tables that summarize responses of the respondents.

4.2. Response Rate

The target population of this study was cereal enterprises in Nkubu Town. The targeted respondents were managers, owners and employees. The sample size was 82 respondents of which 52 questionnaires were filled and returned translating to 63% response rate. Mugenda and Mugenda (2003) prescribed as a significant response at a minimum value of 50%.

4.3 Reliability Analysis

Cronbach's Alpha was used to determine internal consistency by ascertaining whether the items in the scale measures construct validity. Alkhunaizan and Love (2012) recommended that an Alpha value of 0.7 forms the benchmark of reliability ascertainment. Table 4.1 shows that all the four scales were reliable hence research instrument was reliable.

Table 4.1:

Reliability analysis

Variable	No of items	Cronbach's	Verdict
Access to finance	5	. 816	Reliable
Managerial Capacity	4	. 871	Reliable
Access to infrastructure	4	. 912	Reliable
Entrepreneur innovation	5	. 731	Reliable
Enterprise growth	5	. 913	Reliable

Source: Researcher Data (2019)

The above Cronbach's Alpha results indicate that the data collection instrument had consistency because all values are above threshold value of 0.7. Implying that data collection instrument was reliable.

4.4 General Information of the Respondents

This study sought to find out general information this included gender, age, education level, years of experience and designation in the women owned cereal enterprises in Nkubu Market.

4.4.1. Gender distribution of the respondents

The researcher sought to evaluate gender distributions of the respondents. The results are tabulated in table 4.2.

Table 4.2:

Gender of the Respondents

Gender	Frequency	Percentage
Male	15	26
Female	41	74
Total	56	100

Source: Researcher Data (2019)

The study findings show that female respondents were 74% while male respondents were 26%. This implies that cereal business is dominated by female women in Nkubu Town, Meru County.

4.4.2 Age brackets of the Respondents

The study sought to establish the age distribution of the respondents. Results are summarized below in table 4.3.

Table 4.3:

Age Brackets of the Respondents

Age brackets	Frequency	Percentage
20-25 years	20	35
26 – 35 years	17	30
36 – 45 years	10	17
46 – 55 years	7	15
56 and above years	2	3
Total	56	100

Source: Researcher Data (2019)

The implication is that majority of the respondents of women owned cereal enterprises in Nkubu Town, Meru County were aged between 20-25 years.

4.4.3. Education Level

The respondents were requested to indicate their highest education level. Education level was important in this study because the respondents need to respond to technical factors relating to the study variables. The results are as under in the table 4.4

Table 4.4:

Education level

Age brackets	Frequency	Percentage
Primary	13	24
Secondary	25	46
Diploma	14	26
Bachelor	3	3
Masters	1	1
Total	56	100

Source: Researcher Data (2019)

Findings indicate that 46% of the respondents had secondary education, 24% had primary education, and 26% had diploma education while 3% of the respondents had bachelor degree.

4.4.4 Years of working experience in cereal enterprise

The respondents were requested to indicate the duration of time they had worked in cereal enterprises. This was to determine whether length of service had a significant link with their capacity to run cereal enterprises. The responses are shown in the table 4.5.

Table 4.5:*Years of working experience in cereal enterprise*

Age brackets	Frequency	Percentage
Less than 1 year	6	11
1-10 years	26	47
10-20 years	22	39
20-30 years	1	1
Over 30 years	1	2
Total	56	100

Source: Researcher Data (2019)

From the findings in table 4.5 47% of the respondents have worked in their respective cereal enterprises between 1 and 10 years, 39% have worked for their respective between 10 and 20 years while 11% have worked for their respective cereal enterprises less than 1 years, 1% have worked for their respective cereal enterprises between 20-30 years.

4.4.5. Respondents designation in the Cereal Enterprises

The respondents were requested to indicate their designation in their respective enterprises.

The results are as under in the table 4.6

Table 4. 6:*Respondents designation*

Age brackets	Frequency	Percentage
Employee	18	33
Owner	20	34
Manager	18	33
Total	56	100

Source: Researcher Data (2019)

Findings indicate that 34% of the respondents were enterprise owners, 33% were employees, same managers. This implies that the respondents were well distributed to give conclusive views to the study.

4.5 Descriptive Analysis

This section presents descriptive analysis findings on the independent (access to finance, managerial capacity, access to infrastructure, entrepreneur innovation) and dependent variables (Enterprise growth) of the study.

4.5.1 Enterprise Growth

Table 4.7:

Descriptive Statistics for Enterprise Growth

	N	Mean	Std. Deviation
There is constant increase in sales in our business	56	3.81	1.568
Cost reduction measures have improved business performance	56	4.33	.967
Stock value has always been increasing	56	4.60	1.072
Our business have been expanding	56	4.30	1.256
We have many customers as a result of our customer retention strategy	56	4.76	.467
Valid N (list wise)	56		

Source: Researcher Data (2019)

The analysis in table 4.7 shows that the majority who scored the highest mean of 4.76 and a standard deviation of 0.467 agreed that they have many customers as a result of our customer retention strategy. This was closely followed by those who too agreed that Stock value has always been increasing mean of (4.60) and a standard deviation of (1.072).

4.6 Influence of Access to Finance on Enterprise Growth

The respondents were requested to show their level of agreement with the statements in relation to access to finance. The results are as shown in table 4.8

Table 4.8:

Access to Finance and Enterprise Growth

	N	Mean	Standard deviation
We do not experience any difficulty in accessing finance	56	4.59	.500
Access to capital exposes my business to better opportunities	56	4.30	.807
Accessibility to capital has led to improved business performance	56	4.49	.499
Access to business information has led to improved business performance	56	3.89	.975
I do attend trainings on how to run business finances	56	4.51	.652

Source: Researcher Data (2019)

This finding agrees with According to a study done by of size of enterprise, pattern of financing, contrasts of access to credit in Brazil, findings revealed that a positive correlation exists between access to finance and firm size. Gallardo et al. (2003) states firms that are small face numerous challenges due to lack of audited financial reports and less assets to offer a collateral as compared to larger firms. The study further states smaller firms are only able to access 30% of external financing compared to 48% of the big firms, access to finance. Adebisi et al., (2015) asserts that smaller SME's are facing a challenge accessing finance than large firms due to former lending institutions, business environment that is not conducive, escalation in production costs as well as poor infrastructure.

Marlow and Patton (2005) argues that small and medium enterprises face a challenge in accessing finance more than the large firms. This is because smaller firms are not able to give information that is required to access finance as compared to large firms. Oliveira and Fortunato (2006), have myriad financial challenges as compared to large firms hence affecting their growth. This is because smaller firms are not able to take advantage of economies of scales as compared to the big firms. In addition, smaller firms do not have cash flow that inadequate to enable them depend on the banks hence they depend on initial capital invested for their growth. According to World Bank Report (2010), limited access to external finance affects SMEs performance. Additionally, loans that banks give SMEs are usually smaller compared to large firms.

Aduda et al., (2012) the growth of small firms is reduced by 10% due to financial constraints whereas the growth of large firms is reduced by 6%. Firms that are small are therefore the most affected because they are not able to access finance. According to Wachira and Musyoki (2015) states small and micro enterprises face challenges of accessing finance due to information asymmetry between banks and SME's. Fatoki and Asha (2011) states size of the firm influences small and micro enterprises capacity to access credit from formal and informal financial institutions, small micro enterprises are less preferred than big SMEs. In addition to their study concerning SMEs debt financing and entrepreneur characteristics, it was revealed there is a positive relationship between access to finance and firm size. However, studies done by Schiffer and Weder (2001) on business environment and firm size affirm that there is a negative association between risk and firm size. Wachira and Musyoki (2015) asserts that in Kenya younger SMEs may not be able to access finance from banks since their resources are inadequate, whereas older entrepreneurs are able to access finance from bank due to availability if resources, work experience, education and social contacts.

4.7 Influence of Managerial Capacity on Enterprise Growth

The respondents were requested to show their level of agreement with the statements in relation to managerial capacity. The results are as shown in Table 4.9

Table 4.9:

Managerial Capacity and Enterprise growth

	N	Mean	Standard Deviation
Availability of managerial skills and experience affect my business performance	56	4.60	.500
Training on management skills are required in my business	56	4.11	.623
I get trained on business management skills frequently	56	4.38	.558
Managerial skills is a key determinant in enterprise growth	56	4.26	.771

Source: Researcher Data (2019)

I get trained on business management skills frequently at a mean of (4.38) and a standard deviation of (.558), This finding agrees with Melton and Meier (2017) argues that many entrepreneurs do not have adequate educational background to permit them have a requisite managerial skill to run their enterprises. Enterprise and the managers are associated with the managerial skills. Management is therefore coordination of organization resources and manpower in order to achieve organizational goals (Kamunge et al., 2014). Management is also a process of motivating personnel in the enterprises in order to meet organizational objectives. A small survey done by Cant and Wiid (2013) in establishing why small businesses fail under a period of five years, the study reveals that most enterprise managers are devoid of requisite ideas for enterprise management and growth.

Chowdhury and Alam (2017) posit that small business success is dependent on education. Failure of small businesses is also associated to the managers prior education and training on business management, the further cancelled that human resources is integral in small and micro business performance. Therefore, recruiting qualified staff academically is a position step in ensuring business success in all organizations.

The capacity of human resource has become important in the business world today, capacity building such as training is inevitable. This has therefore been incorporated in most of the organization strategic plans. Chowdhury and Alam (2017) reveal that training and education has contributed to a major success in the business organizations. As a result, many small businesses in Kenya have considered ably done well, managers in small and medium businesses need these requisite management skills. Information communication technology sector has experienced upcoming small and medium enterprises that have come up with courses training on computer applications. This has made small and medium scale personnel to attain at minimum college education (Chowdhury & Alam 2017).

4.8 Access to Infrastructure and Enterprise Growth

The respondents were requested to show their level of agreement with the statements in relation to access to infrastructure. The results are as shown in table 4.10

Table 4.10:

Access to Infrastructure and Enterprise Growth

	N	Mean	Standard Deviation
There is sufficient light in the allocated working space	56	4.23	.889
Working space allocated is accessible	56	4.02	.904
Good road network is available to us around Nkubu Market to bring stocks	56	4.05	.444
Infrastructure affects performance in our business	56	4.14	.720

Source: Researcher Data (2019)

This finding agrees with study done by Mutangili et al., (2020) globally small and medium scale enterprises, have contributed to poverty alleviated, job create, wealth accumulation as well as contributing to respective countries GDP. Business development and small and micro enterprises literature are intertwined. Small and medium enterprises fail to succeed in their business endeavor because of inadequate as well as por infrastructure, expensive products, market accessibility and obsolete technology (Muthee, 2014). Beck et al.(2005) posit that small and medium enterprises have gained considerable pace in terms of growth. However, when evaluating small and medium enterprises in research terms its growth is characterized by the emergence of new ideas (Mutangili et al., 2020).

The structure of SMEs has not been integrative, despite the fact that the sector has been adding content in other fields. For instance, small and medium enterprises are characterized

by disparity in levels of entrepreneur involvement and participation and other varied variables (Sanni et al., 2020). Mutangili et al. (2020) in his study in Uasin Gishu county sought to determine what challenges women enterprises face in accessing credit. The study was guided by the overall objective of identifying reasons why women owning business enterprises on Uasin Gishu do not access credit. The study findings revealed that income and education levels are the major determinants as to why women entrepreneurs are able to access credit or not. Moreover, the study established that cultural aspects as well as interest rates charged on loans affect accessibility of loans by small and medium enterprises.

Kinyua (2013) in his study in Uasin Gishu county sought to determine what challenges women enterprises face in accessing credit. The study was guided by the overall objective of identifying reasons why women owning business enterprises on Uasin Gishu do not access credit. The study findings revealed that income and education levels are the major determinants as to why women entrepreneurs are able to access credit or not. Moreover, the study established that cultural aspects as well as interest rates charged on loans affect accessibility of loans by small and medium enterprises.

4.9 Entrepreneur Innovation and Enterprise Growth

The respondents were requested to show their level of agreement with the statements in relation to entrepreneur innovation. The results are as shown in table 4.11

Table 4.11:***Entrepreneur Innovation and Enterprise Growth***

	N	Mean	Standard Deviation
There is constant increase in sales in our business as a result of innovation	56	4.21	.890
Innovative measures have improved business performance	56	4.02	.904
Stock value has always been increasing as a result of value addition	56	4.06	.444
Our business have been expanding	56	4.12	.715
We have many customers as a result of our innovative initiative	56	4.01	.772

Source: Researcher Data (2019)

Majority the respondents agreed that there is constant increase in sales in our business as a result of innovation at a mean of (4.21) and a standard deviation of (0.89), our business have been expanding at a mean of (4.12) and a standard deviation of (0.715), This finding agrees with study done by Kinyua (2014) conducted a study in the jua kali sector in Nakuru town seeking to establish the association between Small and Medium Enterprises performance and variables influencing Small and Medium Enterprises performance. The variables under investigation included external environment, access to infrastructure, management and financial skills. The study revealed that external environment, , management and financial skills were statistically significant in affecting performance of Small and Medium Enterprises while variable access to infrastructure was not statistically significant.

Moreover, the study revealed that there is positive association between the number of years in operation and performance of Small and Medium Enterprises. Having established such findings the study recommended offering lending terms should be offered by the banks in order to better access to finance by the enterprises. In addition to, there is need for

entrepreneur training that should target equipping of entrepreneurs with managerial skills encompassing functional management among Small and Medium Enterprises.

Martin and Namusonye (2014) argue that innovation process is very important in ensuring Small and Medium Enterprises success. Innovation is therefore an integrated process that improves the production process aiming to improve efficiency, cost reduction, lead time improvement as well as production process. Value adding process is therefore ensured by innovation platform, innovation therefore significantly improves business performance especially its operations. Irrespective of the business size innovation improves business performance. Small and Medium Enterprises can therefore rely on investing in technology in order to improve on business growth and cost reduction.

Halim et al., (2014) are in agreement with the aforementioned views of gaining competitive advantage through innovations. Small and Medium Enterprises innovation is basically creating something new and unique in the market to gain competitive advantage. The aspect of innovation strategically forms the basis of entrepreneur motivation. In this regard entrepreneurs become equipped and motivated courtesy of heir acquired knowledge and skills that can be banked on to ensure SME survival. Small and Medium Enterprises innovations are substantially crucial for Small and Medium Enterprises survival. Small and Medium Enterprises measurement of performance is therefore based on sales growth, sales turnover, profit levels and innovation of new products. Among the Small and Medium Enterprises variables determining their performance include technology, innovation, and entrepreneur competencies.

4.10 Hypothesis Testing

4.10.1 Relationship between independent variables

Table 4.12:

Relationship between independent variables

		Correlations				
		Enterprise Growth	Managerial Capacity	Access to finance	Access to infrastructure	Entrepreneur innovation
Enterprise Growth	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	56				
Managerial Capacity	Pearson Correlation	.571**	1			
	Sig. (2-tailed)	.000				
	N	56	56			
Access to finance	Pearson Correlation	.662**	.126	1		
	Sig. (2-tailed)	.006	.058			
	N	56	56	56		
Access to infrastructure	Pearson Correlation	.514**	.047	.121	1	
	Sig. (2-tailed)	.002	.743	.366		
	N	56	56	56	56	
Entrepreneur innovation	Pearson Correlation	.726**	-.230	.162	-.113	1
	Sig. (2-tailed)	.008	.130	.243	.415	
	N	56	56	56	56	56

Researcher Data (2019)

The findings in the Table 4.12 indicate that there is a positive correlation between managerial capacity and enterprise growth in women enterprises at significant 0.05 level, the strength is average, at 57.1 %. The same findings show that there a positive correlation between access to finance and enterprise growth at significant 0.05 level, the strength is though strong, at 66.2%. The findings continue to signify that there is a positive correlation between Access to infrastructure and enterprise grow that significant 0.05 level, the strength is though average, at 51.4%. The findings postulate that there is a strong positive correlation between

information Entrepreneur innovation and enterprise grow that significant 0.05 level, the strength is average at 72.6%.

4.10.2 Relationship between dependent and independent variables

Table 4.13:

Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.787 ^a	.619	.379	.669

- a. Predictors: (Constant), Access to finance, Managerial Capacity, Access to infrastructure, Entrepreneur innovation**
- b. Dependent Variable: Enterprise growth**

Source: Researcher Data (2019)

Referring to table 4.11 the study establishes the R to be 0.619 implying that 61.9%, of enterprise growth in Nkubu town is explained by Access to finance, Managerial Capacity, Access to infrastructure, Entrepreneur innovation leaving 29.1% unexplained. This implies to some extent that there is strong explanatory power for the whole regression. Therefore, future researchers should carry studies to find out other factors (29.1%) influencing enterprise growth other than (Access to finance, Managerial Capacity, Access to infrastructure, Entrepreneur innovation) affecting enterprise growth of women enterprises in Nkubu Town.

Table 4.14:***Relationship between independent variables***

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.282	4	4.821	20.780	.003 ^b
	Residual	11.843	51	.232		
	Total	31.125	55			

a. Dependent Variable: Enterprise growth

b. Predictors: (Constant), Access to finance, Managerial Capacity, Access to infrastructure, Entrepreneur innovation

Source: Researcher Data (2019)

The probability value of $p < 0.00$ indicates that the regression relationship was highly significant in predicting how managerial competence, resource allocation, organization structure, information communication technology enterprise growth in cereal enterprises in Nkubu Market Meru County.

Table 4.15:***Relationship between dependent and independent variables***

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.877	1.510		.581	.564
	Managerial Capacity	.436	.202	.293	2.216	.042
	Entrepreneur Innovation	.583	.191	.319	2.534	.016
	Access to infrastructure	.240	.111	.272	2.080	.043
	Access to finance	.624	.191	.410	3.219	.002

a. Dependent Variable: Enterprise growth

Source: Researcher Data (2019)

Specifically, access to finance has the highest positive influence on enterprise growth, followed by entrepreneur innovation, managerial capacity, and access to infrastructure. Individual significance of the predictor variables was tested using t-test. The findings reveal that Access to finance, Managerial Capacity, Access to infrastructure, Entrepreneur innovation were individually statistically significantly related to enterprise growth-value <0.05 . Since the p-value for X_1 = Managerial capacity, X_2 = Government support, and X_3 = Access to finance is less <0 we fail to accept H_0 hence Access to finance, Managerial Capacity, Access to infrastructure, Entrepreneur innovation significantly influence enterprise growth.

Using the β coefficient, the established regression model was as follows:

$$Y = .877 + .436X_1 + .583X_2 + .240X_3 + .624X_4 + \epsilon$$

Where;

Y = Enterprise growth $.877$ = Constant term, X_1 = Managerial Capacity, X_2 = Entrepreneur Innovation, X_3 = Access to infrastructure, X_4 = Access to finance, and ϵ = Error term

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The basis of this chapter is to summarize the study's conclusions as well as recommendations in relation to the study findings per objective. Moreover, suggestions for subsequent studies are also highlighted. In conclusion policy formulation and implication is also presented.

5.2 Summary of the findings

The study's general objective was to analyze factors influencing growth of cereals enterprises owned by women in Nkubu Town, Meru County. Specifically, the study focused on the influence of access to finance on growth of cereals enterprises owned by women in Meru County.; the influence of managerial capacity on growth of cereals enterprises owned by women in Meru County; the extent to which access to infrastructure influence growth of cereals enterprises owned by women in Meru County; and analyze the influence access to infrastructure on growth of cereals enterprises owned by women in Meru County. The findings of the study are summarized below:

5.2.1 Access to finance and Enterprise Growth

The result shown there is general agreement by the study participants agreeing that access to finance influence enterprise growth. Furthermore, the study established a statistically significant relationship between enterprise growth and access to finance. Also, findings revealed that, variations in enterprise growth are influenced finance accessibility. Therefore, the result confirms that access to finance is very integral in cereals enterprises growth owned by women in Meru County.

Finding finance to start a business is the greatest stumbling block to enterprises growth and development. Getting startups as well as adequate funds is additional predicament. Monteiro (2013) reveal the enterprises run by women face myriad challenges, as a result of about framework in terms of policies that support enterprises growth and development coordinate that is not effective, devoid transparency, information and data is in adequate and lack of main streamed industrial development. For instance, may small and micro enterprise occupy land that are not earmarked for industrial development? There are no framework to advisory as well as technical assistance for women entrepreneurs and whenever that are available they are underutilized. Women enterprises also face the challenge of not finding talented as well as skilled workers that in the long run affects their productivity as well as their efficiency.

Chelugut (2013) in his study in UasinGishu count sought to determine what challenges women enterprises face in accessing credit. The study was guided by the overall objective of identifying reasons why women owning business enterprise on UasinGishu do not access credit. The study findings revealed that income and education levels are the major determinants as the why women entrepreneurs are able to access credit or not. Moreover, the study establishment that cultural aspects as well as interest rates charged on loans affect accessibility of loans by small and medium enterprises.

Kamau (2011) argues that small and medium enterprises face a challenge in accessing finance more than the large firms. This is because smaller firms are not able to give information that is required to access finance as compared to large firms. Oliveira and Fortunato (2006), have myriad financial challenges as compared to large firms hence affecting their growth. This is because smaller firms are not able to take advantage of economies of scales as compared to the big firms. In addition, smaller firms do not have cashflow that inadequate to enable them depend on the banks hence they depend on initial

capital invested for their growth. According to World Bank Report (2010), limited access to external finance affects SMEs performance. Additionally, loans that banks give SMEs are usually smaller compared to large firms.

5.2.2 Managerial capacity and Enterprise Growth

The result shown majority of the study participants agreed managerial capacity influence enterprise growth. Furthermore, the study established that, there is a statistically significant strong positive relationship between managerial capacity and enterprise growth. Also, the research established that, the variations in enterprise growth are influenced by managerial capacity. Therefore, the result confirms that managerial capacity is very fundamental for cereals enterprises growth in Meru County.

Thapa (2017) posit that small business success is dependent on education. Failure of small businesses is also associated to the managers prior education and training on business management, the further concluded that human resources is integral in small and micro business performance. Therefore, recruiting qualified staff academically is a position step in ensuring business success in all organizations. The capacity of human resource has become important in the business world today, capacity building such as training is inevitable. This has therefore been incorporated in most of the organization strategic plans.

King and McGrath (2014) reveal that training and education has contributed to a major success in the business organizations. As a result, many small businesses in Kenya have considered ably done well, managers in small and medium businesses need these requisite management skills. Information communication technology sector has experienced upcoming small and medium enterprises that have come up with courses training on computer applications. This has made small and medium scale personnel to attain at minimum college education (Wanjohi & Mugure, 2016).

King and McGrath (2014) argues that many entrepreneurs do not have adequate educational background to permit them have a requisite managerial skill to run their enterprises. Enterprise and the managers are associated with the managerial skills. Management is therefore coordination of organization resources and manpower in order to achieve organizational goals (Bennet, 2014). Management is also a process of motivating personnel in the enterprises in order to meet organizational objectives. A small survey done by Cant and Lightelm (2013) in establishing why small businesses fail under a period of five years, the study reveals that most enterprise managers are devoid of requisite ideas for enterprise management and growth.

Thapa (2017) posit that small business success is dependent on education. Failure of small businesses is also associated to the managers prior education and training on business management, the further cancelled that human resources is integral in small and micro business performance. Therefore, recruiting qualified staff academically is a position step in ensuring business success in all organizations.

5.2.3 Access to infrastructure and Enterprise Growth

The result shown that, the majority of respondents agreed that access to infrastructure influence enterprise growth. Furthermore, the study established that, there is a statistically significant strong positive relationship between managerial capacity and enterprise growth. Also, the study revealed that, the variations in enterprise growth is influenced by managerial capacity. Therefore, the result confirms that access to infrastructure is very fundamental for growth of cereals enterprises owned by women in Meru County.

Nteere (2012) argues that when physical infrastructures are inadequate there exists low performance of small and micro enterprises 2003 economic recovery was stifled by poor infrastructure that constrains business and subsequently business fails to perform well. Poor

states of our roads, land accessibility, working space are some of the characteristics of poor infrastructure. When inevitable land is allocated to the small and medium SMEs forms part of poor infrastructure. More so, if the land cannot be accessed forms the part of inappropriate infrastructure.

Ombura (2016) observes that infrastructural network is an integral asset in developing economies. Infrastructure enable business functionality, including market accessibility and foreign direct investment. Moreover, adequate infrastructure enables creative of competitive advantage as well as balancing demands that are competing in creation of sustainable development (Roze, 2013). It is therefore an enduring process to achieve sustainable development (Kinyua, 2014).

Obadan (2014) avers that deficiencies in infrastructure are predominant complaints by small and medium enterprises in many developing countries, foreign and domestic owned enterprises. It is important to note that electricity power shortages, cost of transport as well as infrastructural challenges amidst SMEs presents the biggest challenge in SME growth. Business development is therefore dependent on social and physical infrastructure.

According to Kamau (2012) marketing research is a limiting factor to small and micro enterprises development as well as achieving competitive advantage. Latent demand cannot be realized in most of the small and medium enter rises market as a result of dumping as well as over production, moreover transaction cost as well as lack of information compromises the functionality of the market.

World Bank (2016) understanding entrepreneur performance is based on availability of infrastructure and another determinant variable involved. Basic structures are the definition of infrastructure that include organization and physical which provided economy development. This has been recognized as a proper linkage between market development and the firm.

According to Price et (2013) and Delman (2008) interregional distances are normally reduced by well- developed infrastructure, the infrastructure improves connectivity between markets. Moreover, Izquierdo and Vasallo's (2011) study argues that economic development is a determinant of availability of infrastructural facility. The usage of these facilities therefore depends on the level of infrastructure quality.

5.2.4 Entrepreneur Innovation and Enterprise Growth

The result shown there is a statistically significant strong positive relationship between entrepreneur innovation and enterprise growth. Also, the study revealed that, the variations in enterprise growth is influenced by entrepreneur innovation. Therefore, the result confirms that entrepreneur innovation is very fundamental for growth of cereals enterprises Nkubu Market in Meru County

Kinyua (2014) conducted a study in the jua kali sector in Nakuru town seeking to establish the association between Small and Medium Enterprises performance and variables influencing Small and Medium Enterprises performance. The variables under investigation included external environment, access to infrastructure, management and financial skills. The study revealed that external environment, , management and financial skills were statistically significant in affecting performance of Small and Medium Enterprises while variable access to infrastructure was not statistically significant.

Moreover, the study revealed that there is positive association between the number of years in operation and performance of Small and Medium Enterprises. Having established such findings the study recommended offering lending terms should be offered by the banks in order to better access to finance by the enterprises. In addition to, there is need for entrepreneur training that should target equipping of entrepreneurs with managerial skills encompassing functional management among Small and Medium Enterprises.

Hallberg (2012) suggests that improved level of innovation among SMEs can spearhead the required growth energy among SMEs so that they can profit. The study respondents indicated that they access their clientele differently. Some SMEs attract their customers through advertising, competitive prices, stock variety and good display of merchandise. Moreover, innovation affects business growth by increasing stock levels, increasing profitability and increasing clientele base.

Small and Medium Enterprises investing in innovative ideas has a full basket of benefits. Enterprises are able to gain competitive advantage through monopolistic establishments for long term entrepreneur success. Small and Medium Enterprises are smaller in size compared to bigger companies can easily respond to change and survive for a longer period in a competitive environment. Innovation of products and services that are introduced to the market niche successfully are able to survive competition (Silva, 2012).

Therefore Small and Medium Enterprises are advantaged by strong brand loyalty that mitigates sensitive prices that is brought about by innovative ideas. Small and Medium Enterprises benefit from the choices they make concerning innovative products and services that cushion them against competition (Rosenbusch et al., 2011).

However, there are also works that claim that innovation cannot have any effect or adversely affect the firm survival (Christensen, 2013). These works argue that this effect occurs mainly when the firm develops innovations that require a greater amount of economic and technological resources for development and implementation (Buddelmever et al., , 2010).

5.3 Conclusions

5.3.1 Access to finance and Enterprise Growth

Women ran enterprises in Nkubu market have myriad financial challenges as compared to large firms hence affecting their growth. This is because smaller firms are not able to take advantage of economies of scales as compared to the big firms. In addition, smaller firms do not have cash flow that inadequate to enable them depend on the banks hence they depend on initial capital invested for their growth. Moreover, the study revealed that there is positive association between the number of years in operation and performance of Small and Medium Enterprises. Having established such findings the study recommends offering lending terms should be offered by the banks in order to better access to finance by the enterprises. In addition to, there is need for entrepreneur training that should target equipping of entrepreneurs with managerial skills encompassing functional management among Small and Medium Enterprises.

5.3.2 Managerial capacity and Enterprise Growth

Managerial competence and strategic plan implementation have positive relationship. Management competency is comprised of three skills, conceptual, technical and leadership skills. Scholars argue that for positive aspect of performance to be achieved core managerial practices have to be achieved (Anderson, 2011).

William (2010) argues that strategic competency linking to an organization's mission, is normally implemented by the management level, and hence a determinant of an organizational strength in external and internal context. SWOT analysis is therefore utilized to determine the strength of relationship. Managerial competency identification involves unfavorable and favorable organization goals that are influenced by either external or internal factors flamed organizations objectives can be achieved as a result marshaling employees to

achieve a predetermined course. Organizations objectives and goals forms the genesis and the need of having strategic competency needs. Furthermore, the dynamic of both internal and external environment requires high level of technical competence that help in making informed decisions as well as handling emergency issues in management.

Customer satisfaction is derived from hiring of qualified and competent staff, who have the requisite competencies that will enable customers to be satisfied in the long run. Customers satisfaction can be reinforced by utilization of management information system that assist in collecting required data for decision making. On the other hand, information technology enables swift responses as far as responding to customer complaints is concerned.

5.3.3 Access to infrastructure and Enterprise Growth

physical infrastructures are inadequate there exists low performance of small and micro enterprises economic recovery was stifled by poor infrastructure that constrains business and subsequently business fails to perform well. Poor states of our roads, land accessibility, working space are some of the characteristics of poor infrastructure. When inevitable land is allocated to the small and medium SMEs forms part of poor infrastructure. More so, if the land cannot be accessed forms the part of inappropriate infrastructure(.Price et al., 2013). Delman(2008) interregional distances are normally reduced by well- developed infrastructure; the infrastructure improves connectivity between markets. Moreover, Izquierdo and Vasallo's (2011) study argues that economic development is a determinant of availability of infrastructural facility. The usage of these facilities therefore depends on the level of infrastructure quality.

5.3.4 Entrepreneur Innovation and Enterprise Growth

Exploitation and innovation is the cornerstone of corporate entrepreneurship that intertwines varied activities as well as processes. Enterprises that rely on innovative ideas generate

substantial profits as opposed to enterprises that are not innovative. Economic growth, competitive advantage, wealth and employment creation is buttressed by progressive innovations.

Small and Medium Enterprises investing in innovative ideas has a full basket of benefits. Enterprises are able to gain competitive advantage through monopolistic establishments for long term entrepreneur success. Small and Medium Enterprises are smaller in size compared to bigger companies can easily respond to change and survive for a longer period in a competitive environment. Innovation of products and services that are introduced to the market niche successfully are able to survive competition

5.4 Recommendations

Firstly, the study recommends offering lending terms should be offered by the banks in order to better access to finance by the enterprises. In addition to, there is need for entrepreneur training that should target equipping of entrepreneurs with managerial skills encompassing functional management among Small and Medium Enterprises .The study further recommends holders participation to encourage entrepreneur innovations.

Secondly, Managerial competency identification involves unfavorable and favorable organization goals that are influenced by either external or internal factors flamed organizations objectives can be achieved as a result marshaling employees to achieve a predetermined course. Organizations objectives and goals form the genesis and the need of having strategic competency needs. Furthermore, the dynamic of both internal and external environment requires high level of technical competence that helps in making informed decisions as well as handling emergency issues in management. Cereal entrepreneurs in need to improve their managerial capacity through on the job and off the job training this will enhance the competitive advantage in terms of human resources business performance.

Thirdly, managerial elite of the cereal enterprises need to periodically train their employees in order to buttress organization's performance in functional management that encompasses marketing, human resources and procurement.

5.5 Suggestion for further studies

This study was limited variables influencing growth of cereals enterprises owned by women in Meru County, and it brought out these four factors, access to infrastructure, managerial capacity and access to finance. Future considers other variables other than access to infrastructure, managerial capacity and access to finance. Government policies and macro-economic variables, (political factors, economic, competitive, global) that can influence or affect cereal enterprises growth and performance. The study was confined to Nkubu market in Meru County. A comparative study should be done in other countries where women trade in cereals business and see whether the findings are symmetric.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

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P.O. BOX 297
Meru

Dear Sir/Madam,

RE: PERMISSION TO CARRY OUT RESEARCH

I am a postgraduate student at the Kenya Methodist University pursuing a Degree of Master of Business Administration. I am carrying out a research to analyze factors influencing growth of cereals enterprises owned by women in Nkubu Town, Meru County. Kindly, allow me to carry out the study. The research is purely for academic purposes and the information obtained will not be used elsewhere beyond this research work. Identity of respondents will be treated with the highest confidentiality.

Yours sincerely,

Arthur Gitonga Rimbere

APPENDIX II: RESEARCH QUESTIONNAIRE

SECTION A: respondents background information

Dear Respondent, I am a student pursuing a master's degree in Business Administration and I am undertaking a research titled **“FACTORS INFLUENCING GROWTH OF CEREALS ENTERPRISES OWNED BY WOMEN IN NKUBU TOWN, MERU COUNTY.”**. I request your full participation and information collected will be treated with confidentiality and only used for academic purposes.

Section A: Demographic Information

1. Gender Male Female
2. Your age bracket (Tick whichever appropriate)
20 to 25 years 26 – 35 36 – 45 46 – 55 56 and Above
3. What is your education level? (Tick as applicable)
Primary Secondary
Diploma/certificate Bachelors' degree
Masters
Others-specify.....
4. Years of service/working in cereal enterprise (Tick as applicable)
Less than 1 year 10-20 years 1-10 years 20-30 years Over 30 years
5. Designation
Manager Enterprise owner
Employee

SECTION B: FACTORS INFLUENCING GROWTH OF CEREALS ENTERPRISES

ACCESS TO FINANCE

Rate the extent to which each of the statements in the matrix represented below influences enterprise growth

6. In your own opinion, to what extent do you think the following aspects of access to finance influence enterprise growth? 1 = strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = strongly disagree

	1	2	3	4	5
We do not experience any difficulty in accessing finance					
Access to capital exposes my business to better opportunities					
Accessibility to capital has led to improved business performance					
Access to business information has led to improved business performance					
I do attend trainings on how to run business finances					

MANAGERIAL CAPACITY

Rate the extent to which each of the statements in the matrix represented below influences enterprise growth

7. In your own opinion, to what extent do the following aspects of managerial capacity influence the enterprise growth? Where 1 = strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = strongly disagree

	1	2	3	4	5
Availability of managerial skills and experience affect my business performance					
Training on management skills are required in my business					
I get trained on business management skills frequently					
Managerial skills is a key determinant in enterprise growth					

ACCESS TO INFRASTRUCTURE

8. To what extent do you think access to infrastructure influences the enterprise growth?
Strongly agree [] Agree [] Neutral [] Disagree [] strongly disagree []

Where 1 = Strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = Strongly disagree

	1	2	3	4	5
There is sufficient light in the allocated working space					
Working space allocated is accessible					
Good road network is available to us around Nkubu Market to bring stocks					
Infrastructure affects performance in our business					

ENTREPRENEURIAL INNOVATION

9. To what extent do you think entrepreneur innovation as practiced by your company influences the enterprise growth? Strongly agree [] Agree [] Neutral [] Disagree [] strongly disagree []

Where 1= strongly disagree, 2 = Disagree, 3 = Neutral, 4 = agree and 5= strongly agree.

	1	2	3	4	5
There is constant increase in sales in our business as a result of innovation					
Innovative measures have improved business performance					
Stock value has always been increasing as a result of value addition					
Our business have been expanding					
We have many customers as a result of our innovative initiative					

ENTERPRISE GROWTH

10. To what extent do you think the following statements influences the enterprise growth? Strongly agree [] Agree [] Neutral [] Disagree [] strongly disagree []

In your own opinion, what is the extent to which the following forms of influences enterprise growth? Where 1 = strongly agree, 2 = Agree, 3 = Neutral, 4 = Disagree and 5 = strongly disagree.

VARIABLE	1	2	3	4	5
There is constant increase in sales in our business					
Cost reduction measures have improved business performance					
Stock value has always been increasing					
Our business have been expanding					
We have many customers as a result of our customer retention strategy					

**APPENDIX III: LIST OF CEREAL ENTERPRISES OWNED BY WOMEN IN
NKUBU TOWN MERU COUNTY**

S/NO	BUSINESS NAME AND ADDRESS	LOCATION	PERMIT NO.
1.	VSG STOCK STOOKIE P.O. BOX 862 NKUBU	MARIGITI	-
2.	JEDIDA KAGUMA P.O. BOX 8160 MERU	BUS PARK	8524
3.	SILVERIA KARIMI P.O. BOX 1456 NKUBU	MARIGITI	8467
4.	CATHERINE KAGENDO P.O. BOX 269 MERU	HIGHWAY	-
5.	EVANGELINE MWARI P.O. BOX 253 NKUBU	KIONYO STAGE	8904
6.	EDITH KAGEME P.O. BOX 998 NKUBU	KIONYO STAGE	-
7.	JULIET NKIROTE P.O. BOX 478 NKUBU	NKUBU STAGE	-
8.	ANN MUKAMONENE P.O. BOX 478 NKUBU	NKUBU STAGE	-
9.	DORCAS NTINYARI P.O. BOX 858 NKUBU	BUS PARK - KIONYO	8847
10.	JANET MUTUMA P.O. BOX 1171 MERU	BUS PARK - KIIGENE	8586
11.	MRS FLORENCE MBAYA P.O. BOX 7 NKUBU	KIIGENE	-
12.	EMILY KARIMI P.O. BOX 888 NKUBU	CONSOLATA	8865
13.	LYDIA KIMATHI P.O. BOX 149 NKUBU	THINGITHU	8349
14.	HANA KABURO P.O. BOX 478 NKUBU	SHOP	9399
15.	ROSE MWARI NAIRUTHI P.O. BOX 478 NKUBU	GAITU STAGE	8554
16.	FLORENCE MWENDWA P.O. BOX 2620 NKUBU	COSOLATA	8880
17.	MARIGITI MILLERS P.O. BOX 3156 MERU	THINGITHU	8762
18.	LYDIA KITHINJI P.O. BOX 973 MERU	BUS PARK	8777
19.	MOKIM STORES P.O. BOX 1265 NKUBU	MITUNGUU STAGE	8496
20.	LUCY N WANGARI P.O. BOX 253	POLICE STATION	- MERU
21.	CATHERINE KAGWIRIA P.O. BOX 248 MERU	KIIGENE	8539

22.	JANE NYERI P.O. BOX 171 NKUBU	LAMCY	8622
23.	ROSEMARY WAMBUI NJAU P.O. BOX 171 MERU	NBI STAGE	-
24.	JANET KITHINJI P.O. BOX 1485 MERU	NEW MARKET	-
25.	MARGARET WANJIRU MUTUA P.O. BOX 789 NKUBU	MARIGITI	8684
26.	JENNIFER KARIMI P.O. BOX 2637 MERU	NEW MARKET	-
27.	CARO INVESTMENT P.O. BOX 1831 MERU	NEW MARKET	8615
28.	CATHERINE MWONGERA P.O. BOX 1502 MERU	NEW MARKET	8585
29.	GAKANDO STORES P.O. BOX 2431 NKUBU	CONSOLATA	9561
30.	MAGDALENE KARIMI P.O. BOX 361 NKUBU	CONSOLATA	9045
31.	MARY WAKIMA P.O. BOX 171 MERU	BUS PARK	-
32.	JUDY WAMJIE P.O. BOX 3079 MERU	BUS PARK	8869
33.	LUCY N. WANGARI P.O. BOX 2503 NKUBU	BUS PARK	8870
34.	JACINTA KAIRUNGA P.O. BOX 1075 NKUBU	BUS PARK	9481
35.	GAKOROMONE SHOP P.O. BOX 189 NKUBU	CONSOLATA	9427
36.	CAROLINE KUBAI P.O. BOX 725 MERU	TURKWEL	9765
37.	LYDIA NYERI P.O. BOX 730 NKUBU	BUS PARK	9138
38.	LUCY MICHENI P.O. BOX 2317 MERU	BUS PARK	8795
39.	JANE KATHURE P.O. BOX 2 MERU	BUS PARK	-
40.	NEW ST AGE SHOP P.O. BOX 612 NKUBU	BUS PARK	-
41.	ALICE GACHERI MUGAMBI P.O. BOX 3228 MERU	NEXT TO GOLDEN SUPERMARKET	10485
42.	JANE GATWIRI P.O. BOX 79 MERU	BUDGET BUILDING	-
43.	EVANGELINE MUGAMBI P.O. BOX 1267 NKUBU	BUDGET BUILDING	9965
44.	RUTH SILAS P.O. BOX 1736 MERU P.O. BOX 1736 MERU	MARIGITI	9587
45.	RANYA ENTERPRISES P.O. BOX 998 NKUBU	NEW MARKET	9631
46.	LILIAN GACHERI P.O. BOX 154 MERU	MARIGITI	-
47.	MARY MPINDA P.O. BOX 2540	NKUENE SACCO	-

NKUBU		
48.	MARY WANGUI P.O. BOX 1455 MERU	BUS PARK 9002
49.	LYDIA KAGENDO P.O. BOX 78 MERU	KIONYO STAGE 9528
50.	CATHERINE MWARI P.O. BOX 114 MERU	HORTICULTURAL MKT 9232
51.	CHARITY NTHIUTI P.O. BOX 694 NKUBU	BUS PARK 8561
52.	GIAKI STORE P.O. BOX 3064 NKUBU	BUS PARK 9793
53.	JANET KATHAMBI P.O. BOX 960 MERU	MARIGITI 9687
54.	ROSE NKIROTE BENSON P.O. BOX 1285 MERU	TOM MBOYA STREET -
55.	ANN KANANA P.O. BOX 397 NKUBU	MARIGITI -
56.	MARTHA KAJUJU P.O. BOX 32 MERU	BUS PARK 9250
57.	FLORA KAGWIRA P.O. BOX 114 MERU	T. MBOYA STREET 9162
58.	ESTHER NAITORE EDWARD P.O. BOX NKUBU	HORTICULTURAL MKT -
59.	EVILIE KENDI KATHURIMA P.O. BOX MERU	CONSOLATA 11170
60.	CAROLINE KAGENDO P.O. BOX 155 MERU	TOM MBOYA STREET -
61.	EUNICE MUCECE MANYARA P.O. BOX MERU	HORTICULTURAL MKT 2758
62.	CATHERINE KAGENDO P.O. BOX 267 NKUBU	MARIGITI 2650
63.	MILLENIUM CLOTHING CO P.O. BOX 197 NKUBU	BUS PARK 2821
64.	EDITH KAGENI P.O. BOX MERU	MARIGITI 3110
65.	JULIET NKIROTE P.O. BOX MERU	HORTICULTURAL MKT 2860
66.	ANNAMUKOMUNENE P.O. BOX NKUBU	BUS PARK 2843
67.	JOYCE GIKUNDA P.O. BOX 1100 NKUBU	TOM MBOYA STREET
68.	AMINAJUMA P.O. BOX 271 MERU	MARIGITI 2734
69.	DORCAS NTINYARI P.O. BOX 858 MERU	BUS PARK 2771
70.	JANET MUTUMA P.O. BOX 1171 NKUBU	BUS PARK 2849
71.	MRS FLORENCE MBAYA P.O. BOX 7 MERU	CONSOLATA 2896
72.	JENIFFER KARIMI P.O. BOX 2637	HIGHWAY 3051

NKUBU		
73.	CARLO INVESTMENT P.O. BOX 1551 NKUBU	KENOL 3360
74.	JOSEPHINE N NDAMBUKI P.O. BOX 1442 MERU	TOTAL 3238
75.	CARO KIBUNJA P.O. BOX 91 NKUBU	MARIGITI 3307
76.	MAGDALENE KARIMI P.O. BOX 361 NKUBU	MARIGITI 3313
77.	GLADYS MUCECE P.O. BOX 867 MERU	MARIGITI 3318
78.	MWANGAZA INVESTMENT P.O. BOX 120 NKUBU	CONSOLATA 3405
79.	HELLEN KINYA P.O. BOX 1752 MERU	BUS PARK 3347
80.	LUCY KIANGARI P.O. BOX MERU	SHELL 3348
81.	NAOMI KANANA P.O. BOX NKUBU	MARIGITI 3559
82.	NAOMI KARUTHU P.O. BOX 37 NKUBU	MARIGITI 3478
83.	JANET MUTUMA P.O. BOX 1197 NKUBU	CONSOLATA 3941
84.	DORIS WANJA P.O. BOX 34 NKUBU	MARIGITI -
85.	ESTHER MUNGORI P.O. BOX 1835 MERU	BUS PARK
86.	EVANGELINE MUGAMBI P.O. BOX 1267 MERU	MARIGITI 4007
87.	JEDIDA K KIMATHI P.O. BOX 816 NKUBU	BUS PARK 4064
88.	JANE GATWIRI P.O. BOX 79 MERU	KIONYO STAGE 4067
89.	ZIPPORAH GAKII KOOME P.O. BOX 300 MERU	KIONYO STAGE 4076
90.	RUTH SILAS P.O. BOX 1736 NKUBU	MARIGITI 4158
91.	KANYA ENTERPRISES P.O. BOX 998 MERU	KIONYO STAGE 4095
92.	EMILY KARIMI P.O. BOX 388 MERU	KIONYO STAGE 4175
93.	LYDIA KIMATHI P.O. BOX 149 NKUBU	CONSOLATA 3003
94.	MARTHA NYAKUTHI P.O. BOX 2620 MERU	MARIGITI 3002
95.	ANNAKABURO P.O. BOX 568 MERU	MARIGITI 3070
96.	JOYCE MURIUKI P.O. BOX 1103 NKUBU	MARIGITI 3082
97.	LYDIA KITHINJI P.O. BOX 973 MERU	TOTAL -

98.	LUCY N KIANGARI P.O. BOX 253 MERU	KIONYO STAGE	-
99.	CATHERINE KAGWIRIA P.O. BOX 248 NKUBU	KIONYO STAGE	-
100	SISTERHOOD STORES P.O. BOX 3019 NKUBU	NKUBU STAGE	3156

Source: Meru County Chamber of Commerce (2019)



Kenya Methodist University

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July 22, 2019

Executive Secretary
National Council for Science and Technology
P.O Box 30623 – 00100
NAIROBI

Dear Sir/ Madam,

RE: ARTHUR GITONGA RIMBERE – BUS-3-0612-1/2018

This is to confirm that the above named is a bona fide student of Kenya Methodist University pursuing a Master of Business Administration.

Arthur is undertaking a research study on "Factors Contributing to the Growth of Cereals Enterprises Owned by Women in Meru county: A Survey of Enterprises in Nkubu Town. To successfully complete his research work, he requires relevant data in his area of study.

In this regard, we kindly request your office to issue him a research permit to enable him collect the data for his academic research work.

We thank you in advance for your cooperation.

Yours faithfully,

Dr. Evangeline Gichunge
Associate Dean, Research Development & Board of Postgraduate Studies





REPUBLIC OF KENYA



NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 343602

Date of Issue: 14/August/2019

RESEARCH LICENSE



This is to Certify that Mr. ARTHUR RIMBERE of Kenya Methodist University, has been licensed to conduct research in Meru on the topic: FACTORS CONTRIBUTING TO THE THE GROWTH OF CEREALS ENTERPRISES OWNED BY WOMEN IN MERU COUNTY: A SURVEY OF ENTERPRISES IN NKUBU TOWN for the period ending : 14/August/2020.

License No: NACOSTI/P/19/524

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NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
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