THE EFFECT OF ENTREPRENEURIAL ORIENTATION ON SUSTAINABILITY OF WOMEN OWNED ENTERPRISES: A CASE STUDY OF THARAKA NITHI COUNTY

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfilment of the Degree of Masters in Business Administration (MBA)

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DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any institution, or university other than United States International University – Africa in Nairobi for academic credit. All references made to the works of other persons have been duly acknowledged.

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This research report has been submitted for examination with my approval as the appointed supervisor.

Signed…………………………………   Date……………………..…..
Dr. Joseph Ngugi Kamau

Signed…………………………………   Date……………………..…..
Dean, Chandaria School of Business
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ABSTRACT

The study examined the entrepreneurial orientation and sustainability of women owned enterprises in Tharaka Nithi County, Kenya. The specific objectives of this study were to examine how autonomy, innovativeness, risk-taking and competitiveness influence the sustainability of women owned enterprises in Tharaka Nithi County, Kenya. The study was guided by the following research questions: How does innovativeness affect the sustainability of women owned enterprises in Tharaka Nithi County, Kenya? What is the effect of autonomy on the sustainability of women owned enterprises in Tharaka Nithi County, Kenya? How does risk-taking affect the sustainability of women owned enterprises in Tharaka Nithi County, Kenya? What is the effect of competitiveness on the sustainability of women owned enterprises in Tharaka Nithi County, Kenya?

This study adopted a descriptive survey design. The population for this study was women entrepreneurs in Tharaka Nithi County. The study sample size was calculated using Yamane formula (1967). In this study, sample size was at precision level of 10% (e=0.1) making a desired sample of 99. For this research, data was collected using structured questionnaires. The research adopted the use of Likert scales so as to order the questions in such a way that they indicate the presence or absence of the characteristic being measured. The data collection tools were piloted and suggestions made before finalizing the questionnaire. Raw data obtained from the field is difficult to interpret and was therefore cleaned, coded and key punched into a computer for purposes of analysis. The data was analysed using Statistical Package for Social Sciences (SPSS). The analysis entailed computation of descriptive statistics (frequencies and percentages). Regression analysis was also utilized to investigate the relationship between a range of variables. Data presentation was done mathematically in form of graphs, figures tables.

From the analysis, innovativeness was found to have a positive effect on sustainability of women owned enterprises in Tharaka Nithi with a regression coefficient estimate of 0.451 and significant at 5% level. Risk taking was found to have a positive effect on sustainability of women owned enterprises in Tharaka Nithi with a regression coefficient estimate of 0.234 and significant at 5% level. Competitive aggressiveness was found to have a positive effect on sustainability of women owned enterprises in
Tharaka Nithi with a regression coefficient estimate of 0.330 and significant at 5% level. Autonomy was found to have a positive effect on sustainability of women owned enterprises in Tharaka Nithi with a regression coefficient estimate of 0.192 and significant at 5% level. Coefficient model of determination ($R^2$) was 0.581 which implied 58.1% variations in enterprise sustainability are explained by the independent variables understudy (innovativeness, autonomy, risk-taking, competitiveness aggressiveness). Innovativeness was found to have a positive and substantial standardized coefficient value of 0.55 ($T=4.175$, $p < 0.05$) which implies that innovativeness is statistically significant indicator of innovative orientation. Risk taking was found to have a positive and significant standardized coefficient value of 0.27 ($T=2.002$, $p<0.05$) which implies that taking of risk is a statistically important indicator of entrepreneurial orientation. Competitive aggressiveness was found to have a significant and positive standardized coefficient value of 0.51 ($T=3.416$, $p<0.05$) which implies; competitive aggressiveness is statistically substantial indicator of innovative orientation. Autonomy was found to have a positive and significant standardized coefficient value of 0.40 ($T=2.813$, $p<0.05$) which implies that competitive aggressiveness is a statistically significant indicator of entrepreneurial orientation.

The study concluded that variations in enterprise sustainability are explained by the independent variables understudy (innovativeness, autonomy, risk-taking, competitiveness aggressiveness). The study also concluded that women enterprises in Tharaka Nithi could be termed as being sustainable on a great extent as per the following indicators; expansion of their customer base in the past year, improvement in employees job satisfaction, improved business effectiveness, growth in profits, attracting new customers, enhanced business image, value addition by employees, growth in market share and market turnover.

The study recommends that the enterprises should take up initiatives of designing unique new methods of operations to remain competitive. Autonomy from the view of the owner’s/manager’s ability to make decision in regard to the growth of the firm, give the required leadership for success and give employee focused autonomy. In seizing opportunities in the marketplace, risk-taking concerns firms’ tendency to take bold actions such as venturing into unknown markets, committing a substantial amount of
resources to ventures with uncertain outcomes, as well as the tendency to borrow heavily hoping to reap high returns. Finally, there is need for the firms to engage in continuous innovation for competitive aggressiveness.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the study
Colbert and Kurucz (2017) identify sustainability as the foundation's activities and to verify it in the future. It turned out that ensuring the company's sustainable development activities is not only a social advantage, but also a company’s advantage (Stubblefield Loucks, Martens & Cho, 2010). If the company can sustain growth without facing financial, structural or strategic setbacks then the company is sustainable (Danchev, 2006). This challenge accelerates growth in volatility, volatility and competitive markets, while at the same time special and interactive attention can be paid to the most important aspects of growth strategy and growth potential (Hong, Song & Yoo, 2013). Sustainable growth depends on the direction of long-term growth of entrepreneurs.

Colbert and Kurucz (2017) defined sustainability as keeping the business going and future proofing of organizations. Boudreau and Ramstad (2005), refer to “achieving success today without compromising the needs of the future.” Activities that ensure a business remains have been demonstrated to not only result in an advantage for the society, but also for the businesses themselves particularly financially (Stubblefield Loucks, Martens & Cho, 2010). A company is known to be sustainable when it is capable of maintaining its growth without facing any financial, structural or strategic setbacks (Danchev, 2006). This growth challenge grows more vigorous in more tumultuous, fast changing and competitive based markets and is impossible to accrue unless special attention is given to the most important dimensions of building up growth strategy and growth capability, simultaneously and interactively (Hong, Song & Yoo, 2013). Sustainable growth depends on a more long-term growth orientation of the entrepreneurs.

The World Bank defines sustainability in entrepreneurship as a process to increase the ability of institutions or groups to make choices and to convert those options into desirable actions and results (Montgomery, 2015). Central to this process are actions to build individual and collective assets and to improve the efficiency and integrity of the
organizational and institutional context for the use of these assets. To ensure financial viability, sustainability must be central to the daily planning and operation of small and medium-sized enterprises (Salman, 2009). Mishra, Sarkar and Singh (2013) pointed out that companies that are expected to be sustainable will be more successful in the future. This is an important guide to current and growing global sustainability concerns. As a result of ensuring the company's sustainability, some researchers have developed and formulated various strategic approaches to companies such as markets, customers, learning, technology and external offices to include this key focus in the organization (Lozano, 2011; Muller & Pfleger, 2014; Stewart, Bey & Box, 2016)). In general, these studies use the leading approach (EO) as a recurring concept in different strategies.

According to Schumpeter (1934), business orientation is the process by which individuals or organizations discover and exploit new business opportunities in the market, revitalize existing companies or introduce new products or processes. Companies with a higher level of entrepreneurial orientation will also perform better than companies with lower levels of entrepreneurial orientation (Rauch, 2009, & Dada, 2012). A higher level of entrepreneurial orientation enables companies to identify and leverage opportunities in a way that distinguishes them from non-commercial companies (Covin, Slevin & Shephard, 2006; Soininem, 2013). Therefore, entrepreneurial orientation represents the strategy development process, providing the basis for decision-making and business for the organization (Rauch & Wiklund, 2009).

Miller (1983) EO classifies the concept of leadership using three dimensions (innovative, proactive, and adventurous). These include specific behaviors at the organizational level to undertake risks and self-directed activities, engage in innovation and respond positively to market competitors to enhance the company's performance (Lumpkin & Dess, 1996; Hakala, 2011). According to (Gathenya, 2012), the practice of entrepreneurship focuses on the use of opportunities through creativity and innovation to maximize profits and potential growth. Miller said that the ILO's three dimensions collectively constitute a basic one-dimensional strategic position so, they should be integrated into a single area of entrepreneurial research. The theory of (Lumpkin & Dess, 1996), cited later by (De Vita, Mari & Poggesi, 2014), offers two official dimensions (independence and competitive extremism). Innovative capabilities
reflect the tendency to participate in and support new ideas, new experiments, and creative processes that lead to modernity. Entrepreneurship reflects the company's actions to develop and predict emerging opportunities through the development and improvement of products. The risk-taking process is the desire to allocate resources to activities and projects that lead to uncertainty in outcomes. It is characterized by a powerful attack location designed to overcome competitors and may be a reaction, just like a strong company entering the market identified by competitors. Independence refers to the independent work of individuals or teams to ensure the implementation of ideas and concepts until completion (Callaghan & Venter, 2011). Independence gives employees the opportunity to effectively accomplish their tasks through independence, self-employment and creativity.

Businesswomen around the world play an enormous role. They contribute a great deal of ideas, a wealth of energy and capital resources to society, create jobs and create additional jobs for suppliers and other associated business contacts (Joint Wealth Secretary, 2002). Siwadi and Mhangami (2011) added that it is undeniable that women entrepreneurs are key players in this sector, contributing to economic development and becoming more visible in the local economies of developing countries. The Kenyan Government recognizes that women entrepreneurs are not equal in terms of access to opportunities but have not yet effectively addressed barriers faced by women in business (Kollmann & Stöckmann, 2014). The OECD (2014) noted that entrepreneurs have untapped sources of economic growth, creating new jobs for themselves and others, providing different management solutions, organizational and operational issues for the community and to benefit from entrepreneurial opportunities.

According to the Women's Business Research Center (2008), according to (Kumar, Petersen & Leone, 2013), about 10.4 million US companies owned by women (50% or more) employ more than 12.8 million people and generate $1.9 trillion in sales. The growth rate of women-owned companies was 42% compared to 24% of all companies in the United States. The Global Property Monitoring Organization (GEM) has determined that 8.2% of Irish residents live in entrepreneurial activity and entrepreneurial activity rose from 4.2% in 2006 to 5.9% in 2007 representing more than 1,000 women on average starting a new business at Ireland each month (Real, Roldán
& Leal, 2014). This increase is higher than 4.3% reported by the European Union and 3.6% by the Organization for Economic Cooperation and Development (OECD). In Mexico, the economic participation of women is about 39 per cent and women's entrepreneurship has increased by 96 per cent over the past 13 years (El Informador, 2008).

Women entrepreneurs and their businesses are part of the rapid growth of the business sector, the creation of new businesses, the contribution to the development of a range of services and products. Nevertheless, the female share of entrepreneurship is still low when comparing female participation rates with male participation rates (Mahmoud & Hanafi, 2013). In the Middle East and North Africa, it has become increasingly recognized that women's entrepreneurship is an important factor in economic growth and development (Alegre & Chiva, 2013). However, their share is much lower than in East Asia, Latin America, the Caribbean and other middle-income regions in Europe and Central Asia (World Bank, 2007). A rapid review of the characteristics of institutions in sub-Saharan Africa show that the large or dominant share of micro enterprises is operated from the informal sector (Celec, Globocnik & Kruse, 2014). In particular, business leaders prefer to start small businesses related to food sales, hair making, tailoring, retail and wholesale. The informal sector is more profitable for women because of the need for less capital to create institutions and no special skills are required (Fuchs & Berg, 2013).

Women are a key player in the informal sector of the Kenyan economy. Although there is no sex-disaggregated data, recent statistics from the Kenyan government show that almost half of women (48%) are from 1.3 million SMEs in Kenya. Although 85% of women’s micro- and small-scale women are in the informal sector, two-thirds of them are in rural areas, the average income of SMEs is more than twice the average wage in the agricultural sector. ($76 per month). Micro, small and medium-sized enterprises are estimated to produce 20% of Kenya's gross domestic product (GOK, 2016). A survey conducted by the Central Bureau of Statistics in 1999 found that although the number of projects owned by men and women was almost equal, the number of women (55.7%) was higher than that of women (male) (65.7%) and buildings (91.2%). Women-owned
businesses earn less than men-owned businesses and their incomes increase by 74% (Central Bureau of Statistics, 2014).

Women are the main players in the informal sector of the Kenyan economy. Despite the lack of current sex-disaggregated data, the Kenyan government shows the latest statistics. Women make up half of Kenya's small and medium-sized businesses (48%) and a 1.3 million SME’s. While 85 per cent of women have small and medium-sized rural enterprises in the informal rural sector, the average income of SMEs is twice the average monthly wage of the agricultural sector ($ 76 per person). It is estimated that MSME produces 20% of GDP in Kenya (GOK, 2016). The survey conducted by the Central Bureau of Statistics found that in 1999 although, the number of men and women who owned these enterprises was almost equal, the number of women in the service sector was higher than that of men (55.7 per cent), while the proportion of men to women in industry (65.7%) and the construction industry at (91.2%). Women-owned companies generate less than 74% of men's income (Central Bureau of Statistics, 2014).

Johnson and Powell (1994) emphasize the importance of differences in business success between women and men's business practices due to leadership in a decision-making environment. Women-owned companies are still profitable and have the power and opportunity to shift especially through strong values, decision-making and long-term commitment. If it is well sponsored, it can start small-scale development and grow in small, medium and large companies. Gender differences in behavior may be due to gender differences in entrepreneurial preferences but may also be due to environmental factors such as women's choices and recommendations.

In addition, according to the report of the medium-term plan for 2008-2012 Kenya will achieve its stated goal of Vision 2030, equity and poverty eradication should be one of the strategic plans to increase opportunities for women everywhere. Specific strategies include increasing women's participation in economic, social and political decision-making processes as well as access to business, health and education services. These goals can be achieved through the growth of women-owned businesses (Report of the Medium-Term Plan, 2008-2012). In Tharaka Nithi constituency, supporters of private enterprise and programs for women-owned enterprises claim that women entrepreneurs
face many constraints in business (ILO 2014). Therefore, it is necessary to review and investigate the factors affecting the growth of women-owned enterprises in Kenya. The study focused on companies in Tharaka Nithi circle.

1.2 Statement of the Problem

Johnson and Powell (1994) emphasize the importance of differences in business success between women and men's business practices due to leadership in a decision-making environment. Women-owned companies are still profitable and have the power and opportunity to shift especially through strong values, decision-making and long-term commitment. If it is well sponsored, it can start small-scale development and grow in small, medium and large companies.

Several studies (Oura, Zilber, & Lopes, 2016) have shown that when developing strategies, it is common that sustainability plays a minor role. The reasons identified for this phenomenon seem to differ among studies. Cameron (2011) argues organizations are not being truly sustainable because they tend to engage in sustainable projects instead of integrating sustainability as part of their core business. Integrating sustainability in the firm is a complex process since it implies restructuring the company’s strategy and therefore many struggle with it (Steward et al., 2016).

The integration of sustainability seems to be missed in terms of EO in SMEs, even those owned by women (Shields & Shelleman, 2015). To start with, these types of firms face challenges that hinder them from taking a more sustainable approach in the business. Some suffer from the lack of resources and the pressure from the changing business context that demands a more sustainable approach. This shows that the women owned enterprises need to deal with this dilemma, which specifically concerns EO practices (Darcy et al., 2014). The commonly known strategies for sustainability are presented from a large corporation point of view and therefore they might be unsuitable for SMEs. This further problematizes for SMEs the integration of sustainability in their practices (Shields & Shelleman, 2015).

Globally there has been a paradigm change in women entrepreneurship. There is a new generation of women entrepreneurs emerging who view business ownership as a viable career option and setting up “new economy” in sectors that are associated with high
growth rate, higher profit margin and innovations (Patel, Kohtamäki, Parida, & Wincent, 2015). Biemans, Griffin and Moenaert, (2016) argued that women are a readily available resource that countries at different stages of economic development may use to achieve economic progress. Hence, it was beneficial to analyze what aspects of the entrepreneurial orientation can contribute to this integration. It is upon this gap that this study aimed to fill.

1.3 General Objective
To examine the effect of entrepreneurial orientation on sustainability of women owned enterprises in Tharaka Nithi County, Kenya.

1.4 Specific Objectives
1.4.1 How does innovativeness affect the sustainability of women owned enterprises in Tharaka Nithi County, Kenya?
1.4.2 What is the effect of autonomy on the sustainability of women owned enterprises in Tharaka Nithi County, Kenya?
1.4.3 How does risk-taking affect the sustainability of women owned enterprises in Tharaka Nithi County, Kenya?
1.4.4 What is the effect of competitiveness on the sustainability of women owned enterprises in Tharaka Nithi County, Kenya?

1.5 Significance of the Study
The study findings are expected to be significant to the following stakeholders;

1.5.1 Scholars
This study will contribute to the existing body of knowledge; scholars will learn more about factors affecting the growth of women and their contribution to improved women owned enterprises. Further, researchers interested in this area of study will use the findings of this study and its recommendations as a point of reference for further research.

1.5.2 Practitioners
At the level of business firms, this study will sensitize the enterprise managers and entrepreneurs in various sectors to understand those factors that shape entrepreneurial behavior and enhance business sustainability through growth and development of their enterprises. The study will also enable firms’ top executive and management staff have
access to appropriate tools for making enduring decisions and consequently enhance competitive postures and abilities of such firms.

1.5.3 Policy Makers
This study will also be useful to policy makers. The policy makers in the trade sector will be able to make informed policies relating to women empowerment. For example, the policy makers will take issues of financial/social network factor and marketing strategies seriously and take measures that will ensure that women owned business are improved.

Further, this study will give insight to government agents on how to deal with business women challenges. For instance, the adoption of marketing strategies and social networking will see improved women business growth.

1.6 Scope of the Study
This study seeks to examine entrepreneurial orientation and sustainability of women owned enterprises in Tharaka Nithi County, Kenya. The study population will be business owners and/or the business managers of women owned enterprises. Other business may be inaccessible due to time and funds, the more the reason the choice of women entrepreneurs in Tharaka Nithi is justified. This study will be conducted in year 2018, and data will be gathered during this period.

1.7 Definition of Terms
1.7.1 Business Sustainability
This refers to the concept of expanding sales operations or assets in a business. Growth may be observed through the number of employees, amount of sale, profits and improved management (Colbert & Kurucz, 2017).

1.7.2 Women Entrepreneurship
This is a new phenomenon referring to women owned businesses which comprises between one-quarter and one-third of business in the formal economy and is likely to play an even greater role in informal sectors (GEM, 2005). In this study, women entrepreneurs will refer to women who are proprietors of the business, assuming both control and risk.

1.7.3 Micro-Enterprise
An enterprise having not more than 10 employees (Shields & Shelleman, 2015).
1.7.4 Small Enterprise
An enterprise that have between 11 - 50 employees (Shields & Shelleman, 2015).

1.7.5 Entrepreneur
A person who is able to scan the environment, identify an economic opportunity or a person who is able to fulfill the defined needs. The person also takes calculated risks (World Bank, 2007).

1.7.6 Innovativeness
It is the tendency of a business to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products, services, or technological processes (Miller, 1983).

1.7.7 Autonomy
This is the concept of free and independent action and decision taken by the entrepreneur (Lumpkin & Dess, 1996).

1.7.8 Proactiveness
This is an opportunity-seeking behavior that characterizes an entrepreneurs’ quest for pursuing and exploiting new business opportunities such as introducing new products/services before competitors (Miller, 1983).

1.7.9 Competitive Aggressiveness
This refers to how a business relates to competitors and responds to trends and demand that already exist in the marketplace (Lumpkin & Dess, 1996).

1.7.10 Risk-Taking
This is the willingness to commit resources to activities and projects which result in uncertainty of the outcome (Miller, 1983).

1.8 Chapter Summary
The chapter provided the background of the study which introduced the concept and evolution of the factors affecting the growth of women owned enterprises. The chapter highlighted the statement of the problem and the purpose of the study. The significance, scope and definition of key terms were also highlighted. The next chapter of the proposal will comprise of the review of literature that will be guided by the stated research questions. Chapter three present the research methodology which is the research design, the population, data collection methods and analysis methods to be used.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
The chapter contains the review literature on the topic of entrepreneurial orientation and sustainability of women owned enterprises. The chapter is structured on the basis of the research objectives.

2.2 The Effect of Innovativeness on the Sustainability of Women Owned Enterprises
Innovation involves many of the activities necessary to create additional value for customers and businesses. It creates and develops new products and services and brings them to market. This is a process of turning knowledge into new products or services and making them better than before. Innovation is what you do (products, services, etc.) and what you do (value chain and strategy) (Miller, 1983). Van Kleef and Roome (2014) define “innovation as a process of discovery and development, production of new products, production processes, organization, technology, and institutional and regulatory arrangements”. This definition includes the use of ideas, knowledge and technology in a way that enables companies to significantly improve performance.

Becker and Sincola (2014) argue that risk preparation puts a lot of resources into the project, with high costs and potential failure opportunities. In this category, (Kuratko, 2017) include smaller companies that are more vulnerable to natural disasters and external shocks than large companies. They have a limited range of risk management mechanisms available, and their informality prevents them from participating in risk management programs. The poor have no access to official credit, leading to the emergence of microfinance institutions. Murdoch (2000) assumes that funds have been provided to unsecured collateral but are jointly responsible. Shared responsibility is an aspect of risk allocation that reduces the level of risk for financial providers. Dai et al., (2014) noted that innovation was not necessarily related to problem resolution but was usually associated with improved competitiveness and economic success often technology driven. Previous literature has divided different types of innovation into technology, processes, products, services, management, operations and organization.
Innovation can be divided into products, processes and technological innovations. Product innovation involves the introduction of new or greatly improved goods or services related to expected characteristics or uses (OECD, 2012). This embedded software, ease of use and other features. Product innovation includes new products and new uses for existing products. New products are very different in terms of goods and services (OECD Group, 2012). On the other hand, process innovation can occur if innovative, new or significantly improved methods, equipment or skills are used for service delivery, product and process innovation. Technological innovation refers to the process of incorporating new ideas into tools, designs, and actions that have real value to society. It may also be a new production process, internal function or distribution that increases efficiency and better supports specific products or reduces costs. Technological innovation often involves tools, processes, products and processes that interact in new ways. It is usually a set of hardware and software. Successful new technologies and innovations are often inspired by the actual needs of individuals, people, companies, market needs or the needs of many individuals expressed in social policies (OECD, 2012). Technological innovation is often seen as a driving force for innovation when creating products or providing services. However, what is important in innovation is quality, creativity, comprehensiveness, accuracy and beauty (OECD, 2012).

Innovation is an important part of entrepreneurship (Deakins & Freel, 2012). Lumpkin and Dess (1996) Schumpeter praised the first person to emphasize the role of innovation in entrepreneurship in the form of a creative destruction process. As a result, wealth is generated when existing market structures disrupt existing company resources by introducing new products or services, redistributing from existing companies to new and growing companies. Schumpeter believes that the purest entrepreneur is a businessman who limits himself to the superior role of entrepreneurs, or the implementation of new combinations or innovations.

Fatoki (2014), the survey of small businesses in the South African retail industry indicates the results of the small business in the introduction of new production lines of ingenuity and change production lines, but weak R&D activities and risks revealed. It involves instructing the entrepreneurial dimension to innovate, and companies are
willing to seek new ideas and creative exploration and experience (Engelen et al., 2014). It also involves the desire to innovate between the desire to experience new products or services, the scope of the obligation to be at the forefront of the practice of the current state of art beyond (Dess & Lumpkin, 2015). This is exemplified by supporting new ideas and experiments, solving problems, innovating solutions, and developing new products and services (Hong et al., 2013). Innovation involves perceptions of market changes and competition and takes appropriate action to remain competitive.

Schumpeter (1934) proposes innovative forms of introduction of new products or materials, the search for new sources of raw materials, the development of new markets, the way new business is organized, or the development or adoption of new products, services or processes. It also resembles (Hong et al., 2013) the definition of innovation, the process of developing and implementing new ideas by reorganizing old ideas, challenging existing applications, and unique formulas or methods. In addition, the EO innovation concept is in line with (Autio, Sapienza & Almeida 2010) on corporate innovation as a way for companies to innovate, develop new ideas or adopt innovation.

The innovative concept in EO has a wide relationship with the innovation literature. The focus left on the detailed aspects of innovation, for example, unlike many literatures on innovation and creativity, EO's environmental dimension does not explicitly classify innovation types as progressive, model, architectural, improved, formal, custom, radical, practical, administrative type or technical type (Damanpour, 2011; Garcia & Calantone, 2002). The direction of innovation in entrepreneurship does not take into account the specific aspects of innovation, such as the nature, type, stage, means and objectives of innovation or social context. Baregheh, Rowley and Sambrooke (2009) explain the main themes of interdisciplinary innovation literature. However, the lack of privacy may provide the greatest advantage of the innovative dimension of entrepreneurship: through such a wide range, it can include product / service and process innovation, multiple types of innovation, and multiple aspects of innovation. Given that there is no clear definition of innovation authority (Kollmann & Stockmann, 2014), this definition may differ from the work of others. In more than 40 years of innovative research, concepts have changed.
According to (Damanpour, 2011), EO concepts are consistent with many definitions of innovation and creativity; they are leaders in innovative processes and the development of new products, services, markets and companies. Innovation plays an important role in solving business problems and challenges, which in turn provides companies with the ability to succeed. When companies operate under conditions of global competition, rapid technological development and scarce resources, the ability of companies to replenish their supplies in the market is essential to their ability to survive and prosper (Damanpour & Wischensvsky, 2016). Innovation is related to creativity. Without it, there is no power to innovate. It reflects the company's tendency to generate new ideas and creative processes that may lead to new markets and support them (Lumpkin & Dess 2011; Damanpour 2016, Rauch, 2009). From an entrepreneurial perspective, innovation can be radical or gradual and contribute to the company's competitiveness. The company's innovation is to seek and support innovation or new problem and demand solutions (Real et al., 2014). It happens on the link chain and it's critical to achieve superior performance. However, (Covin & Miller, 2014) pointed out that organizations with central authority and employees have less freedom and incentive to innovate and launch of new ideas. The center is negatively related to innovation.

Schillo (2011) noted that innovation is a specific tool for entrepreneurs who use change as a means of different work or different service opportunities can be presented as a system that can be learned and practiced. Business people need to look for sources of innovation, change and the symptoms of successful innovation opportunities. They need to understand and apply the principles of successful innovation, innovation or death. Since the beginning of the last decade, the competitive environment has undergone major changes. Due to globalization, corporate organizations are stepping up their search for strategies to achieve sustainable competitive advantage. This strategy generally requires companies to differentiate between their products and their currencies, and which companies must continue to innovate (Popadiuk & Zhou Yangjie, 2007). In this case, if the product innovation and process is entrepreneurship and change, under the guidance of the entrepreneurial organization, the survival and success of the organization, the preconditions of concern attract many interested scholars and members of the organization and researchers (Kraus et al., 2012, Mehrdad et al., 2011).
Ireland and Weber (2007) emphasized that the entrepreneurial orientation is reflected in product innovation and process. Lumpkin and Dess (1996) describe the EO as a process, practice, and decision-making activity leading to new entry. It depicts the five dimensions of the EO, including innovation, risk taking, proactive extremism, independence, and independence, which form the basis of all entrepreneurship. This is a "creative destruction" process, when wealth is created, when current market structures disrupt the company's existing resources and lead to the growth of a new company by offering new products or services, he said.

Innovation has become an important factor in identifying entrepreneurship. Drucker (1985) argues that innovation is a specific tool for entrepreneurs and a means for companies to use change as a different business or service opportunity. Scientists also believe that innovation can work in stages. Innovation involves the use of new ideas. Oscar et al., (2013) argue that innovation refers to the ability to quickly exploit scientific or technological discoveries and to market new discoveries into value-added goods and services and customer/customer processes and processes. In the original sense, innovation can be defined as the extent to which an individual or entity is at a relatively early stage when adopting new ideas from other members of the system. Similarly, the propensity to support new ideas, experiments and creative processes (Lumpkin & Dess, 1996; Oscar, 2013) also closely link innovation and creativity. However, it shows that if innovation becomes a business opportunity, it should be linked to entrepreneurship.

2.3 The Effect of Autonomy on the Sustainability of Women Owned Enterprises

The company's success is believed to depend on the level of independence demonstrated by entrepreneurs. Independence refers to independent actions in proposing or implementing ideas or visions until their completion, including concepts of freedom, independent action, and decisions taken (Lumpkin & Dess, 1996). Entrepreneurs have greater freedom to combine and organize resources. With regard to entrepreneurship in the context of strategy development, the researchers cited two types of autonomy (Lumpkin & Dess, 1996). The first type of independence refers to a decisive decision in which the vision is achieved through individual leadership, while the latter refers to the autonomy of commercial activities and decision-making at lower levels of the institution. According to (Lumpkin & Dess, 1996), these types of
autonomy are consistent with the concept of leadership orientation. In businesses, the degree of independence may depend on the size, management or ownership of the company. In companies where the main decision maker is the owner/manager, independence means property rights (Lumpkin & Des, 1996; Callaghan, 2009).

Callaghan (2009) claims that self-government can be established through "skidwork" to encourage independent thinking and action. This is a work environment that is usually physically separate from the company's headquarters and is not affected by normal job requirements and stress. They encourage creative thinking and reflect on new business ideas. Pfeffer and Sutton (2006) explain that restructuring business units to stimulate entrepreneurial initiatives may involve changes in the organizational structure. The new entrepreneurial philosophy has gone through two basic stages. The definition of the project is reasonable in terms of whether it has market attractiveness and relevance to the company's other strategic objectives. The second stage is the momentum of the project, and its strategic and economic impact must be supported by senior managers who have similar experience in the project. In order to promote these two phases, a "product champion" is needed to generate support and encouragement. Lumpkin and Dess (1996) argue that entrepreneurship requires an independent spirit.

This study examines independence from an entrepreneurial perspective, where employees and owners/managers can practice independent ideas and procedures for the company. It examines the authority and decision-making responsibilities of the employee and the involvement of the owner/manager in the decision-making process. This is in line with the concept of EO (Lumpkin & Dess, 1996) that autonomy involves key decisions, where the vision is driven by individual leadership. It also agrees that personal autonomy enables entrepreneurship and decision-making activities in lower-level projects.

The review of theories of independence suggests that the level of autonomy may vary depending on the size and ownership of the management approach. Lumpkin and Dess (1996) argue that property rights mean independence in companies where the principal decision maker is the owner / manager. This study examines the level of independence from the perspective of the owner / manager, and the owner / manager makes decisions
about the business activities in which the company will participate. This is in line with (Lumpkin & Dess, 1996), where the trend of independence and independent action is an essential element of entrepreneurial orientation, as must be intended. Some researchers have followed independent behavior measures and believe that autonomy is a trend of independent behavior.

Kates de Vries (1977) argues that independence can be seen as an independent act and is consistent with (Lumpkin & Dess, 1996) and is critical to an adventurous entrepreneurial process. Independent behavior requires ability and will to position itself when pursuing opportunities (Autio et al., 2010). Individuals are willing to accept the risks and responsibilities that they bear as a result of their actions. It can be said that autonomy and risk orientation, innovation behavior and aggressive behavior are related. The need for independence reflects a tendency to be unaffected and controlled by others. It may be considered to be independent of strict organizational structures and procedures in order to pursue certain entrepreneurial activities that benefit the company.

Autonomy can be understood in the context of individuals or groups as the ability and willingness to take independent action or to be self-directed in the pursuit of opportunities (Lumpkin & Dess, 1996). From an entrepreneurial perspective, is seen as strategic independence. This degree of independence enables the team to identify and resolve problems and set achievable goals to address specific problems. The study examines independence from the perspective of the owner / manager's ability to make decisions about the company's growth and the need to provide the leadership necessary for success. It also includes personal autonomy to carry out entrepreneurial and decision-making activities at a lower level of work. The independence and initiative of the owner / manager is achieved. The need for self-government is seen as the main driver of entrepreneurship. Entering self-employment means becoming president, and the independence of non-financial appraisers explains the main motivation to enter into self-employment. Some argue that some entrepreneurs use entrepreneurship as a career option, although the results may be less than alternatives (Caliendo & Kritikos, 2011).

Autonomy is seen as an important catalyst for choosing a self-employment. Korman (2001) argues that providing independent work is more intrinsically motivating than
work without independence. A high level of work autonomy has been shown to improve job satisfaction and motivate job performance. Employee independence can be seen as giving workers freedom and allowing them to determine the means to achieve them (Amabile, 1998), not necessarily the goal to be achieved. Employees who highlight their creative work skills are often appreciated for their independence. A free and independent environment may benefit from the self-motivation of its employees, which has been found to be a key factor in fostering employee innovation. In some cases, organizational structure leads to an increase in lower levels of autonomy. Companies can also benefit from employees, teams, managers, and independent teams across the organization.

In some cases, employee autonomy can reduce obstacles that hinder relations between superiors and subordinates, increase trust between management and staff, and improve workplace functions through creative behavior. According to (Lumpkin & Dess, 1996), these findings on autonomy are consistent with the concept of leadership orientation. Independence can also be considered an important factor affecting job satisfaction and the ultimate retention of staff. Staffs believe independence is important for their work. Hitt et al., (2011), on decentralization, initiatives, and self-monitoring of staff results to work and independence. If an organization adopts self-centered behavior, it can make the organization stand out. Employees may be motivated to innovate and excel in their units to excel at other units. The time spent by employees in the organization, in addition to personal skills, knowledge and experience, can play a role in the organization's ability to allow individuals to be independent. The manager / managers can allow the manager to obtain a degree of independence due to previous performance and trust-based work relationships in individual employees or managers.

Business owners enjoy higher autonomy and higher satisfaction as a result appears to suggest that they successfully navigate tensions. Moreover, there is an assumption among entrepreneurship researchers that autonomy comes automatically with business ownership. For example, (Lumpkin & Dess, 1996) posit: “In a firm where the primary decision-maker is the owner/manager, autonomy is implied by the rights of ownership. When linking the autonomy experience and its challenges to theories in Work and Organizational Psychology, a parallel can be seen with the job demands control model
(Karasek, 1979) and later iterations such as the job demands resources model (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). These are occupational stress models studying ratios of levels of demands on the one hand and levels of control or resources on the other, the key idea being that control or resources cushion the impact of demands on job strain (Bakker & Demerouti, 2007; Kain & Jex, 2010). Although these models have been formulated for employees rather than entrepreneurs, the entrepreneur also balances autonomy and stakeholder demands. However, there are also qualitative differences. One is that, for employees, the degree of assigned autonomy is part of their job description. In contrast, entrepreneurs have no fixed job description and can decide which tasks to outsource and which to do by themselves. Moreover, although employees can proactively strive to increase their autonomy (Grant & Parker, 2009; Wrzesniewski & Dutton, 2001), it is negotiated mostly within the organization versus colleagues and entities above, below, or at equal level in the organizational hierarchy.

For entrepreneurs, autonomy is more established vis-à-vis the outside world. Within teams of business partners, there can be autonomy conflicts between team members and autonomy tensions can also arise in relation to employees. However, much autonomy related tensions involve stakeholders outside the organization, such as customers, competitors, suppliers, and financers or investors. And when dealing with these external pressures, entrepreneurs cannot defend themselves by pointing out formal responsibilities associated with a job description or invoke layers higher in the hierarchy for help because the entrepreneurs are at the top of the hierarchy. Finally, the challenges noted by (Van Gelderen & Jansen, 2006) are often directed at the decision rights themselves. For example, if a powerful investor, supplier, or customer applies pressure in renegotiating a contract, the autonomous employee may be authorized to make a decision, but the entrepreneur can potentially experience the renegotiation itself as an infringement of autonomy. Therefore, the challenges suggested by (Van Gelderen & Jansen, 2006) are perhaps better characterized as autonomy demands than as job demands.

Independent individuals might not necessarily be associated with positive associations in certain contexts. Research has indicated that individuals with a high need for
independence are also associated with certain negative behaviors (Deakins & Freel, 2012; Callaghan, 2009). Persons with extreme need for autonomy are associated with a preference for working on their own, control over the workplace, and tend to oppose excessive rules and procedures”. According to (Porter et al., 2003), research shows that performance for individuals with a high level of need for autonomy is contingent on participation in the determination of tasks. The response of individuals with a high need for autonomy to external pressures for conformity in terms of group norms has also been shown to not be positive. Enterprises levels of autonomy may depend on the firm size or management style.

Autonomy is implied by the rights of ownership in a firm which the primary decision maker is the owner/manager (Lumpkin & Dess, 1996; Callaghan, 2009). The level of autonomy in this research is tested with regard to the individual women, who are autonomous.

2.4 The Effect of Risk-Taking on the Sustainability of Women Owned Enterprises
The concept of risk has always been related to entrepreneurship. The early definition of entrepreneurship focused on the business risks that entrepreneurs are prepared to participate in. Lumpkin and Dess (1996), Oscar (2013) identified unknown risks as generally accepted risk definitions, although it may be difficult to quantify them. This is because, in addition to currency risk, psychological and social risks are usually involved. Other studies have shown that entrepreneurs are more at risk to non-entrepreneurs and are generally considered to be at greater risk than non-entrepreneurs because entrepreneurs face a range of unorganized surprises, (Oscar, 2013).

Risk taking is also seen as a trend for risk projects (Miller, 1983, Covin & Miller, 2014). Better performing companies are also expected to enjoy higher risk. These authors also stress that risk trends can be defined as risk-taking or avoidance trends and are individual characteristics. The positive relationship between risk taking and individual risk decisions is expected to be channeled into an organization through the Senior Management Team. While there are many ways to visualize risks mentioned in (Oscar et al., 2013), describe business perceptions of risks as uncertainties related to the possible outcomes of a series of actions or actions. Risk taking depends on risk appetite and risk perception. In other words, the higher the tendency for risk, the less concern about risk or risk.
Robert Lawson (1985), identify three types of risks, social risks or market risks (i.e., when the market collapses or investment performance declines, even if the quality of the investment remains the same). The risk of cash - usually caused by the phenomenon of inflation: inflation that reduces the value of money, that is, the purchasing power of money, causes companies to spend more money on the distribution of their products or services, thereby negatively affecting the level of profit and the psychological risk associated with the debtor's ability to meet or fulfill the ability to repay the obligation, thereby weakening the company's liquidity and therefore its performance. Risk taking refers to taking bold steps such as getting involved in the regulation of unknown and new market trends (Wiklund & Shepherd, 2015). It can also be connected to a large resource allocated to a project, a potential and opportunity that is eager to have high cost failures there (KEH & Wu Zhenghe, 2007).

Firms that adopt an EO with high-risk commitments such as, large amounts of debt or large amounts of resources in the project tend to generate significant returns based on opportunities. In the process of market opportunities, the risk bias to focus on action to take bold measures such as, if the projects in the markets are unknown, as companies are a proven result of investing a lot of resources, tend to borrow heavily hoping to get high returns (Dess et al., 2007) Still believe that managers and organizations face three risks: taking business risks (taking the unknown without knowing the probability of success). Taking financial risks (i.e, the company needs to borrow a lot or do most of the resources to achieve growth). Individuals risk (i.e management takes the risk of supporting strategic actions). Therefore, when seeking organizational innovation, strategic innovation and venture capital efforts as part of an organization's development strategy, organizations can make significant commitments to resources through decision-making and action in an uncertain context and without knowing what to do the consequences of their decisions and actions will be to follow the path of taking risks.

The standard statement is that taking risk is one of the three key elements of EO, which is a factor in improving a company's profitability (Miller, 1983; Miller & Le Bruton-Miller, 2011). This is related to the willingness of managers to act boldly and decisively in the face of uncertainty. However, we can say that this is different in emerging markets in the East. (Khana & Yafi, 2007; Wang, 2004) means that although potential
project returns may be high, downside risks are also high, as companies are less dependent on external financing in the event that risk strategies cause temporary shocks to cash flows. In addition, due to the lack of a well-performing insurance market and related financial products, these negative risks are relatively higher than those of Western market economies. This can prevent Eastern companies from hedging these risks. In addition, in India, for example, although interest rates in the foreign exchange market and derivatives markets have increased, it is still in its infancy according to global standards (Gopinath, 2010).

Excessive attention to the company's long-term survival may discourage venture capital for companies, as high-risk companies may cause financial losses. Concerns about property control may also prevent companies from hiring outside experts and professionals to keep the company away from reasonable risk. Zahra (2015) believes that the risk of entrepreneurship is influenced by many factors and the reasons for supporting these different perspectives are multifaceted. Because of the unique characteristics of these people, entrepreneurial efforts are often associated with entrepreneurs. For example, because of their vast experience in industrial and international business, business owners can manage their unusual overseas markets by setting up branch offices and appointing agents for the family. In this process, the personal nature of entrepreneurs plays an important role.

Business access related to family control has also been identified. For example, the company's founders may encourage the younger generation to sponsor potential successors to launch new businesses. In the long run, business activities may benefit from this human capital investment. Becker and Sincola (2014) argue that risk preparation puts a lot of resources into the project with high costs and potential failure opportunities. In this category, (Kuratko, 2017) include smaller companies that are more vulnerable to natural disasters and external shocks than large companies. They have a limited range of risk management mechanisms available, and their informality prevents them from participating in risk management programs. The poor have no access to official credit, leading to the emergence of microfinance institutions. Murdoch (2010) assumes that funds have been provided to unsecured collateral but are jointly
responsible. Shared responsibility is an aspect of risk allocation that reduces the level of risk for financial providers.

Reviewing the literature, especially those relating to risk, agency and altruism, (Burgleman, 2016) identified a number of variables that may affect the company's exposure to risk. These variables include entrepreneurial parameters such as the educational background of the owner manager, industrial tenure, age and family-related factors such as family equity shares and household control generation. Emerging companies are typically characterized by a single dominant owner. Owner managers think independently and are committed to the survival and prosperity of the company, who manage the company independently, without paying attention to the input of others. Owners' impact on business strategy and development processes is often consistent and long-term.

Literacy in the projects it owns only recognizes that owner managers (Anderson & Reeb, 2013; Sharma, 2014) have an influence on business culture, organizational values and beliefs. Family business managers are usually entrepreneurs with special technical and managerial skills. Because of its official location, it can organize resources and initiatives to build and maintain a competitive advantage. Baker (2009) claims that the level of education of entrepreneurs is the most important variable in distinguishing the intensity of an enterprise's risk. Entrepreneurs with better education are more likely to demonstrate greater access, the ability to absorb and transform knowledge and the generation of initiatives and understanding of strategic business processes. Baker (2009) believes that they also tend to develop formal procedures when manipulating business processes, which will reduce the losses that may occur during the risk-taking process. With knowledge and strategy, their companies can move forward on the entrepreneurial platform.

Industrial holding of entrepreneurs is associated with risk (Sikaran, 2010). Long-term industrial tenure allows entrepreneurs to identify the value of pilot projects and motivate them to lead the venture. In the long term, industrial systems will provide entrepreneurs with opportunities to strengthen their industrial networks. In an emerging company, the enterprise network is usually similar to the owner's personal network.
This is especially true during the startup phase. "Businessmen often build personal networks with long-term relationships with trusted families, colleagues, accountants, clients, local politicians, suppliers, or banks," noted (Burglmann, 2016). Through online interaction, companies can gather valuable information that is critical to the success of a business and sharing scarce resources with other companies. Coleman (2014) pointed out that excellent network companies have greater chances of survival than network companies with weak networks. In addition, long-term industrial tenure will enable entrepreneurs to accumulate industrial expertise and experience in the field of adventure. Coleman (2014) added that before adventurism, experienced entrepreneurs tended to conduct detailed market research, assess the pros and cons associated with it, rationalize the logic, and then determine the overall plan. Therefore, if unfortunate, the risk taken will be calculated and moderated and the losses will be lower.

Entrepreneurial age is a prerequisite for entrepreneurship risk in literature (Coleman, 2014), and the link between age and risk is often negative. In general, young entrepreneurs are interested in achieving themselves and succeeding through business ventures, such as investing in new markets, launching new products and developing new products / services. Any success in the adventure will increase the confidence and enthusiasm of young managers in enhancing their position and reputation inside and outside the company. For business leaders (Coleman, 2014) argue that they may be more cautious because of lessons learned from management practices. They may also be interested in risk, but the frequency and level of risk is lower than that of young managers. The risk exposures expressed by (Wickland & Shepard 2015) include exploring the unknown and new market characteristics of the growth path of MFIs, including providing credit to financially marginalized groups. The study examines risk appetite from an administrative perspective by risking access to an untapped market that is considered risky and unpredictable.

2.5 The Effect of Competitiveness on the Sustainability of Women Owned Enterprises

Positive competitiveness means that the company strives to outperform its competitors. The company's goal is to challenge its competitors directly and intensively to achieve entry or improvement of the site to outperform competitors in the industry's market. This response is characterized by confrontation or interaction (Deakins & Freel, 2012).
Competitive aggression as an aspect of entrepreneurship leads to an intensity and follows the attitude that new participants often need to compete with current competitors. Unlike subsidies related to market opportunities, competitive radicality refers to the relationship between firms and competitors, the response to trends and the market demand for competitors (Deakins & Freel, 2012; Lumpkin & Dess, 1996).

Becker and Sincola (2014) argue that risk preparation puts a lot of resources into the project, with high costs and potential failure opportunities. In this category, (Kuratko, 2017) include smaller companies that are more vulnerable to natural disasters and external shocks than large companies. They have a limited range of risk management mechanisms available, and their informality prevents them from participating in risk management programs. The poor have no access to official credit, leading to the emergence of microfinance institutions. Murdoch (2010) assumes that funds have been provided to unsecured collateral but are jointly responsible. Shared responsibility is an aspect of risk allocation that reduces the level of risk for financial providers.

Lumpkin and Dess (1996) emphasize that extreme competition is an important aspect of leadership. This means that a feature of the company is that it tends to face direct and powerful competitors, challenge competitors and overcome them in the market. These include low prices, discrimination and vulnerability to competitors (Lumpkin & Dess, 1996), marketing strategies, product services, quality, promotions, advertising or manufacturing capabilities that exceed competitors (Oscar, 2013). In addition, the organization shows a clear strategic focus "to strike competition" in the pursuit of positive growth. The company's strategy to promote very little success of this sales-oriented strategy in fact, hindered the success of the market (Wang, 2008) in the long-term.

According to (Nonaka & Takeuchi, 1995), Japanese companies are still a mystery to most managers in the Western world today. Not because they are very effective or free. However, it has slowly improved and its position is certainly in the international market and international competition environment, it does not support their success on the staff and the management of their production concepts, such as seniority systems, low-cost source of capital, employees and customer cooperation relationships, but on the skills of creating organizational knowledge and experience, for example, the company as a
whole to create new knowledge of efficiency is disseminated throughout Organization and embodied in production systems and services. It involves a unique and innovative approach in a continuous, progressive and logical manner (Nonaka & Takeuchi, 1995). Given the future through external and market forecasting, technology, products, changes in competition, troubled and troubled times of customers, competitors, government agencies and analysts gather information, to participate in innovation and adaptation to achieve continuous innovation. Gain competitive advantage in the market.

Work experience and training means the knowledge or skills acquired in a particular job over time.

According to (Nonaka & Takeuchi 1995), Japanese companies remain a mystery to most managers in the Western world today. Not because they are very effective or liberated. However, they have made progress in the international market and the international competitive environment. They are successful in producing and managing people, such as the Qualifications System, cheap capital, and the source of ideas that do not depend on the relationship between employees and customers, but in terms of skills and expertise in the creative organization, such as the company's ability to create as a whole Knowledge and dissemination throughout the organization and in production systems and services. It is based on a continuous, progressive and spiral form with a unique and innovative approach (Nonaka & Takeuchi, 1995). This is by looking outward and achieving continuous innovation in the future, anticipating changes in the market, technology, products, competitive landscape, and collecting uncertainties and turbulence in the era, from customers, competitors, government agencies and analysts. Information and participation in innovation and adaptation to gain a competitive advantage in the market, work experience and training demonstrate the knowledge or skills acquired in a particular job over time.

According to reports, due to the lack of paid employment, especially women, entrepreneurs in developing countries lack experience in business and literature believes that business experience is one of the most important features of entrepreneurship (Antoncic, 2016), supports at least three Years of business experience are sufficient to evaluate a businessman (Antoncic, 2016; Carter & Shaw, 2016; Kuzilwa, 2015; Salman, 2009). Most entrepreneurs in developing countries lack
training, especially women (Galbraith, 2008; IFC, 2007). Entrepreneurship is an important source of human capital development and provides individuals with opportunities to improve their skills, attitudes and abilities. Play a key role (Galbraith, 2008). Training is essential for entrepreneurs because it provides skills and expertise for business growth and performance (Akanji, 2006; Cheston & Kuhn, 2002; Kuzilwa, 2002; 2005).

Self-efficacy shows an organization personality because it faces serious attitudes, abilities, willingness and self-confidence in entrepreneurship as entrepreneurship revolves around risk. As discussed in the early part of this paper, behavioral behavior involves the degree to which the individual has a favorable or unfavorable behavioral assessment (Ajzen, 1991). Converting entrepreneurs' intentions to entrepreneurship depends on the entrepreneur's personality and ability (Majumdar, 2008). Considerable research, such as (Crisp & Turner, 2017), has found that behavioral behavior and behavioral intentions are positively correlated; behavioral behavior leads to an intention to eventually lead to actual behavior (Ajzen, 1991). Trust is also linked to company behavior. For example, self-confidence has had a modest impact on Nigeria's access to credit, and the relationship between entrepreneurial opportunities and entrepreneurial sales (Ekpe, 2011).

Many authors evaluating entrepreneurial research have concluded that there is no universally accepted theory because there is no consensus on major issues (Gregoire et al., 2016). Although the entrepreneurial field involves core conceptual issues, its development is more promising in some areas. This is the case for people who study the concept of leadership (EO). In the past three decades, EO has become a core concept of entrepreneurship and strategic research, with considerable attention both theoretically and experimentally (Covin, Green & Slevin, 2016). Miller (1983); Covin & Selvin (1991) believe that the initial contributions of (Lumpkin & Dess 1996) inspired research on EO; however, there are still many problems in the study of this concept, that is, EO refers to providing the strategy development process for business decision making and action based (Wiklund & Shepherd, 2003). The EO standard has been developed based on previous work on strategic development and entrepreneurship. However, (Miller, 2011) believes that positive, creative and risk are only the only aspects of entrepreneurship. Lumpkin and Dess (1996) developed this
structure from the original (Miller, 2011) theory by combining positive competitiveness and independence. The original entrepreneurial theory: The emerging company is a company that innovates in the product market, takes on venture capital and is the first to propose positive innovation and beat competitors. A non-commercial company is a company with few innovations, high risks and imitating competitors rather than trends. This is the temporary entrepreneurial spirit of the three variables combined weights (Miller, 2011; Mahmoud & Hanafi, 2013; Dickens & Frayl, 2012).

Entrepreneurs believe that aggression is not always positive. Businesses can be very active, damaging their reputation and losing goodwill. Competitive radicalism is the most appropriate strategy. The current complex competitive environment and complexity come from different dimensions, making short-term or long-term decisions critical to maintaining the competitiveness of small businesses. For example, the introduction of new technologies or changes in consumer demand may require companies to increase their competitiveness to remain competitive (Lumpkin, Brigham & Moss, 2010). Because these changes are costly and risky, they can undermine financial security or threaten the company's reputation. In addition, some short-term decisions must be a long-term precedent. For example, investment opportunities may require rapid decision making without over-analysing their long-term consequences.

Identify opportunities to innovate and benefit from products and processes (Webb, 2009). Practical innovations enable companies to take advantage of opportunities more effectively while meeting product innovations in markets that need or create new and more effective demand (Webb, 2009). This study identifies innovation in products and processes as key competitive tools that can meet the needs of the market or create new needs while providing a process that helps the program succeed.

Miller's (1993) survey of 135 Canadian companies examined the impact of the external environment on entrepreneurial behavior, the environment became more difficult for more business. There is a direct relationship between environmental enmity and leadership orientation. Companies in harsh environments are trying to deal with external challenges and remain profitable. The main advantage of hostile environments is competition intensity (Miller, 1993). Companies in such an environment will participate in the decline of major competitors. Environmental enmity was studied as
an intermediary of performance relationships in the EO (Zahra & Covin, 2015). They say that innovation can have a negative impact in a hostile environment where fierce competition and scarce resources. Miller (1993) studied the impact of the external environment on strong entrepreneurial behavior in the results of 135 Canadian companies, assuming that the environment is more aggressive, the more active the activity. There is a positive relationship between environmental enmity and leadership. Companies are struggling in a harsh business environment to overcome external challenges and remain profitable. The main advantage of hostile environments is competition intensity (Miller, 1993). Companies in such an environment will participate in the development of competitors. As director of the performance relationship with employers' organizations, environmental enmity was studied (Zahra & Covin, 2015). They believe that innovation can have a negative impact in a hostile environment where fierce competition and scarce resources. On the other hand, (Sliven, 1989) argue that in a dynamic and hostile environment, the relationship between the EO and the company's performance is more positive, and companies need to use innovation to stay ahead of their competitors. The contradictory results reinforce the fact that, in a leading company, not all aspects of EO are necessarily at the same level. Rauch (2009) agrees that independent EO has a different connection to the performance of the company. Lumpkin and Dess (2001) believes that the company intends to take positive action and take the position of competitors, so the company's competitive process has two metrics. Decisions to take action may be severely affected by many factors, especially on the external environment. However, the owner / manager's recognition of the opportunity may be due to the belief that the organization is capable of achieving the desired result.

According to (Nonaka & Takuechi, 1995), Japanese companies remain a mystery to most managers in the Western world today. Not because they are very effective or liberated. However, they have made progress in the international market and the international competitive environment. They are successful in producing and managing people, such as the Qualifications System, cheap capital, and the source of ideas that do not depend on the relationship between employees and customers, but in terms of skills and expertise in the creative organization, such as the company's ability to create knowledge and dissemination throughout the organization and in production systems
and services. It is based on a continuous, progressive and spiral form with a unique and innovative approach (Nonaka & Takeuchi, 1995). This is by looking outward and achieving continuous innovation in the future, anticipating changes in the market, technology, products, competitive landscape, and collecting uncertainties and turbulence in the era, from customers, competitors, government agencies and analysts.

2.6 Chapter Summary
The literature reviewed in the chapter has offered a vivid understanding of entrepreneurial orientation and sustainability of enterprises. The effect of the concepts; innovativeness, autonomy, risk-taking and competitiveness have been reviewed in relation to past studies. The next chapter provides a detailed description of the methods and procedures that the study utilized to develop its research design, select a sample, collect and analyze data.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
Chapter three covers collection data procedures and methods of analysis used to carry out fieldwork on the thesis. The methods of data collection processes, analysis as well as tools used in the exercise are clearly laid out. Other features of research methodology that will be observed at in this chapter include the population, research design and sampling techniques, data research procedures, collection methods, and methods for the data analysis.

3.2 Research Design
According to (Cooper & Schindler, 2011) a research design is a scheme for satisfying purposes and responding to questions. It refers to the overall strategy that is used to assimilate the different mechanisms of the study in a comprehensible and logical way, in order to commendably address the research problem. This study implemented a descriptive study design. According to (Cresswell, 2013), a descriptive survey research design is used when in quest of aiming to collect information, review, present and interpret it with the aim of clarification. Descriptive survey research is used to achieve information concerning the current status of the occurrences and to define "what exists" with respect to variables under investigation or circumstances in a condition. This design was therefore selected as the study search for opinions, personal views, perceptions and attitudes about innovative coordination and sustainability of enterprises owned by women in Tharaka Nithi County, Kenya.

3.3 Population and Sampling

3.3.1 Population
A population is well-defined as the totality of sets of cases, individuals or objects with some similar recognizable characteristics, (Mugenda & Mugenda, 2003). The study population will be women businesspersons from Tharaka Nithi County. According to Tharaka Nithi County Reports (2017), there are over15, 000 SMEs operating under women out of whom 9,898 are fully registered SMEs under women enterprise fund. This made the target population whereby, the researcher chose the respondents from
the various categorized regions of Chuka/Igamba-ng’ombe, Chogoria, Kathwana and Marimanti using random sampling. The researcher targeted the management, supervisors or senior staff. According to (Cooper & Schindler 2011), the population of target refers to the individual contributor or object on which the measurement is taken. The population comprised of all the women entrepreneurs in Tharaka Nithi County.

**Table 3.1: Population**

<table>
<thead>
<tr>
<th>Region</th>
<th>Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chuka</td>
<td>2,936</td>
</tr>
<tr>
<td>Igamba-ng’ombe,</td>
<td>1,973</td>
</tr>
<tr>
<td>Chogoria</td>
<td>1,977</td>
</tr>
<tr>
<td>Kathwana</td>
<td>1,678</td>
</tr>
<tr>
<td>Marimanti</td>
<td>1,334</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>9,898</strong></td>
</tr>
</tbody>
</table>

Source: Tharaka Nithi County Reports (2017)

### 3.3.2 Sampling Design and Sample Size

Sampling design is the process whereby individual observations from a population of interest are selected so that by studying the selected sample, the researcher may justly simplify outcomes back to the population from which they were picked from (Orodho, 2007). According to (Deming, 2010) Sampling retains the possibility of a better cross-examining, more thorough research, better organization and better handling of the information obtained than is likely with the population.

#### 3.3.2.1 Sampling Frame

Since proper design, philosophy and approach have been set up, the following demonstrates how data will be collected and processed. The sampling frame therefore exhibits a list of participants of the population under research from which a sample will be drawn (Bryman & Bell, 2007). According to (Denscombe, 2007) a good sampling frame should be complete, relevant, up-to-date and precise. Since the questionnaire covered a premeditated management topic and only addressed women, the chosen sampling frame was therefore precise, relevant and up-to-date.

#### 3.3.2.2 Sampling Technique

Since it was not probable for the researcher to give the respondents the equivalent chance of being selected relative to their ratio within the total population (Denscombe, 2007) probability sampling in terms of systematic, random or stratified sampling was
used since a list of the population in terms of the registered women-owned businesses was accessible from the county offices of Tharaka Nithi.

3.3.2.3 Sample Size

Sample size is a determinate part of a statistical population whose characteristics are studied to achieve information about the whole. Sample size is a significant feature of any research study in which the objective is to make interpretations about a population from a sample. Making inferences about the population entails that the sample be free from errors. It is maintained that the larger the samples size relative to the population, the smaller the error magnitude. On the other hand, for small population it is practical, feasible and sometimes appropriate to examine every unit of the population.

The sample size in our study was obtained using Yamane formula (1967);

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

\(n\) = Desired sample size
\(e\) = margin error/precision level (it could be 0.10, 0.05 or 0.01)
\(N\) = population under study

In this study sample size was at a precision level of 10% (e=0.1). Therefore, the desired sample size was:

\[
N = \frac{9898}{1 + 9898 (0.1)^2} = 99
\]

<table>
<thead>
<tr>
<th>Table 3.2: Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population</td>
</tr>
<tr>
<td>Chuka</td>
</tr>
<tr>
<td>Igamba-ng’ombe,</td>
</tr>
<tr>
<td>Chogoria</td>
</tr>
<tr>
<td>Kathwana</td>
</tr>
<tr>
<td>Marimanti</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

Source: Tharaka Nithi County Reports (2017)
According to (Nachmias & Nachmias, 1996), when the population is less than 200 units, it is indispensable to ponder census survey. A census is a study of each and every unit belonging to a population. It is well-known as complete enumeration of units. A complete study of population minimizes selection bias and achieves a higher degree of accuracy about the population.

3.4 Data Collection Methods
Data collection methods refer to the process of gathering data after the researcher has identified the types of information required for the research. For the purpose of this research, data was collected using structured questionnaires. A questionnaire is a set of questions that are carefully designed and given in exactly the same form to a group of people in order to gather data about some topic which is of interest to the researcher. Questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments as well as experiences of individuals (Orodho, 2005). Mugenda and Mugenda (2003), refers to structured questionnaires as questions which are accompanied by a list of all possible alternatives from which the respondents select the answer that best describe their situation. Orodho and Kombo (2002) state that, such questions are easier to analyze because they are in the immediate usable form.

3.5 Research Procedure
Prior to undertaking the study, the researcher got a permit from the graduate school and County Minister in charge of Trade. A research permit was then obtained from The National Council for Science and Technology giving authority for data collection. Reliability refers to the degree at which results of a study are consistent over time and a precise depiction of the total population under study. Joppe (2000), states that a research instrument is considered to be reliable if the outcome of the study can be replicated under similar research methodology. In our study, a pilot study will be done. Piloting is important as it reveals questions that would be unclear thereby allowing for reviewing and revision so that the questions can convey the same meaning to all the respondents.

The pilot sample consisted of ten respondents from the neighboring Meru County. The researcher presented the questionnaires personally to the respondents. This was
employed in order to determine the coefficient of internal consistency and the reliability coefficient whose value varies between 0.00 (indicating zero reliability) and +1.00 (indicating perfect reliability). To ensure reliability, the researcher will use split-half technique to calculate reliability coefficient (Spearman-Brown coefficient formulae) which will be found to be within the recommended reliability coefficient of 0.6-1 (Nachmias & Nachmias 1996). \[ \text{Or } \text{Re} = \frac{r}{(1 + r)} \quad \text{where } \text{Re} = \text{reliability of the original test} \]

\[ r = \text{reliability of the coefficient resulting from correlating the scores of the odd items with the scores of the even items.} \]

A coefficient of 0.60 is considered adequate but a coefficient of 0.80 is good.

The table terms all four variables to be reliable as their dependability values surpassed the approved threshold of 0.6 with a mean score of 0.816.

**Table 3.3: Reliability Analysis**

<table>
<thead>
<tr>
<th>Scale</th>
<th>Cronbach's Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovativeness on sustainability</td>
<td>0.605</td>
<td>12</td>
</tr>
<tr>
<td>Autonomy on sustainability</td>
<td>0.910</td>
<td>6</td>
</tr>
<tr>
<td>Risk-taking on sustainability</td>
<td>0.774</td>
<td>11</td>
</tr>
<tr>
<td>Competitive aggressiveness on</td>
<td>0.950</td>
<td>8</td>
</tr>
<tr>
<td>sustainability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business sustainability</td>
<td>0.791</td>
<td>10</td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>0.806</strong></td>
<td><strong>9</strong></td>
</tr>
</tbody>
</table>

**Source: (Researcher 2018)**

The proceeding section of this chapter, study findings together with relevant discussions are presented, starting with the requisite demographic information of respondents.

Validity determines the level at which a research instrument measures that which it is designed to measure and the truthfulness of the research outcome. It tests whether the research instrument allows the researcher to measure what he sets out to measure. Validity is also determined by posing a number of questions where upon the researcher seeks for answers to his/her questions in the research of others. If the validity or trustworthiness can be optimized or verified, then a more reliable and defendable result will lead to high quality result and generalizability. This preceded the actual research
on the population of women entrepreneurs in Tharaka Nithi County. Some modifications were done to the wording of the questionnaires that were used in the actual data collection based on the outcome of the pilot study. Pretesting of the questionnaire proved important during the survey. This helped in avoiding any ambiguity, confusion or potentially offensive questions to the respondents that may result in prejudiced answers. This helped in increasing validity of the research instruments.

Ethical issues denote conduct that guides the researcher’s behavior in the process of carrying out the research (Mugenda and Mugenda, 2003). The ethical concerns arising from being in possession of information from the women owned businesses and the respondents were addressed by maintaining high level confidentiality of the information volunteered in addition to using the information solely for the purpose of this research study. In order to avoid any doubt among the respondents as to what purpose the information they avail is used for, the researcher explained to the respondents the purpose of the research. All the personal details were limited to general information.

3.6 Data Analysis Methods

Raw data obtained from the field is difficult to interpret and should be cleaned, coded and key punched into a computer for purposes of analysis (Mugenda & Mugenda, 2003). Quantitative data collected was edited, coded, classified and tabulated with regard to the type and source. During the editing process, the researcher carefully scrutinized the raw data collected from all the respondents with a key objective of ensuring that it was accurately, uniformly and completely entered. The edited data was then coded according to the research themes. According to (Cooper & Schindler 2011) the reason for data analysis is to synthesize gathered data to manageable size, applying statistical methods, establishing summaries and seeking trends and tendencies. The data was analysed using Statistical Package for Social Sciences (SPSS). The analysis entailed computation of descriptive statistics (frequencies and percentages). Qualitative data collected through key informant interviews was analyzed mathematically. Other methods like content analysis, direct quotations and selected comments from the informants were used to present the findings. Verbatim quotes were used and other languages that were used were translated into English.
Regression analysis is utilized to investigate the relationship between a range of variables, including an error term, whereby a dependent variable is expressed as a combination of independent or explanatory variables, and “the unknown parameters in the model are estimated, using observed values of the dependent and explanatory variables” (Cooper & Schindler, 2011). The following represents the regression equation, according to the general model that was used to represent the relationship between the dependent variable (Y) as a linear function of the independent variables (X’s), with \( \varepsilon \) representing the error term (Cooper & Schindler, 2006):

The regression model took the following form:

\[
\gamma = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon
\]

Whereby
- \( \gamma \) = Sustainability of women owned enterprises
- \( X_1 \) = Autonomy
- \( X_2 \) = Innovativeness
- \( X_3 \) = Risk-taking
- \( X_4 \) = Competitiveness
- \( \varepsilon \) = Error term and \( \beta_0, \beta_1, \beta_2, \beta_3 \) is the regression equation coefficients for each of the variables discussed.

### 3.7 Chapter Summary

Chapter discussed the methodological research that has been used in our study. It highlights the design of our research the target population and sampling design, the data collection methods that were used to acquire data for this study, the research procedure and data analysis methods that were used. The sampling technique and the sampling frame, and sample size were also discussed in the chapter.
CHAPTER FOUR

4.0 DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction
Chapter four present findings of research on entrepreneurial orientation and the sustainability of women owned enterprises in Tharaka Nithi County, Kenya. The chapter begins by giving the response rate of the respondents, followed by their profiles and then the findings on the sustainability of these enterprises. Descriptive statistics are then presented according to the objectives of the study followed by inferential statistics to the study. Results are presented using tables, charts as well as graphs with the intention of developing a pattern.

4.2 Response Rate
The study targeted 99 respondents, 82 respondents completed and gave back their questionnaire which registered a response rate of 83%. This was considered quite excellent for analysis of data and generalization of findings as per the target population. The statistical authors have recommended a response rate of at least 50% to be adequate. The response rate was therefore fit enough for carrying out study examination.

Table 4.1 Response Rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>82</td>
<td>83</td>
</tr>
<tr>
<td>Did not respond</td>
<td>17</td>
<td>17</td>
</tr>
<tr>
<td>Total</td>
<td>99</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Researcher (2018)

4.3 Demographic Information
Earlier to data analysis on specified areas of the specific objectives, the study preliminarily examined the critical contextual information to form foundation for consequent inferences. The specific data comprised of the respondents’; age bracket, level of education, gender and respondent’s position as per the firm.
4.3.1 Gender of the Respondents

The distribution of the defendants as per gender is shown in Figure 4.1. The findings show that the most 83% of the respondents were female while 17% were male. Female respondents were the majority. This implies that the results could be relied upon as the targeted respondents were actually reached.

![Figure 4.1: Gender of the Respondents](image)

4.3.2 Age Distribution

The respondents’ age was grouped into categories as presented in figure 4.2 and the respondents were required to tick appropriately from the analysis, 34% of the respondents were 31-35 years, 22% were 26-30 years, 18% were above 50 years and 36-40 years each, 4% were 18-25 years, 2% were 46-50 years and 1% were 41-45 years. This implies that even though majority of the respondents were above 31 years old, the responses emanated from a varied age group thereby providing diverse information for the study.

![Figure 4.2: Age of the Respondents](image)
4.2.3 Highest Level of Education

Respondents were enquired on their level of education attained and the outcome were as represented in Figure 4.3. As for the educational level of the respondents, majority 35% indicated high school, 34% indicated undergraduate, 23% indicated graduate and 7% indicated primary level. Those with a high school level were the majority. These findings show that respondents who had attained varying levels of education engage in entrepreneurial activities in Tharaka Nithi. Additionally, information provided for this study was enriched by perspectives of respondents with diverse levels of education.

![Figure 4.3: Level of Education](image)

4.3.3 Designation in the Firm

The respondents were enquired on their designation in business and the outcomes are demonstrated in Figure 4.4 below. The outcomes of the analysis disclosed that, 48% of respondents were business owners, 20% are the managers, 15% are the directors, 9% are employees and business partners respectively, as well as1% are the supervisors. This implies that the targeted designators were reached with most of the respondents being entrepreneurs.
4.4 Descriptive Statistics

The main objective to our study was to examine effect of business orientation on sustainability of women entrepreneurs in Tharaka Nithi County, Kenya. Descriptive results of the study are therefore obtained from this particular section. The respondents were asked to give information concerning the four dimensions of entrepreneurial orientation (innovation, risk-taking, competitive aggressiveness, autonomy) and enterprise sustainability. The study used the measure of central tendency of the mean and that of dispersion of standard deviation on summarizing the features of the variables examined. Each variable is discussed separately and the responses are presented in a table followed by discussions.

4.4.1 Effects of Innovativeness to the Sustainability of Women Owned Enterprises

The first objective to our study was to find out the effects of innovativeness on women businesses sustainability in Tharaka Nithi County. The results in table 4.2 indicate 46% of the respondents settled to a moderate extent that their firm designs its own unique new methods of operations to remain competitive. 49% agreed to a moderate extent as their firm borrows unique approaches used by other firms in the market in seeking to attract and serve customers better. 45% of the respondents approved to a great extent that their firm is creative in its methods of operations for competitiveness. 55% settled to a great extent that teams and individual employees pursuing opportunities always obtain approval from their managers before making decisions. 40% agreed to a great
extent that they are often first to take initiative in every situation to which our competitors then respond to in our industry. 48% agreed to a great extent that their firm often introduces new products and services and processes. 49% agreed on a great extent that their firm is intricate actively in introducing developments and innovations to our business. 48% approved to a great extent that changes in our product/services and processes are often quite dramatic. 46% agreed to a great extent that their firm often develop creative solutions to difficult problems. 43% agreed to a great extent that their businesses often have strong intentions to stimulating creativity and investigation. 46% agreed to a great extent that their firm often support creativity and investigation in introducing new products. 42% agreed to a great extent that their firm often emboldens incremental developments in products and services.
**Table 4.4: Effects of Innovativeness on the Sustainability of Women Owned Enterprises**

<table>
<thead>
<tr>
<th>Code</th>
<th>Innovativeness</th>
<th>VLE (%)</th>
<th>LE (%)</th>
<th>ME (%)</th>
<th>GE (%)</th>
<th>VGE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I1</td>
<td>Our firm designs its own unique new methods of operations to remain competitive</td>
<td>1</td>
<td>18</td>
<td>46</td>
<td>26</td>
<td>9</td>
</tr>
<tr>
<td>I2</td>
<td>Our firm borrows unique approaches used by other firms in the market in seeking to attract and serve customers better</td>
<td>1</td>
<td>11</td>
<td>49</td>
<td>28</td>
<td>11</td>
</tr>
<tr>
<td>I3</td>
<td>Our firm is creative in its methods of operations for competitiveness</td>
<td>1</td>
<td>4</td>
<td>40</td>
<td>45</td>
<td>10</td>
</tr>
<tr>
<td>I4</td>
<td>Teams and individual employees pursuing opportunities always obtain approval from their managers before making decisions</td>
<td>1</td>
<td>1</td>
<td>33</td>
<td>55</td>
<td>10</td>
</tr>
<tr>
<td>I5</td>
<td>We are often first to take initiative in every condition to which our contenders then react to in our industry</td>
<td>6</td>
<td>11</td>
<td>40</td>
<td>40</td>
<td>2</td>
</tr>
<tr>
<td>I6</td>
<td>Often our firm is leading in introducing first-hand products and services and processes</td>
<td>0</td>
<td>5</td>
<td>43</td>
<td>48</td>
<td>5</td>
</tr>
<tr>
<td>I7</td>
<td>Our firm intricate actively in presenting improvements and innovations to our industry</td>
<td>1</td>
<td>7</td>
<td>28</td>
<td>49</td>
<td>15</td>
</tr>
<tr>
<td>I8</td>
<td>Modifications in our product/services and processes are habitually quite histrionic</td>
<td>2</td>
<td>2</td>
<td>34</td>
<td>48</td>
<td>13</td>
</tr>
<tr>
<td>I9</td>
<td>Our firm often advance resourceful solutions to testing problems</td>
<td>1</td>
<td>5</td>
<td>24</td>
<td>46</td>
<td>23</td>
</tr>
<tr>
<td>I10</td>
<td>Our firm often has strong intents to motivating creativity and trialing</td>
<td>2</td>
<td>5</td>
<td>31</td>
<td>43</td>
<td>20</td>
</tr>
<tr>
<td>I11</td>
<td>Our firm often sustain creativity and experimentation in introducing first-hand products</td>
<td>6</td>
<td>6</td>
<td>26</td>
<td>46</td>
<td>16</td>
</tr>
<tr>
<td>I12</td>
<td>Our firm often reassures incremental developments in products and services</td>
<td>5</td>
<td>6</td>
<td>26</td>
<td>42</td>
<td>22</td>
</tr>
</tbody>
</table>

**KEY:** VLE-Very low Extent; LE-Low Extent; ME-Moderate extent; GE-Great extent; VGE-Very great extent
4.4.2 Effects of Autonomy on the Sustainability of Women Owned Enterprises

The next objective to our study was to investigate on the effects of autonomy on the sustainability of women owned enterprises in Tharaka Nithi County. They settled to a great extent that workers are given freedom and independence to decide by themselves on how to do work. 43% agreed to a great extent that workers are given individuality to converse without interference. 48% settled to a great extent that workers are given right and accountability to do the work alone as per the best interests of the business. 45% settled to a great extent that workers have access to all important information.

Table 4.5: Effects of Autonomy on the Sustainability of Women Owned Enterprises

<table>
<thead>
<tr>
<th>Code</th>
<th>Autonomy</th>
<th>VLE (%)</th>
<th>LE (%)</th>
<th>ME (%)</th>
<th>GE (%)</th>
<th>VGE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1</td>
<td>Workers are allowed to act and think without Intrusion</td>
<td>4</td>
<td>5</td>
<td>37</td>
<td>35</td>
<td>20</td>
</tr>
<tr>
<td>A2</td>
<td>Employees execute jobs that permit them to make and initiate changes in the way they implement their work tasks</td>
<td>0</td>
<td>4</td>
<td>42</td>
<td>38</td>
<td>17</td>
</tr>
<tr>
<td>A3</td>
<td>Workers have rights and individuality to decide on their own how to go about doing their work</td>
<td>2</td>
<td>1</td>
<td>38</td>
<td>42</td>
<td>17</td>
</tr>
<tr>
<td>A4</td>
<td>Workers are allowed to converse without Intrusion</td>
<td>4</td>
<td>2</td>
<td>28</td>
<td>43</td>
<td>23</td>
</tr>
<tr>
<td>A5</td>
<td>Workers are given capability and accountability to act by themselves if they think it will be of benefit to the business</td>
<td>0</td>
<td>7</td>
<td>28</td>
<td>48</td>
<td>17</td>
</tr>
<tr>
<td>A6</td>
<td>Workers have admission to all important information</td>
<td>5</td>
<td>6</td>
<td>21</td>
<td>45</td>
<td>23</td>
</tr>
</tbody>
</table>

KEY: VLE- Very low Extent; LE- low Extent; ME- Moderate extent; GE- Great extent; VGE- Very great extent

4.4.3 Effects of Risk-Taking on the Sustainability of Women Owned Enterprises

This objective to our study was to find effects of risk-taking on the sustainability of women owned inventiveness in Tharaka Nithi County. The results in table 4.4 indicate; 35% of the respondents settled to a moderate extent that their firm takes precaution to reduce the likelihood of making exorbitant decisions when confronted with ambiguity.
46% agreed to a great extent that their top directors have a propensity to choose projects of high risk with chances of returns that are very high. 39% agreed to a moderate extent that their top directors have a propensity of choosing low threat projects with common rates of return. 45% agreed on a great extent that employees in their firm are encouraged to take calculated risks with new ideas. 45% settled to a great extent that the workers in their firm are encouraged to take premeditate risks with new ideas. 52% settled to a great extent that their firm implements a valiant, antagonistic posture in order to capitalize on the probability of developing new opportunities. 44% agreed to a great extent that their firm is equipped to expense productivity to achieve market share. 40% settled to a great extent that their firm is always prepared to undertake unidentified first-hand markets. 35% settled to a great extent that their firm is at all times prepared to obligate resources to ventures with ambiguous outcomes. 40% settled to a great extent that their firm has a resilient propensity to adopt new technology without regard risk. 42% of the respondents settled to a great extent that their firm is at all times equipped to capitalize in projects of high-risk.
Table 4.6: Effects of Risk-Taking on the Sustainability of Women Owned Enterprises

<table>
<thead>
<tr>
<th>Code</th>
<th>Risk Taking</th>
<th>VLE (%)</th>
<th>LE (%)</th>
<th>ME (%)</th>
<th>GE (%)</th>
<th>VGE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>RT1</td>
<td>Our firm takes precaution on reducing the likelihood of coming up with pricy choices when confronted with uncertainty.</td>
<td>11</td>
<td>13</td>
<td>35</td>
<td>32</td>
<td>9</td>
</tr>
<tr>
<td>RT2</td>
<td>Our top executives partake a tendency to choose projects that are of high risk with chances of returns that are very high</td>
<td>6</td>
<td>12</td>
<td>28</td>
<td>46</td>
<td>7</td>
</tr>
<tr>
<td>RT3</td>
<td>Our top managers have a tendency of choosing projects with low risk on return that have normal rates</td>
<td>0</td>
<td>5</td>
<td>39</td>
<td>35</td>
<td>21</td>
</tr>
<tr>
<td>RT4</td>
<td>Workers of this firm are fortified to taking calculated risks with new ideas.</td>
<td>5</td>
<td>6</td>
<td>23</td>
<td>45</td>
<td>21</td>
</tr>
<tr>
<td>RT5</td>
<td>Supervisors in our firm are fortified taking calculated risks with new ideas</td>
<td>5</td>
<td>5</td>
<td>26</td>
<td>45</td>
<td>20</td>
</tr>
<tr>
<td>RT6</td>
<td>Our firm adopts a intrepid, antagonistic posture in order to capitalize on the likelihood of misusing new opportunities</td>
<td>1</td>
<td>6</td>
<td>26</td>
<td>52</td>
<td>15</td>
</tr>
<tr>
<td>RT7</td>
<td>This firm is prepared to expense productivity to achieve market share</td>
<td>1</td>
<td>6</td>
<td>23</td>
<td>44</td>
<td>26</td>
</tr>
<tr>
<td>RT8</td>
<td>The firm is at all times eager to undertake indefinite new markets</td>
<td>7</td>
<td>6</td>
<td>21</td>
<td>40</td>
<td>26</td>
</tr>
<tr>
<td>RT9</td>
<td>Our firm is at all times prepared to obligate resources to endeavor with indeterminate outcomes</td>
<td>7</td>
<td>5</td>
<td>32</td>
<td>35</td>
<td>21</td>
</tr>
<tr>
<td>RT10</td>
<td>Our firm has a strong propensity to accept new know-how without concern risk</td>
<td>6</td>
<td>9</td>
<td>24</td>
<td>40</td>
<td>21</td>
</tr>
<tr>
<td>RT11</td>
<td>Our firm is always prepared to capitalize in projects with high-risk</td>
<td>4</td>
<td>5</td>
<td>20</td>
<td>42</td>
<td>31</td>
</tr>
</tbody>
</table>

KEY: VLE-Very low Extent; LE-low Extent; ME-Moderate extent; GE-Great extent; VGE-Very great extent

4.4.4 Effects of Competitive Aggressiveness on the Sustainability of Women Owned Enterprises

The fourth objective to our study was to establish effects of competitive aggressiveness on the sustainability of women owned inventiveness in Tharaka Nithi County. The results in their firm always avoid confrontation with the competitors. 48% settled to a great extent that their firm always faces competitors head on to remain competitive. 37% settled to a great extent that their firm always pioneers its competitors in
introducing new services. 37% agreed to a great extent that their firm competes intensely in the micro finance sector. 38% settled to a moderate extent that their firm initiates actions to remain competitive in the market place. 38% settled to a great extent that their firm strives to be an industry pioneer in its operations. 38% settled to a great extent that their firm strives to seize the doles of being an industry innovator. 50% agreed to a great extent that Executives / proprietors believe that employees perform better when they are involved in setting their targets.

Table 4.7: Effects of Competitive Aggressiveness on the Sustainability of Women Owned Enterprises

<table>
<thead>
<tr>
<th>code</th>
<th>Competitive Aggressiveness</th>
<th>VLE (%)</th>
<th>LE (%)</th>
<th>ME (%)</th>
<th>GE (%)</th>
<th>VGE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA1</td>
<td>Our firm always avoids confrontation with the competitors</td>
<td>1</td>
<td>10</td>
<td>28</td>
<td>51</td>
<td>10</td>
</tr>
<tr>
<td>CA2</td>
<td>Our firm always faces competitors head on to remain competitive</td>
<td>4</td>
<td>0</td>
<td>35</td>
<td>48</td>
<td>13</td>
</tr>
<tr>
<td>CA3</td>
<td>Our firm always pioneers its competitors in introducing new services</td>
<td>5</td>
<td>2</td>
<td>34</td>
<td>37</td>
<td>22</td>
</tr>
<tr>
<td>CA4</td>
<td>Our firm competes intensely in the micro finance sector</td>
<td>6</td>
<td>10</td>
<td>26</td>
<td>37</td>
<td>22</td>
</tr>
<tr>
<td>CA5</td>
<td>Our firm initiates actions to remain competitive in the market place</td>
<td>7</td>
<td>7</td>
<td>38</td>
<td>32</td>
<td>16</td>
</tr>
<tr>
<td>CA6</td>
<td>Our firm strives to be an industry pioneer in its operations</td>
<td>2</td>
<td>7</td>
<td>34</td>
<td>38</td>
<td>18</td>
</tr>
<tr>
<td>CA7</td>
<td>Our firm strives to apprehend the doles of being an industry innovator</td>
<td>4</td>
<td>5</td>
<td>33</td>
<td>38</td>
<td>21</td>
</tr>
<tr>
<td>CA8</td>
<td>Managers / owners believe that employees perform better when they are involved in setting their targets</td>
<td>1</td>
<td>6</td>
<td>29</td>
<td>50</td>
<td>13</td>
</tr>
</tbody>
</table>

4.4.5 Sustainability of Women Owned Enterprises

Our dependent variable to the research was enterprise sustainability. Ten areas were used in measuring the variable in a Likert scale on a five-point interval. The results in Table4.6 presents that 50% settled to a great extent that they settled to a great extent
that they business has skilled development in income over the past few years. 40% agreed to a great extent that their business has skilled growth in profit over the earlier few years. 45% settled to a great extent that their business has skilled development in market share over the past few years. 44% settled to a great extent that the competitive position of our business has improved over the past few years. 50% settled to a great extent that the effectiveness (doing the right things) of our business has improved over the past few years. 45% settled to a great extent that workers are viewed as the most valuable asset of the business in their business. 38% settled to a great extent that the proper (job satisfaction) of our workers has improved over the past few years. 33 % settled to a very great extent that the image (stature) of their trade, relative to their contestants, has developed over the past few years.
<table>
<thead>
<tr>
<th>Code</th>
<th>Sustainability of women owned Enterprises</th>
<th>VLE (%)</th>
<th>LE (%)</th>
<th>ME (%)</th>
<th>GE (%)</th>
<th>VGE (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS1</td>
<td>We have been capable to appeal entirely new consumers this year</td>
<td>5</td>
<td>7</td>
<td>27</td>
<td>50</td>
<td>11</td>
</tr>
<tr>
<td>BS2</td>
<td>We have been able to increase our prevailing consumers vile this year</td>
<td>2</td>
<td>6</td>
<td>28</td>
<td>46</td>
<td>17</td>
</tr>
<tr>
<td>BS3</td>
<td>Our commercial has qualified development in income over the past few years</td>
<td>5</td>
<td>6</td>
<td>26</td>
<td>46</td>
<td>17</td>
</tr>
<tr>
<td>BS4</td>
<td>Our industry has skilled development in revenue over the past few years</td>
<td>2</td>
<td>10</td>
<td>27</td>
<td>40</td>
<td>21</td>
</tr>
<tr>
<td>BS5</td>
<td>Our industry has skilled advancement in market share over the past few years</td>
<td>1</td>
<td>10</td>
<td>28</td>
<td>45</td>
<td>16</td>
</tr>
<tr>
<td>BS6</td>
<td>The viable position of our trade has enhanced over the past few years</td>
<td>2</td>
<td>7</td>
<td>29</td>
<td>44</td>
<td>17</td>
</tr>
<tr>
<td>BS7</td>
<td>The usefulness (doing the right things) of our industry has upgraded over the past few years</td>
<td>2</td>
<td>7</td>
<td>24</td>
<td>50</td>
<td>16</td>
</tr>
<tr>
<td>BS8</td>
<td>In our industry, workers are regarded as the most treasured asset of the business</td>
<td>2</td>
<td>11</td>
<td>23</td>
<td>45</td>
<td>18</td>
</tr>
<tr>
<td>BS9</td>
<td>The ethical (job satisfaction) of our staffs has upgraded over the past few years</td>
<td>2</td>
<td>10</td>
<td>27</td>
<td>38</td>
<td>23</td>
</tr>
<tr>
<td>BS10</td>
<td>The appearance (stature) of our industry, relative to our contenders, has developed over the past few years</td>
<td>7</td>
<td>7</td>
<td>31</td>
<td>22</td>
<td>33</td>
</tr>
</tbody>
</table>

### 4.5 Inferential Analysis

This section gives the inferential statistics over effect of the scopes of innovative orientation on the sustainability of women owned enterprises in Tharaka Nithi.

#### 4.5.1 Exploratory Factor Analysis and Reliability

Dimension reduction was conducted on the data by running an analysis factor algorithm. Factor analysis used was to detect the patterns in the data as well as determine the items that cluster together to measure the several scopes of innovative
orientation and sustainability of women owned initiatives in Tharaka Nithi. Kaiser-Meyer-Olkin (KMO) tested the assumption of sample capability while Bartlett’s test of sphericity assessed the data factorability. Both statistics were within the required thresholds (KMO=0.710 which was close to 1.0 and Bartlett’s test was statistically significant; Chi-square=532.274, DF=136, P<0.05). Principal component analysis (PCA) factor mining method with Promax rotation was employed. The results in table 4.7 indicated the extraction of five factors that measured the various variables. The five factors Eigen values were greater than the threshold 1.0 and collectively the five variables accounted for a total of 68.009% information in the original data with risk taking prevailing by describing 23.411 percentage of information.

The study employed Cronbach’s Alpha in measuring the reliability of items retained during factor analysis. The results indicate achievement of the reliability score for all the items of the factors extracted since they were above the required threshold of 0.7.
<table>
<thead>
<tr>
<th>Item Code</th>
<th>Factor loadings</th>
<th>Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Code</td>
<td>RT BS I CA A</td>
<td></td>
</tr>
<tr>
<td>I7</td>
<td>0.691</td>
<td></td>
</tr>
<tr>
<td>I8</td>
<td>0.890</td>
<td></td>
</tr>
<tr>
<td>I9</td>
<td>0.867</td>
<td></td>
</tr>
<tr>
<td>A4</td>
<td>0.778</td>
<td>DF 136</td>
</tr>
<tr>
<td>A5</td>
<td>0.889</td>
<td>Sig 0.00</td>
</tr>
<tr>
<td>A6</td>
<td>0.688</td>
<td>Extract PC</td>
</tr>
<tr>
<td>RT1</td>
<td>0.81</td>
<td>Rotatio</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>n Promax</td>
</tr>
<tr>
<td>RT2</td>
<td>0.88</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>RT3</td>
<td>0.82</td>
<td></td>
</tr>
<tr>
<td></td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>RT4</td>
<td>0.68</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>CA6</td>
<td>0.766</td>
<td></td>
</tr>
<tr>
<td>CA7</td>
<td>0.904</td>
<td></td>
</tr>
<tr>
<td>CA8</td>
<td>0.751</td>
<td></td>
</tr>
<tr>
<td>BS7</td>
<td>0.810</td>
<td></td>
</tr>
<tr>
<td>BS8</td>
<td>0.841</td>
<td></td>
</tr>
<tr>
<td>BS9</td>
<td>0.754</td>
<td></td>
</tr>
<tr>
<td>BS10</td>
<td>0.644</td>
<td></td>
</tr>
<tr>
<td>Cronbach’s Alpha</td>
<td>0.81 7</td>
<td>0.770 0.785 0.753 0.715</td>
</tr>
</tbody>
</table>

**Table 4.9: Factor Analysis and Reliability**

<table>
<thead>
<tr>
<th>Component/ Factors</th>
<th>Risk Taking</th>
<th>Sustainability</th>
<th>Innovativeness</th>
<th>Competitive Aggressiveness</th>
<th>Autonomy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eigen values</td>
<td>3.98</td>
<td>2.295</td>
<td>2.197</td>
<td>1.620</td>
<td>1.470</td>
</tr>
<tr>
<td>Variance explained (%)</td>
<td>23.4</td>
<td>36.910</td>
<td>49.832</td>
<td>59.362</td>
<td>68.009</td>
</tr>
</tbody>
</table>
4.4.2 Confirmatory Factor Analysis of the Dimensions of Entrepreneurial Orientation

Confirmatory analysis on factor was steered to test the validity of the hypotheses as well as determining whether the scopes of innovative orientation were significant indicators of the variable. Figure 4.5 Indicates that innovativeness has a positive and substantial standardized coefficient value of 0.55 (T=4.175, p < 0.05) which implies that innovativeness is statistically significant indicator of innovative orientation. Risk taking has a positive and significant standardized coefficient value of 0.27 (T=2.002, p<0.05) which implies that taking of risk is a statistically important indicator of entrepreneurial orientation. Competitive aggressiveness has a significant and positive standardized coefficient value of 0.51 (T=3.416, p<0.05) which implies; competitive ferociousness is statistically substantial indicator of innovative orientation. Autonomy has a positive and significant standardized coefficient value of 0.40 (T=2.813, p<0.05) which implies that competitive aggressiveness is a statistically significant indicator of entrepreneurial orientation. The model fitness was assessed using CMIN/DF, CFI and RMSEA. The fit statistics indices were within the satisfactory range therefore, the model fit the data adequately.
Figure 4.5: Model for Dimensions of Entrepreneurial Orientation

4.4.3 Normality, Correlation and Validity Tests

Validity of the items of the scopes of risk-taking orientation and sustainability of women owned creativities in Tharaka Nithi was computed using average variance extracted (AVE). The outcomes in table 4.8 represents achievement of convergent rationality as the AVE’s of variables were > 0.5. Linear relationship was assessed using pearson correlation coefficient. The findings indicate that Risk taking are positively and significantly linked to sustainability of women owned enterprises (r=0.553, p-
value<0.05). Innovativeness was positively and significantly related to sustainability of women owned enterprises \( (r=0.646, p\text{-value}<0.05) \). Competitive Aggressiveness was also positively and significantly related to sustainability of women owned creativities \( (r=0.424, p\text{-value}<0.05) \). Autonomy was also positively and significantly related to sustainability of women owned creativities \( (r=0.516, p\text{-value}<0.05) \).

**Table 4.10: Normality, Correlation and Validity Test**

<table>
<thead>
<tr>
<th></th>
<th>Sustainability</th>
<th>Risk Taking</th>
<th>Innovativeness</th>
<th>Competitive Aggressiveness</th>
<th>Autonomy</th>
<th>Skewness</th>
</tr>
</thead>
<tbody>
<tr>
<td>AVE</td>
<td>0.520</td>
<td>0.548</td>
<td>0.565</td>
<td>0.558</td>
<td>0.515</td>
<td>0.558</td>
</tr>
<tr>
<td>Skewness</td>
<td>0.253</td>
<td>0.421</td>
<td>0.780</td>
<td>0.170</td>
<td>0.11</td>
<td>0.960</td>
</tr>
</tbody>
</table>

* P < 0.1, ** p < 0.05 *** p < 0.01

**4.4.4 Regression Analysis**

Coefficient model of determination \( (R^2) \) was 0.581 which implied 58.1% variations in enterprise sustainability are explained by the independent variables understudy (innovativeness, autonomy, risk-taking, competitiveness aggressiveness). The model fitness was assessed using CMIN/DF, CFI and RMSEA. The fit statistics indices were within the satisfactory range therefore the model fit the data adequately as shown in figure 4.6.
Figure 4.6: SEM Regression Model for the Relationships

Figure 4.6 and table 4.9 indicate the relationships between independent variables (innovativeness, autonomy, risk-taking, competitiveness aggressiveness) and dependent variable (women enterprise sustainability). Innovativeness had a positive effect on sustainability of women owned creativities in Tharaka Nithi with a regression coefficient estimate of 0.451 and significant at 5% level. The positive relationship means that a unit increase in innovativeness results in 0.451 unit increase in sustainability of women owned enterprises. Risk taking was found to have a positive effect on sustainability of women owned enterprises in Tharaka Nithi with a regression coefficient estimate of 0.234 and 5% significant level. The positive relationship means that a unit increase in risk taking results in 0.234 unit increase in sustainability of women owned enterprises. Competitive aggressiveness had a positive effect on sustainability of women owned initiatives in Tharaka Nithi with a regression coefficient estimate of 0.330 and significant at 5% level. The positive relationship means that an increase in unit in competitive aggressiveness results in 0.330 unit increase in sustainability of women owned innovativeness. Autonomy had a positive effect on sustainability of women owned enterprises in Tharaka Nithi with a regression coefficient estimate of 0.192 and significant at 5% level. The positive association means
that an increase in unit in autonomy results in 0.192 unit increase in sustainability of women owned inventiveness.

**Table 4.11: Regression Estimates for the Model**

<table>
<thead>
<tr>
<th>Path</th>
<th>unstandardized Estimate</th>
<th>standardized Estimate</th>
<th>S.E.</th>
<th>C. R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>Innovativeness</td>
<td>&lt; sustainability</td>
<td>0.587</td>
<td>0.451</td>
<td>0.172</td>
<td>3.413</td>
</tr>
<tr>
<td>Risk Taking</td>
<td>&lt; sustainability</td>
<td>0.745</td>
<td>0.234</td>
<td>0.172</td>
<td>4.331</td>
</tr>
<tr>
<td>Competitive Aggressiveness</td>
<td>&lt; sustainability</td>
<td>1.37</td>
<td>0.33</td>
<td>0.301</td>
<td>4.551</td>
</tr>
<tr>
<td>Autonomy</td>
<td>&lt; sustainability</td>
<td>0.63</td>
<td>0.192</td>
<td>0.224</td>
<td>2.813</td>
</tr>
</tbody>
</table>

**4.6 Chapter Summary**

Data obtained from the field is analysed in this chapter and the results and findings are presented using charts and tables. This chapter covered information on demographic information of the respondents, competitive advantage and information on the firm’s generic competitive strategies. The next chapter presents the findings, discussion, conclusions and recommendations.
CHAPTER FIVE

5.0 SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
The section presents the findings, discussion, conclusion and recommendations for further studies based on the entrepreneurial orientation effect on sustainability of women businesses (owned enterprises) in Tharaka Nithi.

5.2 Summary of the Study
From the analysis it showed that most of the respondents agreed with statements on the extent to which innovativeness affects sustainability of women owned enterprises in Tharaka Nithi County.

The respondents agreed that; their firm is creative in its methods of operations for competitiveness as depicted by 54%. Their firm often develops creative solutions to difficult problems 66%. Their firm borrows unique approaches used by other firms in the market in seeking to attract and serve customers 39%. Their firm often has strong intentions to stimulating creativity and experimentation had 63%. Teams and individual employees pursuing opportunities always obtain approval from their managers before making decisions had 55%. Their firm often motivates incremental expansions in products and services 64%. Their firm is intricate energetically in presenting improvements and inventions to our business had 64%. Changes in their product/services and procedures are often quite histrionic which had 61%. Their firm often rations originality and investigation in introducing new products had 62%. Often their firm is the first to familiarize new products and services and processes had 53%. They are often first to take resourcefulness in every circumstance in which their challengers then respond to in their industry had 43% and their firm designs its own unique new methods of operations to remain competitive35%.

When the respondents were enquired to indicate an extent to which autonomy have emotional impact on sustainability of women owned enterprises Tharaka Nithi County, most of them agreed to the statements on the extent to which autonomy affects the sustainability of women inventiveness in Tharaka Nithi County.
The respondents settled that; workers are given choice and liberation to decide on their own how to go about doing their work had 59%. Employees are given freedom to communicate without interference had 66%. Employees have access to all vital information 68%. Employees are given authority and responsibility to act alone if they think it to be in the best interests of the business had 64%. Employees perform jobs that allow them to make and instigate changes in the way they perform their work tasks55%. Finally, employees are permitted to act and think without interference 55%.

The findings reveal it was strongly agreed that risk taking affects sustainability of women owned enterprises in Tharaka Nithi County as depicted by high percentages of most statements. The respondents strongly agreed that; their firm adopts a bold, aggressive posture in order to maximize the probability of exploiting new opportunities had 67%. Their firm is always ready to invest in high-risk projects had 71%. Staffs in their firm are encouraged to take calculated risks with new ideas 63%. This firm is ready to sacrifice profitability to gain market share71%. Employees of this firm are encouraged to take calculated risks with new ideas and the firm is always willing to ventures into unknown new markets had 66% each. Their firm has a strong tendency to adopt new technology without regard risk had 61%. Their firm is always ready to commit resources to ventures with uncertain outcomes and their top managers have a tendency to choose high risk projects with chances of very high returns 56% each. Finally, their firm takes precaution to minimize the probability of making costly decisions when confronted with 41%.

When it came to the extent to which competitive aggressiveness affect the sustainability of women owned enterprises, the respondents agreed to a large extent with the most statements. Precisely, the respondents indicated that; their firm always pioneers its competitors in introducing new services 56%. Their firm competes intensely in the micro finance sector had 64%. Managers/owners believe that employees perform better when they are involved in setting their targets had 63%. Their firm strives to capture the benefits of being an industry pioneer and our firm always pioneers its competitors in introducing new services their firm always faces competitors head on to remain competitive had 59% each. Their firm always avoids confrontation with the competitors
had 61%. Finally, their firm initiates’ actions to remain competitive in the market place generated 48%.

The study shows the respondents agreed to a great extent that; they have been able to expand their existing customer base which had 63%. The moral (job satisfaction) of their employees has improved over the past few years and the effectiveness (doing the right things) of their business has improved over the past few years 61% and 66% respectively. Their business has experienced growth in profit over the past few years and their business has improved over the past few years and the image (stature) of their business, relative to their competitors, has grown over the past few years also had 61% and 55% respectively.

5.3 Discussion

5.3.1 Effects of Innovativeness to the Sustainability of Women Owned Enterprises

The inferential statistics clearly showed coefficient for the relationship between Innovativeness and Women Owned Enterprises sustainability of in Tharaka Nithi was significant and positive at the 0.05 level (β=0.451, T-value =3.413, p<0.05). The positive relationship means that an increase in a unit in innovativeness results in 0.451 unit increase in women owned enterprises sustainability. Innovativeness is therefore a significant factor that accounts for sustainability of Women Owned Enterprises in Tharaka Nithi. Innovativeness has been widely discussed in relation to entrepreneurship. Fatoki (2014) studied the entrepreneurial orientation of micro inventiveness in the trade sector in South Africa and the outcomes showed aptitude by micro inventiveness at introducing new product lines at making changes to the product line but weakness in research and development, pro-activeness and risk-taking. Innovativeness as an entrepreneurial orientation aspect disquiets the readiness of companies to chase new ideas and to discover and research on them creatively.

Schillo (2011) stated that innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service. It is capable of being presented as a discipline, capable of being learned, capable of being practiced. Entrepreneurs need to search purposefully for the sources of innovation, the changes and their symptoms that indicate opportunities for successful innovation. And they need to know and to apply the principles of successful innovation. Innovative or die.
5.3.2 Effects of Risk-Taking on the Sustainability of Women Owned Enterprises

The inferential statistics also showed coefficient for the relationship between risk-taking and sustainability of Women Owned Enterprises in Tharaka Nithi was significant and positive at the 0.05 level (beta=0.234, T-value =4.331, p<0.05). The positive relationship means that an increased unit in risk-taking results in 0.234 increase in unit in sustainability of women owned enterprises. Risk-taking is therefore a significant factor that accounts for sustainability of Women Owned Enterprises in Tharaka Nithi.

The relationship between risk-taking in business has been widely studied. Etebang (2010) argues that firms that adopt EO are often regarded by high risk-taking manners such as personalizing large amount overdue or making large resources commitment to projects with a view to make huge returns based on available opportunities. In seizing opportunities in the marketplace risk-taking concerns firms’ tendency to take bold actions such as venturing into unknown markets, committing a substantial amount of resources to ventures with uncertain outcomes, as well as the tendency to borrow heavily hoping to reap high returns.

Baker and Sinkula (2014) view risk taking as the readiness to pledge large amounts of resources on a project with which the likely cost and probability of failure are high. Kuratko (2017) include in this category the MSMEs which are considered more vulnerable to natural hazards and external shocks than larger firms. They have limited range of risk management mechanisms accessible to them and their informality keeps them out of risk management programs. The inability of the poor to access formal credit led to the emergence of MFIs. Brockhaus, (1980) emphasized on the importance of entrepreneurs to take calculated business risks. The study compared different groups of entrepreneurs with groups of managers and established that, entrepreneurs are moderate risk takers. Begley and Boyd (1987) found that, risk taking has a curvilinear relationship with firm performance while (Palich & Bagby, 1995) concluded that businesspersons classify business conditions as owning less risk than non-entrepreneurs.

Krauss et al., (2005) found that risk-taking orientation correlated significantly with business growth in South Africa while (Galetic & Milovanovic, 2008) found that it is positively correlated with firm performance. Avlonitis and Salavou (2007) found that firms with strong entrepreneurial behavior are attracted to projects of higher level of
risk so as to get higher returns. On the contrary, a risk-averse firm will avoid doing something that provides uncertain yield to changing environment. This behavior will result in weaker performance as the firm is not willing to capture market opportunities which are not guaranteed success (Hughes & Morgan, 2007).

Kuratko, Morris and Covin (2011) posit that funding new ideas, equipment and anything new that has not been tried is also a risky venture. They argue that anything new will involve some risks because expected results might differ from the actual results. Thus, risk taking involves a willingness to go for opportunities that have reasonable likelihood of producing losses.

5.3.3 Effects of Competitive Aggressiveness on the Sustainability of Women Owned Enterprises

Competitive aggressiveness was found to have a positive effect on sustainability of women owned enterprises in Tharaka Nithi and significant at the 0.05 level (βeta=0.330, T-value =4.551, p<0.05). The positive relationship means that an increase in unit in competitive aggressiveness results in 0.330 increase in unit in sustainability of women owned enterprises. Various scholars have linked high performing enterprises to competitive aggressiveness. To begin with, (Smith & Grimm, 2011) explain that firms with an aggressive orientation are willing to do battles with competitors. They might slash prices and sacrifice profitability to gain market share or spend aggressively to obtain manufacturing capacity. Covin and Slevin (2010) also argue that the decision made will depend on the individual traits of the possessor/director. Even if the rate of financial inclusion has progressed rapidly financial exclusion remains widespread and the potential for growth across most of the microfinance markets is vast (MF outlook, 2016). In the Sub-Saharan Africa, Kenya and Ghana are listed among the world’s largest microfinance markets. Covin and Slevin (2010) established that benign environments provide safe settings for business operations in the industry and create wide range of business opportunities for the firms. In benign environments, firms with conservative strategic posture achieve better performance indicators and the relationship between EO and firm performance may be weaker or negative.

5.3.4 Effects of Autonomy on the Sustainability of Women Owned Enterprises

Autonomy was also found to have a positive effect on sustainability of women owned enterprises in Tharaka Nithi and significant at the 0.05 level (βeta=0.192, T-value
The positive relationship means that an increased unit in autonomy results in 0.192 increased unit in sustainability of women owned enterprises.

Different authors have discussed the importance of autonomy in SMEs. Callaghan (2009) argues that in Micro and Small Enterprises, the ranks of autonomy may be subject to the management style, firm size or ownership. In a firm in which the key decision maker is the possessor/director, autonomy is implied by the privileges to ownership.

Caliendo and Kritikos (2011) point out that the necessity for sovereignty is regarded as a core driver for free enterprise. Getting into self-employment means becoming a boss your own and the necessity for autonomy as a nonfinancial valuer explains the main motivation behind the choice to go into self-employment. It is argued that some businesspersons make self-employment as a career choice even though the financial result might be lesser when likened to alternatives. Hitt (2011), relates the decentralization of responsibilities, initiatives and self-monitoring of staff results to work discretion and autonomy. Where an organization engages decentralized autonomous entrepreneurial behavior, it can set the organization apart. The employees may be motivated to innovate and excel in their units in a bid to outperform other units.

The autonomy dimension enables the leader/manager to take decisions that he/she feels will steer the firm to higher performance. This dimension also emphasizes giving teams and individuals in a firm freedom to exercise their creativity by encouraging them to come up with ideas and developing them to viable ventures/products. Dess and Lumpkin (2005) contend that this dimension of EO enables workers to generate business designs/concepts/vision as well as taking them completion. In their study on the Southern African business owners, (Krauss et al., 2005) found that autonomy as a dimension of entrepreneurial orientation was significantly correlated with firm performance. Madsen (2007) suggested that autonomy offered by firms would motivate employees to work in a positive manner that could lead to higher performance. Lumpkin and Dess (1996) posit that in a firm where the primary decision maker is the owner/manager, autonomy is implied by the right of ownership. This study looks at the level of autonomy from the perspective of the owner/manager who makes decisions in regard to entrepreneurial activities that a firm will engage. This is consistent with
(Lumpkin & Dess, 1996), a tendency towards independent and autonomous action is a key component of an entrepreneurial orientation since intentionality must be exercised. Measures for autonomous behavior have been pursued by several researchers who have the view of autonomy as an orientation towards independent behavior.

5.4 Conclusion

5.4.1 Effects of Innovativeness to the Sustainability of Women Owned Enterprises
The study concluded that innovativeness affects the sustainability of women owned enterprises in Tharaka Nithi especially with regard to creativeness in the methods of operations for competitiveness, development of creative solutions to difficult problems, borrowing of unique approaches used by other firms in the market in seeking to attract and serve customers and having strong intentions to stimulating creativity and experimentation. However, there is need for the enterprises to taking up of initiatives and designing unique new methods of operations to remain competitive.

5.4.2 Effects of Autonomy on the Sustainability of Women Owned Enterprises
Based on our findings, it was clear on women owners of the enterprises in Tharaka Nithi encouraging employees independent thoughts and actions, brainstorming about new venture ideas as well as on creative thinking. This could be because an environment of independence and autonomy is likely to tap into the inherent incentive of its workers which has been found to be a key factor in encouraging invention among workers in organizations.

5.4.3 Effects of Risk-Taking on the Sustainability of Women Owned Enterprises
Our study asserted that taking of risks was encouraged at both the entrepreneur and employee levels. This is depicted by the fact that the firms adopt a courageous, aggressive position in order to maximize the likelihood of misusing new opportunities and staff in the firms being encouraged to take calculated risks with new ideas. However, it was also determined that there is a low tendency in choosing projects that are of high threat with probabilities of returns that are very high as well as high levels of caution when making decisions in a space of uncertainty.

5.4.4 Effects of Competitive Aggressiveness on the Sustainability of Women Owned Enterprises
From our study analysis, it implies that competitive aggressiveness in Tharaka Nithi affects the sustainability of women owned enterprises. This has been witnessed particularly relative to; the companies pioneering their competitors in introducing new
services; the firms competing intensely in the micro finance sector; employees’ involvement in setting targets and the firms facing competitors head on. On the hand, these firms are keen on avoiding confrontation with the competitors.

5.4.5 Sustainability of Women Owned Enterprises

The study findings revealed that women enterprises in Tharaka Nithi could be termed as being sustainable on a great extent as per the following indicators; expansion of their customer base in the past year, improvement in employees job satisfaction, improved business effectiveness, growth in profits, attracting new customers, enhanced business image, value addition by employees, growth in market share and market turnover.

5.5 Recommendations

5.5.1 Recommendation for the Study

5.5.1.1 Effects of Innovativeness to the Sustainability of Women Owned Enterprises

The study established a need for the enterprises to take up of initiatives and designing unique new methods of operations to remain competitive. The inventive capability of companies to recommence their market bids becomes critical to their ability to survive and progress when they are functioning under settings of international competition, quick technology advances as well as resource scarcity.

5.5.1.2 Effects of Autonomy on the Sustainability of Women Owned Enterprises

This study recommends autonomy from the view of the owner’s/manager’s ability to make decision in regard to the growth of the firm and give the required leadership for success also in addition to employee focused autonomy. This is because the want for autonomy is considered to be a core driver for free enterprise. Getting into self-employment means becoming a boss of your own and the necessity for autonomy as a nonfinancial valuer explains the main motivation behind the decision to go into self-employment.

5.5.1.3 Effects of Risk-Taking on the Sustainability of Women Owned Enterprises

With respect to low propensity in choosing projects that are of high risk and with likelihoods of returns that are very high as well as high levels of caution when making decisions in a space of uncertainty. This study recommends that in snatching opportunities in the market, risk-taking concerns firms’ propensity to take intrepid actions such as hazarding into unidentified markets, obligating an extensive amount of capitals to projects with undefined products, as well as the propensity to loan heavily
hoping to earn high returns. Moreover, firms that embrace EO are often considered to be of high risk-taking behavior such as owning large arrears or making large possessions’ assurance to projects with an assessment to making vast returns grounded on accessible opportunities.

5.5.1.4 Effects of Competitive Aggressiveness on the Sustainability of Women Owned Enterprises

Our study therefore recommends that the firms engage in continuous innovation for competitive aggressiveness. Continuous innovation can be achieved by looking external opportunities and into the prospect, expect changes in the market, technology, products and competition, collect information from consumers, contenders, government agencies, forecasters in times of indecision and instability, get involved in modernism and variation to gain competitive advantage in the marketplace place.

5.5.2 Recommendation for Further Research

Our study therefore pursued to identify effect of business orientation on sustainability of women businesses in Tharaka Nithi County, Kenya. Other researchers could look at other effects affecting the sustainability of women owned enterprises not only in Tharaka Nithi County but also the other 46 counties in Kenya. For example, the independent variables could be studied independently that is autonomy, innovativeness, competitive aggressiveness as well as risk-taking so as to liken the findings.
REFERENCES


APPENDICES

Appendix A: Cover Letter

Verah Mwendwa

United States International University - Africa,

P.O. Box 14634, 00800,


July 20th, 2018

Dear Respondent,

RE: GRADUATE RESEARCH QUESTIONNAIRE.

I am a Graduate student at United States International University-Africa. As partial fulfilment of my MBA degree, I am conducting a research on “The effect of entrepreneurial orientation on sustainability of women owned enterprises in Tharaka Nithi County, Kenya”. The study relates to innovativeness, autonomy, risk-taking and competitiveness.

You have been selected as one of the respondents for this study. It is estimated that it will take between ten to twenty minutes to complete the questionnaire. Please respond as objectively and candid as possible. Your participation will be highly appreciated and is essential for the accomplishment of this study.

I guarantee that the information provided will be handled with utmost confidentiality and will be used only for academic purposes where confidentiality is strictly emphasized. Kindly spare some time to complete the questionnaire attached.

Thank you.

Yours faithfully,

Verah Mwendwa.
Appendix B: Research Questionnaire

As partial fulfilment of my MBA degree, I am conducting a research on “The effect of entrepreneurial orientation on sustainability of women owned enterprises in Tharaka Nithi County, Kenya”. The study relates to entrepreneurial orientation elements of innovativeness, autonomy, risk-taking and competitiveness.

Your participation will be highly appreciated and is essential for the accomplishment of this study. All responses will be kept strictly confidential. Thank you for your assistance.

Please answer all questions

SECTION A: GENERAL INFORMATION

1. Kindly indicate your Gender

[ ] Male [ ] Female

2. Your age bracket (Tick where appropriate)

18-25 years [ ] 26-30 years [ ] 31-35 years [ ] 36-40 years [ ]

41-45 years [ ] 46-50 years [ ] Above 50 years [ ]

3. What is your level of education?

Primary [ ] High school [ ] Undergraduate [ ] Graduate [ ]

4. What is your designation in the organization?

........................................................................................................
SECTION B: EFFECT OF INNOVATIVENESS ON THE SUSTAINABILITY OF WOMEN OWNED ENTERPRISES

Please indicate the extent to which the outlined statements apply to your organization from the choices provided by the Likert scale (1-5) where; 5 = Very great extent, 4 = Great extent, 3 = Moderate extent, 2 = Low extent, 1 = Very low extent.

<p>| | | | | | |</p>
<table>
<thead>
<tr>
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<tbody>
<tr>
<td>11</td>
<td>Our firm designs its own unique new methods of operations to remain competitive</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>12</td>
<td>Our firm borrows unique approaches used by other firms in the market in seeking to attract and serve customers better</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>13</td>
<td>Our firm is creative in its methods of operations for competitiveness</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>14</td>
<td>Teams and individual employees pursuing opportunities always obtain approval from their managers before making decisions</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>15</td>
<td>We are often first to take initiative in every situation to which our competitors then respond to in our industry</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>16</td>
<td>Often our firm is the first to introduce new products and services and processes</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>17</td>
<td>Our firm is involved actively in introducing improvements and innovations to our business</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>18</td>
<td>Changes in our product/services and processes are often quite dramatic</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>19</td>
<td>Our firm often develop creative solutions to difficult problems</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>Our firm often has strong intentions to stimulating creativity and experimentation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>11</td>
<td>Our firm often support creativity and experimentation in introducing new products</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>12</td>
<td>Our firm often encourages incremental improvements in products and services</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
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</tbody>
</table>
SECTION C: EFFECT OF AUTONOMY ON THE SUSTAINABILITY OF WOMEN OWNED ENTERPRISES

Please indicate the extent to which the outlined statements apply to your organization from the choices provided by the Likert scale (1-5) where; 5 = Very great extent, 4 = Great extent, 3 = Moderate extent, 2 = Low extent, 1 = Very low extent.

<table>
<thead>
<tr>
<th>A1.</th>
<th>Employees are permitted to act and think without Interference</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>A2.</td>
<td>Employees perform jobs that allow them to make and instigate changes in the way they perform their work tasks</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>A3.</td>
<td>Employees are given freedom and independence to decide on their own how to go about doing their work</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>A4.</td>
<td>Employees are given freedom to communicate without Interference</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>A5.</td>
<td>Employees are given authority and responsibility to act alone if they think it to be in the best interests of the business</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>A6.</td>
<td>Employees have access to all vital information</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
SECTION D: EFFECT OF RISK-TAKING ON THE SUSTAINABILITY OF WOMEN OWNED ENTERPRISES

Please indicate the extent to which the outlined statements apply to your organization from the choices provided by the Likert scale (1-5) where; 5= Very great extent, 4 = Great extent, 3 = Moderate extent, 2 = Low extent, 1 = Very low extent.

| RT1.  | Our firm takes precaution to minimize the probability of making costly decisions when confronted with uncertainty. | 1 2 3 4 5 |
| RT2.  | Our top managers have a tendency to choose high risk projects with chances of very high returns | 1 2 3 4 5 |
| RT3.  | Our top managers have a tendency of choosing low risk projects with normal rates of return | 1 2 3 4 5 |
| RT4.  | Employees of this firm are encouraged to take calculated risks with new ideas. | 1 2 3 4 5 |
| RT5.  | Staff in our firm are encouraged to take calculated risks with new ideas | 1 2 3 4 5 |
| RT6.  | Our firm adopts a bold, aggressive posture in order to maximize the probability of exploiting new opportunities | 1 2 3 4 5 |
| RT7.  | This firm is ready to sacrifice profitability to gain market share | 1 2 3 4 5 |
| RT8.  | The firm is always willing to ventures into unknown new markets | 1 2 3 4 5 |
| RT9.  | Our firm is always ready to commit resources to ventures with uncertain outcomes | 1 2 3 4 5 |
| RT10. | Our firm has a strong tendency to adopt new technology without regard risk | 1 2 3 4 5 |
| RT11. | Our firm is always ready to invest in high-risk projects | 1 2 3 4 5 |
SECTION E: EFFECT OF COMPETITIVE AGGRESSIVENESS ON THE SUSTAINABILITY OF WOMEN OWNED ENTERPRISES

Please indicate the extent to which the outlined statements apply to your organization from the choices provided by the Likert scale (1-5) where; 5= Very great extent, 4 = Great extent, 3 = Moderate extent, 2 = Low extent, 1 = Very low extent.

| CA1. | Our firm always avoids confrontation with the competitors | 1 | 2 | 3 | 4 | 5 |
| CA2. | Our firm always faces competitors head on to remain competitive | 1 | 2 | 3 | 4 | 5 |
| CA3. | Our firm always pioneers its competitors in introducing new services | 1 | 2 | 3 | 4 | 5 |
| CA4. | Our firm competes intensely in the micro finance sector | 1 | 2 | 3 | 4 | 5 |
| CA5. | Our firm initiates actions to remain competitive in the market place | 1 | 2 | 3 | 4 | 5 |
| CA6. | Our firm strives to be an industry pioneer in its operations | 1 | 2 | 3 | 4 | 5 |
| CA7. | Our firm strives to capture the benefits of being an industry pioneer | 1 | 2 | 3 | 4 | 5 |
| CA8. | Managers / owners believe that employees perform better when they are involved in setting their targets | 1 | 2 | 3 | 4 | 5 |
SECTION F: EFFECT OF BUSINESS SUSTAINABILITY ON THE SUSTAINABILITY OF WOMEN OWNED ENTERPRISES

Please indicate the extent to which the outlined statements apply to your organization from the choices provided by the Likert scale (1-5) where; 5= Very great extent, 4 = Great extent, 3 = Moderate extent, 2 = Low extent, 1 = Very low extent.

<table>
<thead>
<tr>
<th>BS1.</th>
<th>We have been able to attract totally new customers this year</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS2.</td>
<td>We have been able to expand our existing customer base this year</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BS3.</td>
<td>Our business has experienced growth in turnover over the past few years</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BS4.</td>
<td>Our business has experienced growth in profit over the past few years</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BS5.</td>
<td>Our business has experienced growth in market share over the past few years</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>BS6.</td>
<td>The competitive position of our business has improved over the past few years</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BS7.</td>
<td>The effectiveness (doing the right things) of our business has improved over the past few years</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>BS8.</td>
<td>In our business, employees are viewed as the most valuable asset of the business</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
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<tr>
<td>BS9.</td>
<td>The moral (job satisfaction) of our employees has improved over the past few years</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BS10.</td>
<td>The image (stature) of our business, relative to our competitors, has grown over the past few years</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

THANKYOU FOR YOUR INPUT AND COOPERATION!!!