EFFECT OF STRATEGIC ENTREPRENEURIAL ORIENTATION ON GROWTH OF SELECTED KENYAN EXPORT FIRMS

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A Thesis Report presented to the Institute of Postgraduate Studies of Kabarak University in Partial Fulfilment of the Requirements for the Award of the Degree of Doctor of Philosophy in Business Administration (Entrepreneurship)

KABARAK UNIVERSITY

NOVEMBER, 2018

DECLARATION

This research thesis is my original work and to the best of my knowledge has not been presented for another award for a degree in any other university or college.

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RECOMMENDATION

To the Institute of Postgraduate Studies:

The research thesis entitled “Effect of Strategic Entrepreneurial Orientation on Growth of Selected Kenyan Export Firms” and written by Joyce Achola Ogundo is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research thesis and recommend it be accepted in partial fulfilment of the requirement for award of the degree of Doctor of Philosophy in Business Administration (Entrepreneurship).

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DEDICATION

I dedicate this work to my late father, Japuonj Henry Christopher Nyagudi Odiyo, for the intellectual counsel he offered me and to my Mother, Jane Jael Awiti Nyagudi for her perpetual prayers for spiritual growth.

ABSTRACT

Kenya adopted an export led growth of economic development following the paradigm shift in trade policy, from an inward to an outward approach documented in *Sessional Paper No. 1 of 1986 on Economic Management for Renewed Growth.* This policy orientation is further justified in Kenya Vision 2030 that foresees trade as a key contributor to economic growth target rate of 10% per year. Despite adoption of the policy, export firms still do not achieve optimal growth and competitive levels that is envisaged to facilitate industrial progress in Kenya. The foregoing motivated the undertaking of this study. This research thus sought to examine effects of strategic entrepreneurial orientation on growth of selected Kenyan export firms. The objectives of this study were: To examine the effect of innovation on growth of selected Kenyan export firms; to examine the effect of risk taking propensity on growth of selected Kenyan export firms; and to examine the effect of adoption of marketing mix on growth of selected Kenyan export firms; to examine the effect of networking on growth of selected Kenyan export firms. This study also sought to establish the moderating effect of political and regulatory framework on the effect of strategic entrepreneurial orientation on growth of selected Kenyan export firms. This study was based on entrepreneurship theories namely; Psychological, Economic and Discovery, and creation alternative theories of entrepreneurial action. The study applied the survey research design. The target population consisted of 770 export firms registered by Export Promotion Council. The sample for the study was identified by using purposive and stratified random sampling techniques. The sample frame was stratified into seven sub-sectors. The sample size was 169 export firms. Data was collected using structured questionnaire. The study adopted descriptive, inferential data analysis, and Structural Equation Modelling Methods. The study employed Bootstrap its confidence intervals results indicated an optimum confidence interval, hence considered to yield more accurate values than percentile. Most of the variables indicate a 100 (1-p) % confidence interval. Innovation split model yielded Ratio Index (20.013) $p<0.05$ indicating a significant difference, innovation split model had Ratio index (2.224) - less than 5 though larger than marketing mix model. In comparison, innovation and marketing mix models differ indicating that the parameters worsened for Innovativeness. A percentage error difference of 10% on error difference, while a 1 % marketing mix is effective compared to Innovation model in favour of the Marketing. Results indicate a strong effect of marketing mix on growth of export firms and a low correlation between innovation and growth of export firms. Marketing Mix loaded higher than innovation in support of growth of export firms. The dimensions of strategic entrepreneurial orientation were positively related to growth of export firms. Growth of export firms is likely to be enhanced, from the perspective of both theoretical mechanism and empirical analysis. Innovative collaboration with foreign partners is likely to increase firms' capability to export to other countries, as marketing mix could contribute to meeting the local demand for different products. This study contributes to knowledge, in that the conceptual framework and innovative Achola Ogundo Split growth of export firm's model can be applied by other researchers. This study recommends that government of Kenya develops a national entrepreneurship policy, to focus attention on developing innovation capacity, future research to address whether risk taking that lead to growth of export firms among surviving firms is also associated with risk of failure of firms. A longitudinal investigation would allow the firms to be studied over a period of time and provide further insights into the dynamic nature, of the relationship between variables.

Key Words: Entrepreneurial orientation, Growth, Innovation, Marketing mix, Networking, Risk taking propensity.

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ACRONYMS AND ABRREVIATIONS

COMESA Common Market for Eastern and southern Africa

EAC East African Community

EPC Export Promotion Council

REC Regional Economic Community

SME Small and Medium Enterprise

WTO World Trade Organization.

OPERATIONAL DEFINITION OF KEY TERMS

The operational terms used in this study are:

Entrepreneurial Orientation: Dess and Lumpkin (1996) posit that entrepreneurial orientation is the processes, practices, intentions, and decision-making activities leading to new entry. The scholars contend that entrepreneurial orientation has five key dimensions; autonomy, innovativeness, risk taking, proactiveness, and competitive aggressiveness and that all five dimensions are central to understanding the entrepreneurial process, they occur in different combinations, and the factors vary independently in a given context. For the purposes of this study, the researcher borrows the definition provided by Dess and Lumpkin (1996). However, the researcher has not applied the entrepreneurial dimensions as postulated by Dess and Lumpkin (1996). This study examines entrepreneurial orientation construct comprising four dimensions; innovation, risk-taking propensity, marketing mix and networking with political and regulatory framework as moderating variable. The researcher argued that an entrepreneur to sustain competitiveness and grow his or her business, an entrepreneur in the global market, application of networking and marketing mix is critical. A proactive entrepreneur would definitely find it necessary to apply the dimensions of networking and marketing mix.

Growth: Growth is in organizational context is a change shown in a firm's value measured in terms of revenue generation, value addition, and expansion in terms of volume of the business. It is measured in the

form of qualitative features like market position, quality of product, and goodwill of the customers Gupta, Guha and Krishnaswami (2013). The research adopted this definition of growth where changes in a firm's value of exports, quantity exported, organisational structure and number of employees in the period under review were investigated.

Innovation: According to Rubera and Kirca (2012), innovation at firm level refers to a firm's receptivity and propensity to adopt new ideas that lead to development and launch of new products. For the purpose of this study, the researcher adopts the definition provided by Rubera and Kirca (2012) as stated above.

Marketing Mix: Perreaut and McCarthy (2004) defines marketing mix as the controllable variables a company puts together to satisfy the target market. It includes four elements called 4Ps of marketing: product, place, price, and promotion. For the purpose of this study, the researcher adopts the definition provided by Perreaut and McCarthy (2004).

Networking: Cisi, Devicienti, Manevo and Vamoni (2016) postulate that according to Parker (2008) a business network is a group of entrepreneurs that voluntary share knowledge and experiences. For the purpose of this study, networking is a deliberate action by an entrepreneur to collaborate with other entrepreneurs for purposes of gaining business information and other resources for business growth.

Risk taking propensity: De Haan (2010) quotes Brockhaus (1980) who defined risk-taking propensity as perceived probability of receiving rewards associated with success of a proposed situation required before embarking on a venture. For the purpose of this study, the researcher adopts definition of risk taking propensity as the tendency of a decision maker either to take or to avoid risks.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Export trade expands markets for domestic production and countries benefit from the trade in terms of employment creation and generation of foreign exchange, which reduces balance of trade pressure (Soi& Kibet, 2013, Bokosi, 2015). According to Vijayasri (2013) the multilateral trade arrangement under the World Trade Organisation (WTO) has caused most member countries, Kenya included, to formulate and apply export oriented economic growth policies. Private sector bestowed with the responsibility of driving economic growth as the engine of growth. Liberalization policy of economies employed by WTO member states, because of multilateral trade arrangements has accelerated growth of stiff competition in the global market. Countries have to strive to employ appropriate development and promotion strategies for their products to access markets and sustain competitiveness.

Henn, Papageorgiou and Spatafora (2015) posit that for a country to remain competitive, it has to diversify into new sectors, re-allocate resources towards more productive sectors and critically improve the quality of products produced. Scholars suggest that adding value to products helps to build on existing comparative advantages to increase export revenues and productivity. The endeavour of countries to achieve market expansion and sustainability of competitive advantage has resulted in formation of Regional Economic Communities (RECs), (Okeke, 2009). Some examples of regional trading blocs include; East African Community (EAC), Common Market for Eastern and Southern Africa (COMESA), Southern Africa Development Community (SADC), Economic Community of West African States (ECOWAS) European Union

(EU), North American Free Trade Agreement (NAFTA). Kenya belongs to EAC and COMESA Regional Economic communities.

The RECs are frameworks for trade negotiations, whose main objective is to enhance market access and to improve trade relations, for smooth flow of products across the borders. Belonging to a regional economic community may increase efficiency and competitiveness through making use of the advantages of economies of scale in production of goods already produced in the region. Partner States often agree on reduction and or elimination of trade barriers (tariffs and non-tariff barriers), free movement of factors of production (labour and capital) and harmonisation of partner states' monetary and fiscal policies.

Despite recognition by most developing countries that growth of firms and their sustainable competitiveness is critical for economic growth, export firms still do not achieve optimal growth and competitive levels. Several scholars have argued that enterprises that do not employ entrepreneurial orientation dimensions are likely to stagnate in growth and eventually fail (Gill and Lerch, 2013; Okpara, 2010; Okpara, Wynn & Pamela, 2007). Firms owned by different people grow at different rates. Nichter & Goldmark (2005), as well as Pratono & Mahmood (2015) argued that some firms do not grow beyond take off stage, while most of Micro and Small enterprises, especially in developing countries tend to close down after three years in operation. When enterprises apply appropriate strategies, they are likely to sustain growth. In addition, application of strategic entrepreneurial orientation dimensions is one such strategy to be considered by enterprises for sustainable growth. The scenario described caused the researcher to deduce that growth of export firms is essential for a country to compete in the global market

Hammouda, Karingi, Njuguna & Jallab (2010) aver that level of exports influence growth, but in Africa, exports experience challenges, which hinder growth of export firms. Export firms do not grow at a rate that can sustain competitiveness. Despite the key role that export firms play in economic development, firms in most African countries still face challenges, which hindertheir growth (Alves, Draper & Khumalo, 2009). Africa's exports represent an estimated 2.1% of total world exports, and exports from Africa were worth US$ 327.7 billion in 2016 down by 50.4% since 2012 (Workman, 2017). The researcher considers Africa's 2.1% total of world exports as negligible considering the number countries in the continent. Most African countries experience trade imbalance. The countries' imports grow at a higher rate than exports. The factors explaining Africa's low values of exports are mainly; exportation of primary products, logistics and quality of products. The products are mainly; coffee, tea, cocoa, horticulture and cut flowers. Kenya is one such country, whose exports fluctuate and imports are higher than exports.

Kenya's share in world export is insignificant, compared with other selected African and Asian countries. Kenyan exports market shares in the world in the year 2016 was 0.03% compared with Malaysia (1.33%), South Africa (0.56%), Nigeria (0.26%), South Korea (2.69), Singapore (2.34%) and Thailand (1.48%) ITC (2017). One of the reasons for the low world market share experienced inKenya is declining growth of export firms. Kenya's low world market share, increasing expenditure on importation of products and declining growth of export firms imply that there is a challenge, worth researching to find out solutions to reverse the situation. According to Mthanti and Ojah (2017), entrepreneurial orientation plays a key role in enhancing acquisitive and experimental learning leading to enhanced productivity and firm growth. The scholars' postulation motivated the researcher to examine effect of strategic entrepreneurial

orientation dimensions on selected Kenyan export firms, as an attempt to find solution to the fluctuating export trade performance and increasing imports. The situation could be contributing to unemployment and high poverty levels Kenya is currently experiencing.

Belderbos, Duvivier and Wynen (2010) argue that the development of export may be a step in the international growth strategy of firms and that firms based in small open markets, expanding export activities and broadening the geographic scope of export activities, may be a necessity to continue growth. Moghaddam, Hamid and Rasid (2011) posit that the growing of global trade and sales activity in the world has increasingly accentuated the importance of exporting for firms and countries. The multilateral trade arrangement under the World Trade Organisation (WTO) has caused most member countries - Kenya included -to employ export oriented economic growth policies, with private sector as the engine of growth. This scenario is accelerated by the growing stiff competition in the global market. Countries have to strive to employ appropriate development and promotion strategies, for their products in order to sustain competitiveness.

The scenario described caused the researcher to deduce that growth of export firms is essential for a country to compete in the global market. The scenario referred to is that despite recognition by most developing countries that growth of firms and their sustainable competitiveness is critical for economic growth; export firms still do not achieve optimal growth and competitive levels. Several scholars have argued that enterprises that do not employ entrepreneurial orientation dimensions are likely to stagnate in growth and eventually fail (Okpara, 2010, Gill & Lerch, 2013, Okpara*et al.*, 2007). Firms owned by different people grow at different rates. Goldmark andNichter

(2005) argued that some firms do not grow beyond take off stage, while most of micro and small businesses, especially in developing countries tend to close down after three years in operation. When enterprises apply appropriate strategies, they are likely to sustain growth.

In addition, application of strategic entrepreneurial orientation dimensions is one such strategy to be considered for enterprises' sustainable growth. Belderbos *et al.,* (2010) argue that the development of export may be considered as an international growth strategy of firms and that firms based in small open markets, expanding export activities and broadening the geographic scope of export activities, may be a necessity to continue growth. Moghaddam *et al.,* (2011) posit that the growing of global trade and sales activity in the world has increasingly accentuated the importance of exporting for firms and countries.

Belderbos*et al.*,(2010) and Moghaddam*et al.*,(2011) postulated that exporting plays a vital role in the world, because export has great effects on countries in terms of enhancing economic growth and activity, increasing the internal production, reducing the unemployment rate, supplying foreign currencies for import, becoming growth accelerator, making favourable balance of trade, enhancing trade balances and industrial development, improving capacity utilization and productivity and providing employment. The researcher thus argues that one of the objectives of most firms and national governments should be to expand exports and that exporting may be considered a fundamental strategy in ensuring firms' survival or growth. The vital role, which export trade plays in the economic growth of countries, Kenya included, also causes the researcher to posit that deepening knowledge on factors, which may

influence growth of export firms is key as their application may contribute to growth of firms and ultimately consistently contribute to economic growth.

Cuervo, Ribeiro &Roig (2007) averred that entrepreneurship is an essential element for economic progress, as it manifests its fundamental importance in different ways; by identifying, assessing and exploiting business opportunities, creating new firms, making existing firms more dynamic and driving the economy forward through innovation and job creation. McKelvie, Wale & Wiklund (2013) argued that an entrepreneurial firm is one that engages in product- market innovation. Innovativeness is one of strategic entrepreneurial orientation dimensions.Adegbite, Abereijo, Aderemi, Ilori & Irefin (2008) observe that entrepreneurial orientation may be an important strategy for firms engaged in export trade to employ for sustainable growth.

Frese, Rousseau &Wiklund (2014) posit that entrepreneurial orientation may be viewed as the entrepreneurial strategy making process that key decision makers use to enact their firm's organisational purpose, sustain its vision and create competitive advantage(s). In addition, Frese *et al.,* (2014) in their study "Entrepreneurial orientation and business performance: An assessment of past research and suggestion for the future"; used meta-analysis and found that the effect of entrepreneurial orientation on performance is greater in small firms. The correlation was 0.345 for micro business (1 to 49 employees), 0.198 for small (50 to 499 employees) and 0.240 for large businesses (more than 500 employees). The results support the notion that entrepreneurial orientation has positive performance implications. A correlation of 0.242 according to statistical standards entrepreneurial orientation on performance is moderately large.

Thus, results showed that businesses are likely to benefit from pursuing an entrepreneurial orientation. Eshegheri, Korba and Fairoz (2017) postulated that analysis

indicates a positive connection between entrepreneurial orientation and business performance, only in cases in which a dynamic environment is combined with high access to financial capital and that entrepreneurial orientation may have a negative effect on performance in certain configurations. The researcher argues that on the basis of the postulation of the scholars, an export firm may have to apply strategic entrepreneurial orientation dimensions to grow and to remain competitive.

In addition, the researcher argues that global market attracts all competitors from different parts of the world and for a firm to remain competitive; a firm may have to apply entrepreneurial orientation strategies. It is therefore important to look into factors that affect growth of selected Kenyan export firms so that both entrepreneurs and national governments may make informed decisions, when formulating strategies for promotion and development of exports. An entrepreneur as the owner of an export firm is at the core of determining strategies, to employ in his /her export firm to achieve growth. It is the growth oriented export firms, which contribute more to economic growth, employment creation and poverty reduction (Neto & Gallego, 2012).

Audretsch (2003) argued that positive relationship between entrepreneurship and growth has been verified to exist both in the European and North American contexts. Casillas, Moreno, and Barbero (2010) aver that the entrepreneurial orientation of a firm determines its growth prospects and sustainability of firms. Some scholars; (Arbaugh, Cox & Camp, 2009); Barbero *et al.,* 2010); Azevedo, and Ferreira, 2007) argue that entrepreneurial orientation is characterised by three interrelated but independent dimensions; innovativeness, risk taking and proactiveness.

Most of the studies on export firm growth are in the context of developed countries. Some of such studies are the ones referred to above. However, one would argue that

dimensions resonate with some of the entrepreneurial traits, such as risk taking, innovativeness, result oriented and 'go-getter'. This has also motivated the researcher to adopt entrepreneurial orientation concept whose dimensions are; risk taking propensity, innovation, networking and marketing mix elements, that include; product, price, promotion and place for this study. The study aimed at examining the extent, to which the strategic entrepreneurial orientation affects growth of selected Kenyan export firms, to contribute further information on the growth of export firms.

According to ROK (2016), the export of the products by African countries has been popular over the years, but they mainly export primary products whose values are low, to the developed economies. The findings about the link between efficiency of manufacturing firms and exports in Kenya, reveal that companies that participate in exports are more efficient compared to the non-exporters, and they choose to take an active role in exporting. The findings further reveal that the level of efficiency for export manufacturing firms is highly dependent on the target market. Firms that export their products outside Africa are required to be more efficient than those exporting within the continent.

Further, the researcher adds that the efficiency of exporting firms within Africa is highly dependent on the level of supply while efficiency of firms targeting markets outside Africa depends on the size of the companies and quality of products. Efficient manufacturers are least affected by trade barriers and they are able to compete favourably in the international markets.

ROK (2008, 2016) state that Kenya pursues export oriented economic growth, with emphasis laid on value addition on products, innovation of firm processes, export market diversification and industrial transformation. Presently in Kenya, economic

development is export trade led because, there are more benefits gained from export of goods and services to other countries (ROK, 2016). The contribution of export trade is important in increasing, volume of sales and number of employees of firms and reduction of poverty levels. Despite the recognition of the importance of export trade by the Kenya government, 70% of Kenyan exports were to 12 markets only and relies mainly on five main products (ROK, 2017). The five products namely; tea, tobacco, coffee, cut flowers and petroleum products, accounted for56% of the exports.

This implies that Kenya has a narrow export base. Among the main challenges are stagnated growth of export enterprises in terms of volume and value of products exported, diversification of products and markets (ROK, 2017, 2018). It is the researcher's opinion that this situation requires a shift in strategies of development and promotion of export trade, for expansion of the export base and enhancement of competitiveness of products. Seeking to examine through a study on factors that influence growth of export firms may be a part of panacea to developing innovative strategies. The findings of such a study will help both entrepreneurs and the Government of Kenya to develop innovative trade strategies. Kenya's exports and imports trade trend are presented below on the following page.

During the 2008 to 2017 period, Kenya's exports recorded a fluctuating performance. In 2013, exports stood at Kshs.502 billion increasing to Kshs.581billion, andKsh. 594 billion in 2015 and 2017 respectively. This trend was not sustained in 2016 when exports dropped marginally to Kshs.578 billion representing a 0.5 percent drop. Major imports in 2017 were from China, India, UAE, Saudi Arabia and South Africa.

Table 1.1Kenya's Trend of Exports to Major World Markets in Billion Kshs

Total Exports	250.99	274.66	344.95	344.95	409.74	512.6	517.85	502.29	537.24	581.05	578.07	594.13
Years	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017

Major imports from china included: Telecommunications equipment, fertilizers, automatic data processing machines**,** mechanical and electrical machinery**,** motor vehicles and motor cycles. Imports from India included petroleum products, medicines, motorcycles, electrical products and among others. Major imports from UAE and Saudi Arabia were mainly petroleum products. Main imports from South Africa included iron and steel products, motor vehicles, mineral fuels, paper and paperboard, plastics, electrical and electronic equipment, pharmaceuticals, plastics among others. Kenya's exports trend to major world markets between the year 2006 and the year 2017 as presented in Table 1.1 and is depicted graphically below.

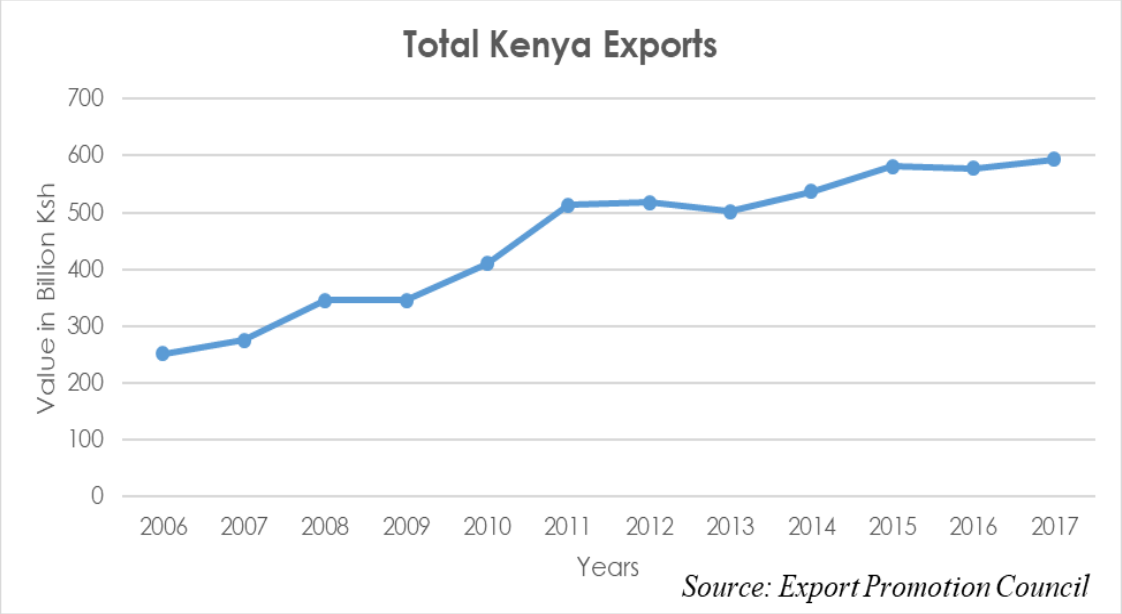


Figure 1.1 Kenya's Trend of Exports to Major World Markets in Billion Kshs

According to ROK (2018), during the period 2013 to2017, overall, the export quantum indices for non-oil items and all items declined by 2.7 per cent and 1.8 per cent to 110, in 2017. This was mainly driven by a decline in the export quantum indices of most of the categories except chemicals and mineral fuels. The decline was recorded in machinery and transport equipment; manufactured goods; and animal and vegetable oil and fats which reduced by 37.7, 25.0 and 12.1 per cent, respectively, in the review period. The overall import quantum indices for non-oil items and all imports increased by 10.6 per cent and 7.9 per cent, to 104 and 109, respectively, during the review period. This was mainly occasioned by substantial increases in import quantum indices for the broad categories of food and live animals (96.1%), animal and vegetable oils and fats (16.8%), and beverages and tobacco (10.1%). The statistics show that mostly import values and volume were growing faster than exports. The prevailing situation in the trade sector, where overall trade performance, is measured by the balance of trade, has been recording a deteriorating trend that is characterized by huge balance of trade deficits. In addition, Kenya's share in the regional and global market, which remains low, with huge potential already identified in sectors that Kenya has both comparative and competitive advantage. Due to this scenario and other factors, Kenya experienced high unemployment rate, especially among the youth and women, increased poverty, export trade fluctuated and some enterprises closed down (ROK, 2017).

The question the researcher asked was: Could application of entrepreneurial orientation dimensions by Kenyan export firms contribute to growth of the firms, to increase exports in volume and value? Wiklund and Shepherd (2011) in their study on potential causal mechanisms underlying the observed entrepreneurial orientation performance relationship found that entrepreneurial orientation has a positive relationship with

relative performance among surviving firms with firm failure. However, such empirical studies cannot be generalised to other contexts owing to cultural differences.

ROK (2008, 2016) states that Kenya pursues export oriented economic growth, with emphasis laid on value addition on products, innovation of firm processes, export market diversification and industrial transformation. Presently in Kenya, economic development is export trade led because, there are more benefits gained from export of goods and services to other countries (ROK, 2016). The contribution of export trade is important in increasing, volume of sales and number of employees of firms and reduction of poverty levels. Naldi, Nordqvist, Sjoberg and Wiklund (2007) in their study on entrepreneurial orientation, risk taking and performance in family firms concluded that entrepreneurial orientation construct seems to have great generality across organisational types. Moghaddam*et al.,* (2011) postulated that several studies conducted on determinants of firm performance do not conclusively reveal the variables that effect growth of export firms. Different studies reveal conflicting findings on the extent to which entrepreneurial orientation has effect on growth of firms.

The Government of Kenya formulated protection measures for the manufacturing firms and many established firms enjoyed near monopolies. However, the economy did not grow at the expected rate to create more employment opportunities and wealth creation. Kenya Government then liberalized her economy in early 1990 and joined World Trade Organization (WTO) in 1995. Liberalization resulted in stiff competition in domestic, regional and international markets. Some sectors such as coffee sector were affected negatively. The strategy for economic development was reviewed to focus on industrialization. The aim was to develop local industries, expand export base through product and market diversification.

At the advent of globalization, export-led growth strategy became a major focus for many countries including Kenya. Although there have been efforts towards diversification of the export sector, Kenya's exports were still dominated by primary agricultural products. The Government of Kenya in recognition of the role of private sector in spearheading industrialization put in place a policy framework to foster the creation of a conducive environment for private sector participation in economic development. Pursuant to this, the Government of Kenya designed suitable incentive packages and export promotion strategies to attract investment in manufacturing in Kenya to tap the larger markets of East African Community (EAC) and Common Market for Eastern and Southern Africa (COMESA). Therefore, the government endeavoured to put in place strategies that could hasten the pace of increasing export base and industrialization. Among the strategies implemented in Kenya include; the establishment of Export Processing Zones (EPZs) which aimed at facilitating export-oriented industrialization as well as enhancing industrial growth and development in the country. Manufacturing under Bond, Value Added Tax Remission, tax holidays, and exemption from duty on machinery, raw materials, intermediate inputs and removal of restrictions on foreign capital repatriation. Despite implementation of the strategy, Kenya's imports still grew at a higher rate than her exports (ROK, 2008).

1.2 Statement of the Problem

This study aims to contribute to improvement of the export trade sector in Kenya as well as add value to the existing literature on growth of export firms. Export trade plays a key role in Kenya because trade contributes to expansion of markets for domestic production, employment creation and generation of foreign exchange (Soininen, Kaisu, Helena, Pasi & Sussane, 2013). Kenya Government recognises key role of export trade and this led the government to adopt export trade led policy to drive

economic development. In addition, more benefits are gained from export of goods and services to other countries (ROK, 2018, 2017, 2016). Despite the key role that export trade plays, growth of export firms has been fluctuating and Kenya's share in world export is insignificant, compared with other selected African and Asian countries.

Despite the recognition of the importance of export trade by the Kenya government, 70% of Kenyan export products are exported to 12 markets only and relies mainly on five main products (ROK, 2016, 2017). Products such as tobacco, coffee, tea, cut flowers and petroleum products, accounted for a higher percentage of the exports. This indicates that Kenya has a narrow export base. Hence posing major challenges which have contributed to slow growth of export firms in terms of volume and value of products exported, diversification of products and markets (ROK, 2016, 2017). The slow growth has led to trade imbalance, in that import volumes and value is higher than export volume and value. This has negative multiplier effect in Kenyan economy and partly explains the high rate of unemployment and poverty that is being experienced.

The researcher contends that this situation requires a shift in strategies of development and promotion of export trade, for expansion of the export base and enhancement of competitiveness of products. The researcher therefore sought to examine through a study, effect of strategic entrepreneurial orientation dimensions on growth of selected Kenyan export firms.

1.3 Purpose of the Study

This study sought to examine effect of strategic entrepreneurial orientation on growth of selected Kenyan export firms, to add value to the existing literature on growth of export firms, as well as contribute to improvement of the export trade sector.

1.4 Objectives of the Study

This section presents the objectives of the study

1.4.1Specific Objectives

The specific objectives of the study were to:

i. Determine the effect of Innovation on growth of Kenyan export firms.

ii. Establish the effect of risk taking propensity on growth of Kenyan export firms.

iii. Determine the effect of adoption of marketing mix on growth of Kenyan export firms.

iv. Establish the effect of networking on growth of Kenyan export firms.

v. Determine moderating effect of political and regulatory framework on the effect of strategic entrepreneurial orientation on growth of Kenyan export firms.

1.5 Research Hypotheses

The null hypotheses that guided this study were:

H_{01} There is no statistical significant effect of innovation on growth of Kenyan export firms.

H_{02}.There is no statistical significant effect of risk taking propensity on growth of Kenyan export firms.

H_{03} There is no statistical significant effect of adoption of marketing mix on growth of export firms.

H_{04} There is no statistical significant effect of networking on growth of Kenyan export firms.

H_{04} There is no statistical significant moderating effect of political and regulatory framework on effect of strategic entrepreneurial orientation on growth of Kenyan export firms.

1.6 Justification of the Study

The study was justified in examining the extent to which strategic entrepreneurial orientation affect growth of selected Kenyan export firms. This research was justified because some researchers have recommended further research on effect of entrepreneurial orientation on growth, for example Arbaugh, Larry, Cox and Camp (2009); MCkelvie and Wiklund (2010); Ayadurai and Zainol (2011); Hanafi and Mahmood (2013). The study findings are a source of vital information to export firm entrepreneurs, potential exporters and policy formulators, to formulate relevant policies on export trade to improve competitiveness of export firms. The study also adds to the body of existing knowledge, make empirical contribution and enhance understanding on the extent of influence of entrepreneurial orientation on growth of export firms.

1.7 Significance of the Study

The insights from this study are of benefit to; policy makers in the government, as the findings would be essential in policy formulation or policy review, exporters would utilize the findings to facilitate regional and international market access. Basing on research by World Bank (2010), this study is significant as it provides insights to scholars on contribution of export trade to Kenya's economic growth. Increasing exports of services, especially high value added business services, therefore represents an important opportunity to drive economic growth of Kenya. The study is a revelation to the regional markets of the East African Community (EAC) that tend to dominate the export flows of Kenyan professional service firms. More than half of Kenyan service exporters have clients in Tanzania and/or in Uganda whereas about a third has clients in Rwanda. Almost a quarter of firms have clients in Sudan and in European countries (other than the U.K.) and a fifth of firms' export services to South Africa. Due to

language barriers, Kenyan legal firms tend to restrict themselves to English-speaking export destinations.

Literature of this study is significant since it indicates that there is potential to expand the process of exporting and sustaining the exports. The majority of Kenyan exporters of services do not set specific or conscious objectives to enter foreign markets but rather start exporting because they follow their clients as they enter foreign markets or due to referrals whereby foreign clients contact them directly. An example of the first type is when a major client of a service firm in the Kenyan market expands its services to Tanzania.

The study will be significance to Service Exporters in Kenya. Accounting is one sector that provides important export opportunities for Kenyan firms. As a result of a widespread adoption of International Financial Reporting Standards (IFRS) across developed and developing countries, there has been a growing demand for accountants proficient in IFRS. Kenya was among the first countries to adopt IFRS and thus has a set of accountants with expertise and experience in IFRS (World Bank, 2010a). The Kenyan accountants travel often to provide services in countries that have recently adopted IFRS and have a deficit in skilled and experienced IFRS professionals.

The findings of this study drives the investors of service firms in Kenya to invest appropriately and it will also help the policy makers on how to improve and support Kenyan firms providing service exports.

Finally, it will act as a basis for further research as it will be important for future study to use bilateral service trade data of Kenya and see if the variables used in this study still affect exports of services in the same proportion.

1.8 Scope of the Study

The study was conducted based on data collected from selected export firms in selected towns in Kenya, namely**;** Eldoret, Mombasa, Nairobi, Naivasha and Thika. Firstly, the study area was purposively selected owing to a large concentration of firms engaged in export trade. Secondly, cities and towns chosen account for sites where growth oriented export firms are located (ROK, 2016). Thirdly, the study area covers the major economic activity zones in Kenya. Fourthly, study areas were selected due to availability of information and proximity to export outlets. The study targeted 770 firms engaged in export trade and registered by Export Promotion Council. The export firms were grouped under 7main sub sectors, namely agricultural, manufacturing, mining, commercial crafts, industrial, energy and services. Details regarding the status of the firms and contacts were obtained from the "The Kenya Manufactures and Exporters Directory 2016".

The respondents in the study were senior management within the ranks of finance and marketing managers, who completed a self-administered questionnaire. The respondents were required to be senior management owing to the nature of information that was required. The data collection took a period of two months from November 2017. The study focused on the role of strategic orientation on the growth of export firms in Kenya. Data required included the innovation capacity, risk taking propensity, marketing mix, networking, the role of the moderating variables (regulations and politics) and export firm growth. It is believed, however that results might be indicative of the effect of strategic entrepreneurial orientation on growth of export firms in Kenya.

1.9 Limitations of the Study

Although this study has produced comprehensive findings on the effect of strategic entrepreneurial orientation on growth of selected export firm in Kenya, it still has a number of limitations.

1.9.1 Limitations of the Sample

The sample size may affect the extent to which the results of the findings can be generalized to other countries, because not all firms, which export and operate within the geographical area, were covered. Any firms that were not registered with Export Promotion Council at the time of sampling were not included. Basing on a sample and hence generalizations issues could arise even though it was based on a probability sampling strategy. The sample studied, therefore may not accurately represent different populations.

1.9.2 Limitation of the Survey Instrument

Even though the entrepreneurial orientation scale in the questionnaire was adapted from previous research and translated to Kenyan situation, some questions relating to entrepreneurial orientation as well as firm growth seemed not to relate to some activities of the respondents. Researcher did not include all the constructs in the model. Literature review demonstrates that scholars have used more dimensions to explain entrepreneurial orientation than the researcher has applied.

1.9.3 Limitations of the Data Collection Time Frame

Since this study adopted a cross- sectional design in, which data was collected at a single point in time, the findings are not able to capture the dynamics of the adoption process for entrepreneurial orientation and particularly their long-term effects on the

growth of selected export firms in Kenya over time. The study was limited to the features assessed by the questionnaire, data collection and data analysis.

1.10 Assumptions of the Study

This study assumed that the export firms from which data was collected had adopted strategic entrepreneurial dimensions. Trade is dynamic and a chance of changes in firm existence is very high, but the study assumed that environment under which Kenya export firm operate remained consistent.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Presently, governments and the private sector all over the world, recognize the immense contribution of entrepreneurship in enterprise development and firm growth in terms of sales, revenue and employment creation, poverty reduction and wealth creation. Existing and newly established firms are encouraged to become entrepreneurial as a means of enhancing firm performance domestically, regionally and globally for enhanced performance and competitiveness (Wang, 2008). Entrepreneurial orientation refers to processes and endeavours of organizations that engage in entrepreneurial behaviour and activities, that expose willingness to innovate, take calculated risk, try new and uncertain products and services, network and be more proactive than competitors toward opportunities in the marketplace (Wiklund & Shepherd, 2005). The scholars' explanation provided a basis for the researcher to postulate that application of strategic entrepreneurial orientation by entrepreneurs in growing their enterprises is critical for growth of enterprises. Therefore, it is important to examine the extent to which strategic entrepreneurial orientation affects growth of selected Kenyan export firms.

This chapter reviews literature in an attempt to provide a basis for an appropriate theoretical review and conceptual framework to enable an in-depth understanding of how Strategic Entrepreneurial Orientation affects growth of selected Kenyan export firms. The entrepreneurial orientation dimension applied in this study includes; innovation, risk taking propensity, marketing mix and networking. The chapter thus presents literature on concepts of growth and entrepreneurial orientation, and objectives, which the study examined in relationship to growth of export firms,

theoretical framework and conceptual framework. In addition, it presents demonstration of knowledge gap, on link between strategic entrepreneurial orientation and growth of firms.

2.2 Review of Empirical Literature

"Hyper-competition" experienced globally, caused by liberalization of most economies, is a structure in which, the core competitive success is to constantly develop new products and processes with increasing functionality and performance to satisfy customers (Dogan, 2017). The researcher argues that such prevailing situation dictates that entrepreneurs who are engaged in export trade must adopt strategies for sustaining growth of their firms, more so to remain competitive in the regional and international markets. The researcher therefore was motivated to examine the extent to which strategic entrepreneurial orientation affect growth of selected export firms in Kenya. As such, main concepts of this study include; concept of growth and concept of entrepreneurial orientation. The discussion on the concepts is as follows: -

2.2.1 Innovation and Growth of Export Firms

Cassiman and Martinez-ros (2007) were among the scholars to accentuate the importance of innovation in the entrepreneurial process. Innovation was described as a process of creative destruction, where wealth creation occurs by disruption of existing market structures, by introduction of new export firms that triggers a resource shift. Wu and Zhao (2012) argue that the mechanism of creative destruction is first triggered by the entrepreneur, enacting innovation within the concept of entrepreneurial orientation as an indispensable success Growth of Export Firms (Yi & Kafouros, 2013).

It is the inclination to commit creativity and experimentation through technological leadership, research and development (R&D) to generate unique products, services and

processes. Innovativeness is the proclivity of the firm'sreadiness to explore and support new conceptions. In today's dynamic business conditions, where rapid changes happen, efficaciously producing and utilizing innovations can be an important channel for accomplishing competitive advantage. According to Dess and Mc Farlin, (2015), innovations are classified into three: -technological innovativeness, product-market innovativeness and administrative innovativeness. Technological innovativeness encompasses primarily of research and engineering efforts aimed at developing new products and processes. Product-market innovativeness refers to market research, product design, and innovations in advertising and promotion. Administrative innovativeness includes novelty in management systems, control techniques, and organizational structure.

Innovation is an important component of an entrepreneurial orientation because it reflects an important means by which firms pursue new opportunities for growth (Taylor, 2013). The scholar stated that Li, (2012); Li, Zhou Kashyap and Yang, (2008), Mengue and Auh, (2006) averred that innovativeness refers to a firm's propensity to creatively initiate and support new ideas, experimentation and creative processes that may result in new products, or technological processes, or exploitation of new markets. The researcher contends that the argument advanced by the scholars could be based on the neo-classical entrepreneurship theory, advanced by Schumpeter (1934,1942), who emphasized the role of innovation in the entrepreneurial process and noted that that wealth was created when existing markets structures were disrupted by the introduction of new goods and services. The scholar regarded an entrepreneur as an innovator. The disruption can be termed as emergence of competition that could either be caused by the introduction of new products or new firms in the market.

According to Dogan (2017) the word innovation comes from the Latin “Innovare” and is about change. Innovation is a process of creating value from ideas. In addition, Dogan (2017) states that an innovation is the implementation of a new or significantly improved product, or process, anew market method, or a new organizational method in business practice, workplace organization or external relations. The scholar averred that strategic consideration of innovation involves the use of appropriate strategic management techniques to increase the impact of innovation activities on growth and of a firm. Arshi and Chugh (2013) argued that innovation is a key competence that most firms wish to acquire as it is envisaged that innovation can provide the necessary competitive advantage. Atalay *et al.*, (2013) defines innovation as the driving force for development, and argues that five manifestations of innovation include; Creation of new product, use of a new industrial process, new market openings, development of new raw materials source and new forms of industrial organizations. Rubera and Kirca, (2012) asserts that innovation at firm level is a firm’s receptivity and propensity to adopt new ideas that lead to development and launch of new products.

According to Therrien *et al.*, (2011), innovation is a complex process related to changes in production functions and processes, whereby firms seek to acquire and build upon their distinctive technological competence, and their transformation through innovative capabilities. Schillo (2011) stated that innovation is the specific tool of entrepreneurs, the means by which the entrepreneurs exploit change as an opportunity for a different business or a different service. Innovation is presented as a discipline that can be learned and practiced. Entrepreneurs need to search purposefully for the sources of innovation, the changes and their symptoms that indicate opportunities for successful innovation.

Mehrdad, *et al.*, (2011) stated that since the beginning of the recent decade, when the competitive environment went through a major transformation, due to globalisation, business organizations have intensified their search for strategies that provide sustainable competitive advantage. Such strategies require that a firm continuously differentiate its products and processes. This implies that firms must constantly be innovative. Perez-Luno, Cabrera and Wiklund (2010) postulated that innovation is generally defined as the development and use of new ideas or behaviours in organisation manifested in terms of new product, service or method of production or a new market, organisational structure or administrative. According to the Scholars presentation, an organisation or a firm can undertake innovation in several areas of the organisation. For example, an organisation can undertake product innovation, which is defined as the introduction into the market of technologically new or improved products. The scholars' further post that innovation can be either generated or adopted by an organisation.

Generation of innovation refers to situations where a firm internally generates a product, process or technology that was previously unknown to the market in which the firm operates, while adoption of innovation refers to assimilation of knowledge and technologies which, are developed elsewhere and that are new to the organisation only. An example of adoption of innovation is Apple's mouse-controlled, menu-based operating system that was built on Xerox's system and Microsoft's first web browser closely resembled Netscape's. Wales, Mosen and Mckelvie (2013) argued that innovativeness encompasses the firm's actions relating to product-market and technological innovation. The researcher concludes that it appears that product-market innovation is essential to defining what it means for a firm to adopt entrepreneurial orientation.

According to Ahmed and Shepherd (2010), any form of innovation occurs when value is added to produce a hitherto novel outcome and that different types of innovation related to firm growth, namely; product innovation, process innovation and strategic innovation. Product innovation is the most visible manifestation of innovation process. The manifestation is displayed in new products, which are because of innovation and can be focused on technology or marketing. Process innovation expresses the change in execution of the organization activities, for example management of its operations or functions. Strategic innovation involves changes in a firm's business model, structural remodelling and mergers. OECD (2012) stated that what counts most in innovation are the quality, creativity involved, comprehensiveness, accuracy and aesthetics.

Wang, (2008) emphasized the role of innovation in the entrepreneurial process. He stated that it is a process of "creative destruction" where wealth is created, when existing market structures is disrupted, by the introduction of new goods or services that shift resources away from existing firms and cause new firms to grow. Cabrera, Perez- Luno and Wiklund (2007) posts that innovation is perceived as a process of putting into practice new combinations of materials and forces. This was within the theory of economic development. The combinations imply producing new things or the same things but new methods. Innovation is the key determinant of growth of the capitalist economy that is innovation includes creating new markets and new forms of industrial organisation.

Innovation involves initiation of processes through which entrepreneurs create, increase wealth by trying new ways and introducing radical changes in the products and/or processes to eliminate wastages and inefficiencies, reduce cost of inputs, inefficiencies and increase profits (Dess & Lumpkin, 2000; Wang, 2008). Wang (2008)

intimated that a firm shows an element of market pro-activeness, in tendency to engage in and support new ideas, novelty, experimentation, and creative processes that result in new products and services. The researcher postulates that innovativeness is displayed when a firm purposely puts in place strategies, which, elevates a firm to have competitive advantage over competitors, by stimulating dynamic knowledge flows to create new lines of business opportunities, adopt modern techniques of operations ahead of competitors.

Alvarez and Barney (2007), Baker and Nelson (2005), Gartner (1985), Sarasvathy (2001), Weick (1979) avered that, creation theory assumes that opportunities are created endogenously by actions, reactions and enactments of entrepreneurs exploring ways to produce new products or services. Thus, creation opportunities are social constructions that do not exist independent of entrepreneur's perceptions. Decision-making is uncertain because according to the theory, opportunity does not exist until created by an entrepreneur.

2.2.2 Risk Taking Propensity and Growth of Export Firms

Risk-taking entails the willingness to pursue opportunities that have a substantial likelihood of producing losses or significant performance discrepancies (Matthieu & Pamina, 2010**).** On firm level, risk-taking refers to a firm'spropensity to support projects with uncertain expected returnssuch as moving into unfamiliar new markets and committing substantial resources to ventures with vague outcomes (Dess, Lumpkin, & McFarlin, 2015).

This dimension represents the aspect of a firm's strategic posture that refers to the firm's willingness and ability to devote increased resources to projects whose outcome is difficult to predict. In the context of business, in practice all business endeavours

entail some degree of risk (Dess, et. al, 2015). However, in the context of entrepreneurial orientation, this risk- taking is not gambling, but moderated and calculated risk (Morris, Kuratko & Covin, 2010). Thus, risk taking does not refer to extreme and completely uncontrolled risky endeavours.

The concept of risk-taking was been related to entrepreneurship as early as18th century, when the entrepreneur and his/her unique risk- bearing function was first identified by Richard Cantillon (Kusumawardhani, 2013). In addition, risk-taking propensity as a dimension of entrepreneurial orientation is considered as one of the major attributes of entrepreneurship. Entrepreneurship scholars have attempted to define the conceptualisation of risk-taking at the firm level. Risk- taking refers to a firm's willingness to engage in calculated business- related risks in the market place, even when their outcomes are uncertain (Lumpkin and Dess, 2012). Firms with risk taking behaviour are described as being bold and aggressive in pursuing opportunities, as they are ready to incur large resource commitments in the hope of obtaining high returns (Miller, 2011). Risk–taking behaviour consists of activities such as borrowing credit heavily, venturing in unknown markets and committing a high percentage of resources to projects with uncertain outcomes (Kusumawardhani, 2013).

De Haan (2010) stated that starting entrepreneurial ventures based on new discoveries and innovations entail a great deal of risk. The scholar further avers that survival rates of new firms are strikingly low and that about 20 to 40% of entering entrepreneurs fail within the first two years of life, while only 40% to50% survive beyond the seventh year. When new businesses pursue uncharted waters with the intent of achieving substantial growth and above average performance, risk is an inescapable reality. In economics, entrepreneurs have long been assumed to have a high-risk propensity

relative to the general population. It might be that the characteristics of entrepreneurs are of influence on the performance of their organisations. When an entrepreneur possesses one of these characteristics; risk taking, perseverance and proclivity, creativity and innovation, as well as vision, he is willing to take more risk and hence has a higher propensity of risk taking.

Landqvist and Stalhandske (2011) defined risk as the degree of uncertainty and potential gain or loss that follows a certain decision(s). De Haan (2010) refers to risk as events subject to a known or knowable probability distribution and uncertainty as referring to events for which it was not possible to specify numerical probabilities. The scholar posits that risk reflects the degree of uncertainty and potential loss associated with outcomes which may follow from a given behaviour or set of behaviours. Thus, the researcher argues that from the definitions given, risk is like an opportunity cost that is what one forgoes for preferring a certain action to another.

Hamid, Rangel, Taib and Thurasamy (2013) defined risk-taking propensity as individual's current period tendency towards risk-taking. Landqvist and Stalhandske (2011) observe that risk-taking propensity as an accumulative result from the risk tendencies of a person and further said that it is in effect more of an elementary and profound trait or behaviour, which is a part of a person's whole persona. De Haan (2010) defined risk-taking propensity as perceived probability of receiving rewards associated with success of a proposed situation required before embarking on a venture. The scholar further averred that there are three levels of risk taking; low, moderate and high. A propensity to take risk involves moving out of your comfort zone on the job risk that stimulates one to stretch oneself, to become more competent, gain skills, expand abilities and may make one become more effective and efficient (Bucci,2016).

Avlonitis and Salavou (2007) posited that firms with strong entrepreneurial behaviour are attracted to projects with higher levels of risk to get higher levels of return.

In contrast, a risk-averse firm would avoid undertaking an activity that shows uncertain return. This kind of behaviour will definitely weaken performance of a firm. The argument pushes the researcher to argue that unwillingness to take risk may affect the time an entrepreneur decides to establish a business and when to innovate an existing business in order to grow business. It is therefore worth finding out in a study the extent to which risk taking propensity affect a firm's growth.

Strategic risk-taking means actions such as venturing into the unknown, heavy borrowing and/or committing substantial portions of corporate assets in uncertain environments (Baird, 2011). Risk-taking is normally associated with entrepreneurship because the concept of entrepreneurship in its original form includes the assumption of personal risk-taking. Dess and Lumpkin (2015) argued that entrepreneurially oriented firms are often characterized by risk-taking behaviour, such as incurring heavy debts or making significant resource commitments, in the interest of obtaining high returns by seizing opportunities in the marketplace.

Risk-taking entails the willingness to pursue opportunities that have a substantial likelihood of producing losses or significant performance discrepancies (Matthieu & Pamina, 2010). On firm level, risk-taking refers to a firm's propensity to support projects with uncertain expected returns such as moving into unfamiliar new markets and committing substantial resources to ventures with vague outcomes (Matthieu & Pamina, 2010, Lumpkin and McFarlin, 2015).

This dimension represents the aspect of a firm's strategic posture that refers to the firm's willingness and ability to devote increased resources to projects whose outcome

is difficult to predict. In the context of business, in practice all business endeavours entail some degree of risk (Dess, Lumpkin & McFarlin, 2015). In the context of entrepreneurial orientation, this risk-taking is not gambling, but moderated and calculated risk (Morris, Kuratko & Covin, 2010). Thus, risk taking does not refer to extreme and completely uncontrolled risky endeavours even though the consequences of an act cannot be known (Yi, Wang &Kafouros,2013; Dess*et al.*, 2005).

2.2.3 Marketing Mix and Growth of Export Firms

Adewale**,** Adesola and Oyewale (2013) defines marketing strategy as a method by which a firm attempt to reach its target markets. The scholars aver that marketing strategy starts with market research, in which needs and attitudes and competitors' products are assessed and continue through into advertising, promotion, distribution and where applicable, customer servicing, packaging, sales and distribution. Adewale *et al.,* (2013) also aver that marketing strategy is a way of providing a quality product that satisfies consumer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy. Moghaddam *et al.,* (2011) postulate that marketing strategy is a procedure by which a company reacts to situations of competitive market and forces of market or react to environment and internal forces to enable the firm to achieve its objective and goals, in target market. Marketing mix is a marketing strategy.

A firm would employ all the variables of the marketing mix that consist of product, price, and promotion and place to achieve its set objectives and goal. Armstrong and Kotler (2011) averred that marketing strategy is a plan for pursuing the firm's objective or how the company obtains its marketing goals within a specific market segment. Brodrechtova (2008) explained that marketing strategy is a road map of how a firm

assigns its resources and relates to its environment and achieves cooperate objective, in order to generate economic value and keeps the firm a head of its competitors.

The researcher perused the explanations on marketing strategy and concluded that market strategy is a road map showing how a firm responds to external and internal forces by using marketing mix elements that include product, price, promotion and place with an aim of achieving its objectives. The elements of marketing strategy in this study are; price strategy, product strategy, promotion strategy, place strategy.

In conceptual terms, promotion is the element in an organisation's marketing mix that serves to inform, persuade and remind the market of a product, in the hope of influencing the recipients' feelings, beliefs of behaviour (Satit, Rasli, Chin & Sukati, 2012). Promotion is aimed at communicating a message to customers about a product or service. Adewale et al., (2013) describe promotion as part of specific effort to encourage customers to tell others about their services.

Sharma and Sharma (2016) posits that promotion appears as an issue of how to create an optimal mix of marketing communication tools in order to get a product's message and brand from the producer to the consumer. He adds that promotions have become a critical factor in the product marketing mix, which consists of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that a company uses to pursue its advertising and marketing objective.

Moghaddam *et al.,* (2011) postulate that promotion is one of the marketing mix strategies that is implemented through variables of advertising, sales promotion, personal selling and visits, trade fairs and promotion adaptation. The scholars also posit that sales promotion is done through coupons, samples, premiums; while personal selling is used in markets that have restrictions or the cost of managing a sale force is

low. Trade fairs are applied in market testing and is also useful in gaining collaboration in foreign market and is appropriate for market research; and personal visit enhances experience about problem or opportunities, personalises relationship, increases communication and provides timely response to export firm's needs.

The scholars further intimated that advertising and trade promotion are elements of export promotion. Firms apply promotion strategy to create awareness on their products using various channels such as online and offline marketing communication channels, and advertising on websites as direct communication through blogging Google, yahoo (Virgin Mobile, 2009). The researcher has observed that some export firms in Kenya employ some of these mentioned promotion strategy variables.

According to Saif (2015) a firm's product offering and strategy constitute to its lifeline to the market place. Therefore, product strategy is the way a firm competes in the market and improves its total performance and regarded as a blueprint for marketing resources allocation toward realizing the objectives of the firm, which is sales, financial and customer performance. Adewale *et al.,* (2013) define a product as anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need. The scholars further define a consumer product as the product bought by the final consumer for personal consumption. Mohammad *et al.,* (2012) averred that product is the physical appearance of the product, packaging and labelling information, which can influence whether consumers notice a product in-store, examine it and purchase it. The scholars aver that a product's packaging is important as it glamorizes a product in order to attract the consumers' attention and protects products for distribution, storage, sale and use.

Moghaddam *et al.*, (2011) posit that Abdul-Adis and Sidin, (2010), Tangtong, (2010) in their studies on export marketing strategy illustrated that product strategy variables include; product design adaptation, product innovation, product differentiation and product advantages such as luxury, prestige and quality. Virgin mobile in 2009 presented that her product marketing strategy encompasses product quality, design, features, brand name, packaging, size, services and warranties.

According to Satit, Rasli, Chin and Sukati (2012) conceptually, price refers to the amount of money charged for goods and/ services and pricing objectives should be derived from overall marketing objectives. The most common pricing objectives include achieving a targeted return on investment and market share, stabilizing of price and margin and meeting or preventing competition. Adewale *et al.*, (2013) define price as the cost of producing, delivering and promoting the product charged by the organisation. Price can also be stated as the actual or stated value of a valuable product, which is up for exchange; some define it as amount of money paid for product (Dudu and Agwu, 2014). The scholars also postulate that pricing for products or services that are more commonly available in the market is more elastic, meaning that unit sales will go up or down more responsively in response to price changes.

Pricing strategy is a course of action designed to achieve pricing objectives, as it helps marketers set prices and there are many ways to price a product; new –product pricing; price skimming which involves charging the highest price possible for a short while for a newly innovative product launched in a market. The objective being to skim the cream off customers who are willing to pay more to have the product and the price is reduced once the demand falls; penetration pricing involves setting lower price for a new product to build market share quickly; differential pricing which is adopting

different price for different customers. This can be done through negotiated secondary-market pricing, periodic discounting and random discounting; negotiating pricing happens when the final price is established through bargaining between the seller and the buyer; periodic discounting is the temporary reduction of prices. This happens during sales; psychological pricing based on theory that certain prices have a psychological impact (123HelpMe.com. 1st March, 2017). Pricing strategy may vary from market to market because of many reasons associated with factors, such as political, economic, social, technological, environmental and legal forces (Saif, 2015).

The concept of place is to make the right goods and services available in the right locations when customers need them (Satit, *et al.,* 2012). Adewale *et al.,* (2013) defines place as any way that the consumer can obtain a product or a service. Kotler and Armstrong (2006), define place as a set of interdependent organisations involved in the process of making a product available for use or consumption by consumers. The scholars argue that place strategy calls for effective distribution of products among the marketing channels such as the wholesalers or retailers. Moghaddam *et al.,* (2011) argued that customers need to have requests in export market easily and on time and therefore, recently firms pursue place as one of the important export marketing strategy. The researcher concludes that products are to be in the right place at the right time and as such it is important that firms undertake market segmentation.

Bose (2012) averred that market segmentation is commonly referred to as the process of categorising market into different homogenous group The scholar further argues that market segmentation strategy is certainly a sharp weapon among other market development strategies and may contribute profoundly for ensuring vast and fast growth. Through market segmentation, the firm can provide higher value to customers

by developing a market mix that addresses the specific needs and concerns of the selected segment.

According to Goyat (2011) market segmentation is a competitive strategy that focuses on the export firm's full comprehension of the entire full market, segmenting the different markets and understanding the potential market in order to select that particular market where an export firm has a greater comparative advantage, to make it the focal point of selling a firm's products and services. Market segmentation is achieved through lower costs than competitors in the market segment; by adopting a low cost producer strategy but for the target segment only. It requires a buyer segment with needs/preferences that are less costly to satisfy as compared to the rest of the market. Market segmentation entails producing a particular product to target a specific consumer niche.

2.2.4 Networking and Growth of Export Firms

Moghaddam, Hamid, and Timouri (2013) argued that the importance of networks cannot be overemphasized because of their role in developing the private sector in contributing to gross domestic product, employment creation and raising income levels through its spill over effects. The scholar further posits that an entrepreneur's network's position reveals its ability to access information and knowledge, that is transformed into production of new products and improving upon existing ones. Cisi, Moreno and Berbero (2016) posits that business network is a group of entrepreneurs that voluntary share knowledge and experiences. According to the scholars, the relationships among firms in the network are closer, have clear objectives and respect a specific contractual scheme. Firms enter this type of legal contract voluntarily with the explicit aim of co-

producing, co-marketing, co-purchasing or cooperating in product or market development.

Scholars also present that network can be defined as sets of two or more connected exchange relationship, networks are cooperative linkages between different firms and departments within firms and can be defined as a ″relationship within firms, between firms and combination of them, furthermore suggested three different kinds of linkages; vertical, horizontal and diagonal or diversified. Vertical linkage consists of products stream from suppliers to consumers in firm's value systems. Horizontal linkages are involved with combined resources, production and distribution systems in terms of similar and substituted products. Diagonal linkage is sharing common resources between different (dissimilar) products, which can be complementary products in terms of market or distribution.

Schott and Cheraghi (2012) argued that networks are regarded as a means of providing diversity of knowledge, accessing resources and complimentary assets. The scholars noted that in addition, firms that emphasize on building business networks increase flexibility and efficiency, access network resources at minimal transaction cost, operate under reduced business risk, and eventually their performance is high. Abou- Moghli and Al Muala, (2012) noted that the field of entrepreneurship has seen a remarkable increase in studies focusing on networks and relations. Given that, networks provide business owners with access to business opportunities, markets, ideas, information, advice, and other resources. The variables discussed and corresponding entrepreneurship theory are presented below in a tabular format.

Table 2.1Variables and their support theories

Variable	Corresponding Theory
Innovation	Discovery and creation theories of entrepreneurial action
Risk taking propensity	Psychological Theory of Entrepreneurship
Marketing Mix	Economic Entrepreneurship Theory
Networking	Sociological Entrepreneurship Theory

2.2.5 Growth of Export Firms

Kusumawardhani (2013) postulated that many scholars have been drawn to investigate entrepreneurship extensively, as its activity contributes not only to macroeconomic outcomes, but also to business performance. Performance improvement is the primary goal of entrepreneurial firms. It demonstrates the level of success of its business operations. According to Gupta, Guha and Krishnaswami (2013), enterprise growth is identified in four theoretical perspectives, the resource-based perspective, the motivation perspective, the strategic adaptation perspective and the configuration perspective. Resource-based perspective focuses on the enterprises' resources like expansion of business activities, financial resources and educated staff. Resource-based theory holds that there are unlimited sources of opportunities in the marketplace. It is essential to manage transition (for example; the point at which the resources are being reconfigured) by deploying firms' resources to identify and exploit the next growth opportunity. Hence determines successive phases of growth and development, resource reconfiguration in transition stages.

All enterprises go through different stages of growth, also commonly called as life cycle, though the terms used by different authors may vary, the events through which each enterprise passes remain more or less the same (Gupta, Guha & Krishnaswami,

2013). The scholars also aver as follows; some researchers suggest that each enterprise has to start, then grow while facing various challenges and crises, and finally mature and decline, while some suggest that the growth path followed by enterprises is linear or predictable. While others suggest, that growth is fairly an opportunistic term or unpredictable. The dimensions of growth are revenue generation, value addition, and expansion in terms of volume of the business. The elements of growth are market position, quality of product, and goodwill of the customers.

Gupta *et al.,* (2013) also argued that most widely used framework for studying the growth of an enterprise has been the life cycle analysis. In life cycle models, an enterprise's growth is organic, and these assumed that this growth happens over a period in a linear phase. For example, Churchill and Lewis's 1983, the five stages growth model. However, there are some research studies suggesting that it may not be the case with every enterprise. Many firms do not take the linear path because it is not possible for each of those to progress through each stage. They can grow, stagnate, and decline in any order. In addition, these things can happen more than once and there is a possibility to reverse their steps.

This study adopted the firm growth theories of resource- based and life cycle model, as both theories demonstrate the processes that occur in firm growth. There are various resources available, which entrepreneurs utilized at different stages of firm growth. A firm requires; financial resources, human resources and equipment to operate and grow. Most firms grow as if in life cycle. There is the start-up stage, take off stage, growth stage and decline stage. A firm is likely to pass through the stages, but not strictly following all the stages consistently. Some firms may grow and not experience decline, while some may experience decline in each stage.

Loi and Khan (2012) argued that firm growth is an important measure of company success that some authors consider a distinction between firm growth and firm success obsolete. According to Choi and Shepherd (2004) firm growth is influenced by entrepreneurial activities such as product innovation and heavy investment in research and development. The activities may enable a firm to successfully place in the market a demand-oriented product and consequently enhance sales growth in future. In addition, Choi and Shephered (2004) stated that the well-known growth model of Churchill and Lewis (1983) which, argued that a young company is usually in the survival phase.

Despite the fact that there will not be growth immediately, the investing factor will show its impact in the near future. Hence, the investing factor is necessary for young companies to survive. According to the model, younger companies are less experienced and organizationally inefficient. Larger companies on the other hand have sufficient experience and are more efficient. Growth enables the company to add value and is a factor, which strengthens the organization. Furthermore, on a macro level, growing companies boost the world economy by stabilizing or increasing the work force.

Performance is an extensively used concept in many areas. Usually, performance is a measure of how well a mechanism or a process accomplishes its objective. Performance is claimed to be a multidimensional and complex construct that has been measured using an array of indicators (Souren, & Elfring, 2013). In organizational point of view, performance means how well the organization is managed and the value the organization delivers for customers and other stakeholders (Wu & Zhao, 2012). There is no dispute that one of the basic purposes of both entrepreneurship and strategic management theory and research is the enhancement of growth of export firms (Mthanti, 2012). Cassiman and Martinez-ros, (2007) empirically investigated the

degree of concurrence across methods of measuring business economic performance and in so doing, established that sales growth, profit growth, and profitability were discriminate measures of different dimensions of business economic performance.

Becker and Egger (2013) described growth of export firms to be a combination of profitability, growth, efficiency, liquidity, size, and leverage, which are measured with relevant measures. The potential measures to assess the above-mentioned dimensions of performance are for instance: Return on assets, sales growth, sales per employee, current ratio, number of employees, and debt to equity. Kraus *et al.,* (2012) noted that performance is regularly measured in one or a combination as indicated in their study. Kraus *et al.*, 2012; Lechner and Gudmundsson (2012); Messer, smith and Wales (2013) in their study, they used perceived performance indicators to assess growth of export firms. The items that were used to form the performance indicators typically were based on manager's subjective views about firm's profitability, growth, market share, in relative to its most important competitors.

The overall performance measure is typically formed by merging several items measuring the different aspects of performance into one performance score or index (Lechner & Gudmundsson, 2012). The reasons for the use of perceived performance measures are commonly the lack of publicly available archival performance or the fear of losing respondents if such accurate performance figures are requested in questionnaires as privately owned firms are often reluctant to disclose such financial information (Messersmith & Wales,2013).

This kind of subjective performance data may be prone to biases or inaccuracy as it relies on key informants, typically Chief Executive Officer's, ability and willingness to report and rate of growth of export firms accurately with subjective proxies. Many

studies on the other hand have shown that subjective and objective growth of export firms measures are typically strongly positively correlated (Entrialgo, Fernandez & Vazquez,2000; Mosen& Mckelvie, 2013) and hence support the growth of export firms.

Entrepreneurial orientation has become a salient concept within strategic management and entrepreneurship literature in the last three decades (Covin & Lumpkin, 2011; Covin& Wales 2012; Miller, 2011). Entrepreneurial orientation is a much-explored dimension of strategy- making that is found to have significant implications for firm performance (Miller, 2011, Covin & Wales, 2012). Rauch, Wiklund, Lumpkin and Frese (2012) conducted an assessment of previous entrepreneurial orientation performance relationship studies found that an increase in the quantity of such studies has occurred around the world. Therefore, the scholars suggested that it is reasonable to conclude that entrepreneurial orientation represents a promising area for building a cumulative body of knowledge about entrepreneurship.

Mahmood and Rashid (2016) averred that entrepreneurial orientation is defined as strategic posture of a firm, which captures aspects of the firm's decision- making styles, practices and methods. The scholars also state that entrepreneurial orientation is proved as one of the determinant factors that contribute to the business success. They further argue that despite recognition as the essential dimensions of entrepreneurship and considered to give a great impact in firm's growth, to date, the examination on the relationship between entrepreneurial orientation and business performance has been conducted intensively, but the available empirical findings are mixed.

Some studies supported the facts that entrepreneurial orientation impact performance positively (Eshima & Anderson, 2013; Aliyu & Mahmood, 2015; Wiklund &

Shepherd, 2005; Wang, 2008/2011); while others found that the dimensions of entrepreneurial orientation supported performance partially (Ambad, *et al.*,2013). It was therefore worth undertaking this study to examine the effect of strategic entrepreneurial orientation dimensions of; innovation, risk taking propensity, marketing mix and networking on selected Kenyan export firms.

Sateeraroj, Sirivanh and Sukkabot (2014) averred that entrepreneurial orientation is a significant contributor to a business success and that entrepreneurial orientation consists of attitudes towards business innovativeness, proactiveness in business operation and risk taking. The scholars' study observation was that entrepreneurial orientation has influence on the growth of small and medium enterprises, but recommended that further studies should be undertaken with large scale, which would allow a larger sample size and that number of independent variables in the structural equation modelling of small and Medium Enterprises' (SMEs) growth should be increased.

Neto and Gallego (2012) postulated that the entrepreneurial orientation is by means of three dimensions; innovativeness, the propensity to take risks and the proactive behaviour. The innovation leads a company to seek new ideas, developing new processes, new technologies and products. The propensity to take risks is the form of a company to calculate the chances of failure and success and support such a decision. The proactivity is the cooperate behaviour of precede market facts and competition.

Hanafi and Mahmood (2013) averred that entrepreneurial orientation is a significant contributor to a firm's success and that the concept was developed by Miller (1998), as comprising three dimensions; innovativeness, proactiveness and risk taking. Innovativeness is the firm's ability and willingness to support creativity, new ideas and

experimentation, which may result in new products (Dess and Lumpkin, 1996), while proactiveness is the pursuit of opportunities and competitive rivalry in anticipation of future demand, to create change (Dess &Lumpkin, 2005). Relating to risk taking, it is the firm knowingly devoting resources to projects with chance of high returns but may also entail a possibility of failure. The findings of a study conducted by the scholars reveal that entrepreneurial orientation has positive effect towards business performance of women-owned SMEs. Notwithstanding the study had limitation of relatively small sample size, which might have not been representative and as such, recommended further study using large sample size.

Entrepreneurial orientation refers to a firm's strategic disposition, capturing specific aspects of decision – making styles, methods and practices (Wiklund, & Shepherd, 2005). The scholars averred that an entrepreneurial firm is one that engages in product market innovation, undertakes somewhat risky ventures and engage in proactive innovation to surpass competitors. The scholars further reported that based on the presentation, several researchers have agreed that entrepreneurial orientation is a combination of the three dimensions; innovativeness, proactiveness and risk taking. This implies that an entrepreneur who adopts entrepreneurial orientation strategies has potential to innovate to produce market-oriented products, take risks to try out new products and venture into new markets. The researcher contends that the argument may be valid because due to the present global competition, a firm must add value to products and produce market-oriented products in order to grow and remain competitive.

A firm engaged in innovation must also have ability to take calculated risks, because of uncertainty in innovation results. The scholars also reported that entrepreneurial

literatures suggest that an entrepreneurial orientation improves firm performance, but empirical results are mixed. In my opinion, this implies that influence of entrepreneurial orientation on firm's growth is not conclusive, thus there is still literature gap. Undertaking this study on Kenyan selected export firm will contribute to bridging information gap.

Kusumawardhani (2013) quoting Wiklud and Shepherd (2003), Covin and Slevin (1991) contended that entrepreneurial firms with high levels of entrepreneurial orientation possess the ability to identify and seize opportunities in a way that differentiates them from conservative organizations. The differences are as follows; entrepreneurial firms engage in frequent and extensive innovation, to gain competitive advantage; they demonstrate risk-taking behaviour to exploit opportunities, in the market place and react aggressively to competitors' actions. The argument is that due to the tendency, entrepreneurial firms are more likely to succeed in dynamic or hostile environments. On the other hand, conservative firms are not by nature innovators or risk-takers, and that the firms only undertake innovation when threatened by competitors. Covin and Wales (2012) suggested that firms will range in a continuum from highly conservative (the 'low-end') to highly entrepreneurial (the 'high-end').

Arbaugh, Larry, Cox and Camp (2009) posits that entrepreneurial orientation was originally conceptualised as entrepreneurial posture and that the construct was developed using three characteristics; risk taking, innovation and proactiveness. The inconclusiveness of this research findings points to the need to conduct research on influence of entrepreneurial orientation on firm growth based on individual countries. Hence, this study was expected to contribute to bridge information gap. Shepherd and Wiklund (2011) who reported that entrepreneurial orientation has positive relationship

with relative performance among surviving firms and positive relationship with firm failure support my philosophical commitment. The scholars recommended further research on entrepreneurial orientation's influence on firm growth, because entrepreneurial orientation is a fundamentally dynamic concept and their study like some previous studies, for example Wiklund and Shepherd, (2003) relied on a single respondent.

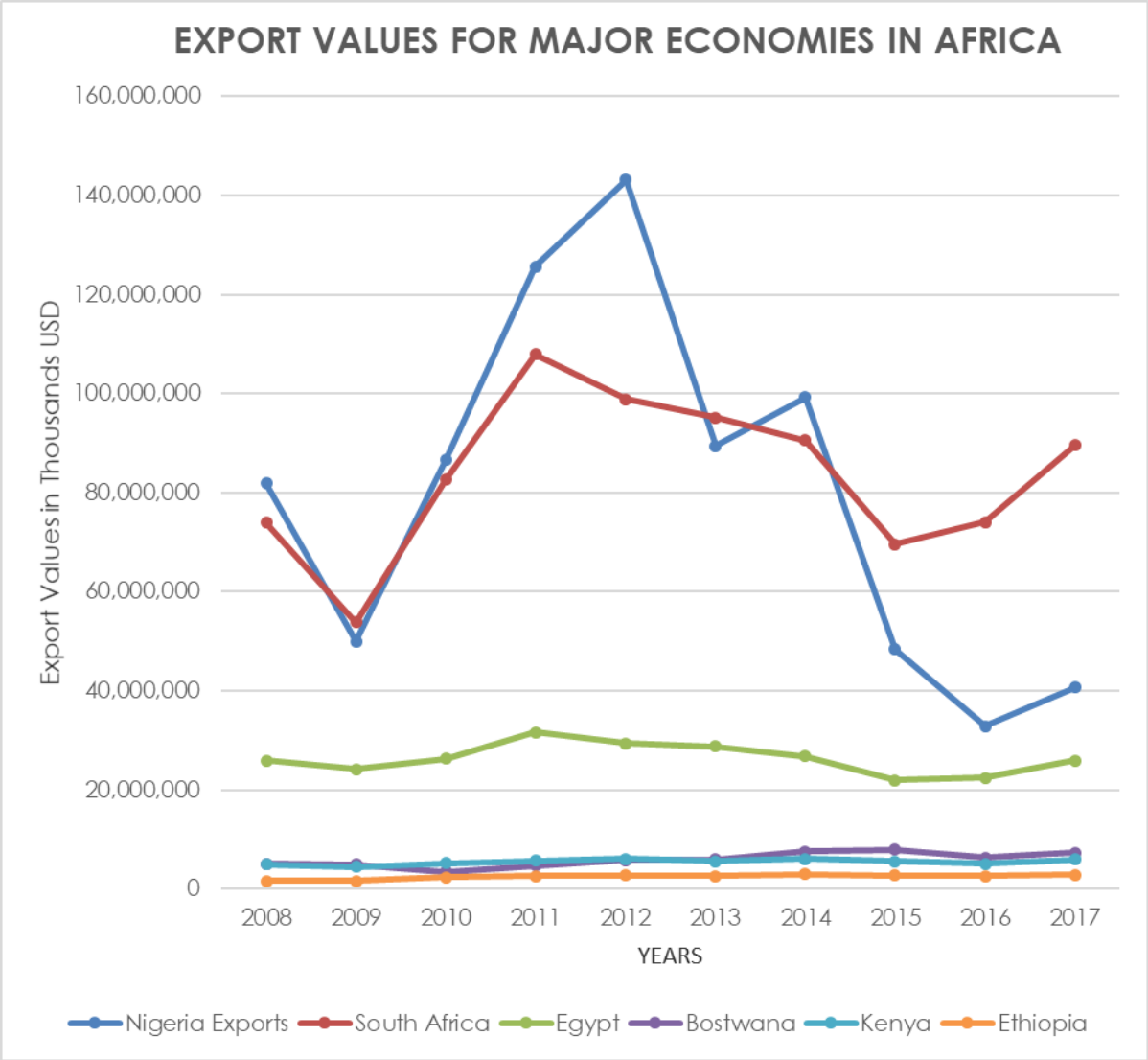
2.2.5.1 Kenya's Export Trade Performance in leading Economies in Africa

Kenya, Ethiopia and Botswana exports trade performance almost ranged at the same levels over the years. However, Egypt, Nigeria and South Africa exports ranked higher. Nigerian exports however declined sharply between 2014 and 2016 and picked up in 2017.

Table 2.2Total Exports To The Rest Of The World By Leading Economies In Africa In Terms Of Export Values, US Dollars

Year / Country	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Nigeria	81,820,518	49,937,460	86,567,913	125,641,031	143,151,183	89,482,086	99,241,744	48,433,351	32,883,045	40,721,848
South Africa	73,965,546	53,863,892	82,625,557	107,946,318	98,872,228	95,111,531	90,612,104	69,631,083	74,110,817	89,516,194
Egypt	25,966,761	24,182,270	26,331,836	31,582,439	29,417,006	28,779,409	26,812,196	21,967,323	22,507,389	25,943,247
Botswana	5,072,523	4,950,877	3,455,712	4,693,238	5,881,918	5,971,245	7,573,299	7,915,468	6,319,191	7,320,706
Kenya	5,000,949	4,463,443	5,169,112	5,758,740	6,134,353	5,536,953	6,111,949	5,614,944	5,038,013	5,914,193
Ethiopia	1,601,835	1,618,166	2,329,793	2,614,892	2,741,298	2,591,042	2,977,916	2,697,080	2,615,931	2,862,593

South African exports picked up from 2015-2017. The performance of Kenya's exports to the world by leading economies in Africa in terms of export values is presented in the Table 2.2. The performance is also illustrated graphically below.



Source: ITC 2017

Figure 2.1: Export Values for Major Economies in Africa

2.2.5.2 Kenya's Major Exports and Imports in 2017

During the 2008 to 2017 period, Kenya's exports recorded a fluctuating performance. In 2013, exports stood at Kshs.502 billion increasing to Kshs.578 billion and Kshs. 594 billion in 2015 and 2017 respectively. This trend was not sustained in 2016 when

exports dropped marginally to Kshs.578 billion representing a 0.5 percent drop. According to ROK (2017) the prevailing situation in the trade sector, where overall trade performance, as measured by the balance of trade, has been recording a deteriorating trend that is characterized by huge balance of trade deficits. In addition, Kenya's share in the regional and global market, which remains low, with huge potential already identified in sectors that Kenya has both comparative and competitive advantage. Due to this scenario and other factors, Kenya experienced; high unemployment rate, especially among the youth and women, increasing poverty, export trade fluctuated and some enterprises closed down (ROK, 2017).

Table 2.3 Kenya's Major Exports and Imports in 2017 (Value in Kshs Million)

Exports	Imports
64,057.80	390,622.26
61,814.03	170,410.21
47,269.89	138,359.29
43,891.84	114,606.89
38,552.67	81,662.91
28,521.06	61,879.61
26,370.09	57,377.42
19,661.49	56,861.89
19,005.23	42,988.80
18,879.33	42,041.35

Source: Export promotion Council

Major imports in 2017 were from China, India, UAE, Saudi Arabia and South Africa. Major imports from china included: Telecommunications equipment, fertilizers, automatic data processing machines**,** mechanical and Electrical machinery**,** motor vehicles and motor cycles. Imports from India include petroleum products, medicaments, motorcycles and electrical products among others. Major imports from

UAE and Saudi Arabia are mainly petroleum products. Main imports from South Africa include iron and steel products, motor vehicles, mineral fuels, paper and paperboard, plastics, electrical and electronic equipment, pharmaceuticals, plastics among others.

The determinants of export performance are said to be controllable and uncontrollable based on a firm's controllability of the determinant in the short run. The management can control the strategy, but not the age of the firm. It is observed that most internal determinants are controllable in the end, but not all can be readily changed with immediate impact (Bokosi, 2015). The commitment of the management in exporting firms has for instance, emerged as a significant determinant of both export intensity and subjective export performance because a high level of commitment allows for careful export planning, sufficient resource allocation and more effective use of export marketing strategy, which eventually leads to higher export performance.

The researcher argues that performance of export firms classifies the external factors that affect the performance of export manufacturing firms into industry characteristics, foreign market characteristics and domestic market characteristics in line with Zou *et al.*, (2003). The incorporation of the external environment has its theoretical justification in contingency theory, which holds that export performance should not only be determined based on a firm's internal resource capabilities, but on the interplay between a firm's behaviour and its external environment (Robertson & Chetty, 2000).

The researcher contends that the economic performance and additional external resources provided to exporting firms in Kenya can make them efficient. Liberalized economies are characterized by free flow of trade and high investments by private foreign firms. In Kenya, there are foreign private investors and the flow of trade is free,

but it is crucial to investigate the extent to which new activities such as exports and increased share of foreign ownership can promote efficiency in Kenyan Firms. It is also crucial to investigate the extent to which the internal environment of exporting firms affects their efficiency levels. Some of the variables that characterize internal environment include employees' level of education and age, the size of the firm and the economic sector in which it operates.

Mwangi and Josephine (2016), indicate that among the East African Community (EAC), Kenyan economy is the most developed as indicated by the large volume of Gross Domestic Product (GDP). The authors further indicate that Kenya's Gross Domestic Product (GDP) is the largest in South East and Central Africa regions. Kenya's population is approximately 41 million. The large portion of the population is youthful of bellow age 35 which earns a living from engaging in various economic activities such as agricultural practices such as farming and animal rearing, small scale retail businesses and formal employment. The Gross Domestic Product (GDP) of Kenya was estimated to be $69.977, with a Per capita GDP estimated at $1,587 as of 2015 estimates. (Mwangi, Kimenyi and Kibe 2016).

2.3 Research Gap

According to Gupta and Sebastian (2017), a strong focus on innovativeness helps a firm in entering new markets, strengthens hold in existing ones and creates new possibilities. The scholars also stated that Yang in 2006 studied 406 small firms in Taiwan and found that innovativeness influences growth of firms positively. Dess and Lumpkin (2011) argued that innovation has a unique and distinct relationship with firm growth. Protono and Mahmood (2016) on a study on entrepreneurial orientation and firm performance: How can micro, small and medium- sized enterprises survive, found

that innovation is one of the entrepreneurial dimensions, which has positive effect on firm performance. Saeedikiya, Aeeni, Motavaseli and Farsi (2017) on a study on the effect of innovation on growth aspirations and internationalization in firms, comparing Africa scenario to the scenario of the protestant Europe stated that analyses results showed that African firms do not differ in terms of their innovation, growth and internalization level with protestant world but, if innovate, African companies expect less growth and internationalization from their innovation. In addition, the result indicated that innovation exerts a significant positive influence on growth expectations of firms. However, Kusumawardhani (2013) in a study on the role of entrepreneurial orientation in firm performance, based on Indonesian small and medium enterprises posted that effect of innovation on firm performance could not be conclusively determined because most firms do not apply all aspects of innovation, for example some firms undertake product innovation, but do not undertake marketing process innovation. It is vivid that there exist mixed findings on the effect of innovation on firm performance. This study therefore set to examine effect of innovation on growth of

Mahmood and Rashid (2016) found that risk taking has significant contribution to business performance. Mahmood and Hanafi (2013) in a study on entrepreneurial orientation and business performance of women-owned Small and Medium Enterprises in Malaysia found out that risk-taking has positive effect on firm's performance and that the findings reinforce previous studies (Ahl, 2006; Zimmerman and Brouthers, 2012) that entrepreneurial oriented firms tend to be more willing to take risks, and appear to be more innovative and proactive that leads to increase performance. Liopis Granero, Mesa and Alegre (2013) provided empirical evidence that firms' managers' willingness to take risk enhances innovation performance, which culminates in the growth of a firm. However, the findings of a meta-analysis by Rauch et, al. (2005)

showed that the contribution of risk- taking to firm performance is smaller than that of other entrepreneurial orientation dimensions. Naldi *et al.,* (2007) also found a negative relationship between risk- taking behaviour and performance of Swedish Small and Medium Enterprises. Kasumawardhani (2013) in a study on the role of entrepreneurial orientation in firm performance based on Indonesian Small and Medium Enterprises in the furniture industry revealed that all entrepreneurial dimensions, except risk taking contribute positively to firm performance. The findings of the various studies mentioned indicate that effect of risk taking, as a dimension of entrepreneurial orientation on firm growth is not conclusive. Therefore, there exists literature gap, which this study set to examined. Moghaddam (2011) posted that exports have great effect on countries, in terms of enhancing economic growth, increasing the internal production and reducing unemployment, however not much has been documented on all important detailed dimensions of export marketing strategy elements. Sidin, (2010) explained that the concept of marketing strategy generally encompasses marketing mix elements, which consist of product, price, promotion and place.

Some previous studies; Moghaddam (2011), Mohamad *et al.,* (2009), Mavrogiannis *et al.,* (2008) averred that export marketing strategy had significant influence on export performance and showed a positive and direct on export performance. In contrast Moghaddam (2011) also stated that researchers such as Julian (2003); Julian and O'Cass (2003) Adis and Sidin (2010) in their studies revealed that there were no direct or significant or significant relationship between export marketing strategy (product adaptation, promotion adaptation, place and rice adaptation) and export performance. While Verhees Lans and Verstegen (2011) postulated that firms, which are highly entrepreneurially oriented, are more likely to be market oriented and such firms apply marketing mix as a strategy to grow their firms. The mixed findings show that there is

still a gap in literature concerning this dimension and therefore this study was motivated to examine effect of marketing mix in terms of product strategy, promotion strategy, price strategy and place strategy.

Karabag, Lauand Suvankulov (2012) findings of a study on determinants of firm competitiveness of Turkish textile and apparel exporters showed that networking scored lowest average (3.4) in relationship with firm growth. Networking in the study measured as industry cooperation and clustering, networking with politician and state employees played little role in improving competitiveness. Karabag *et al.,* (2012) posted that the study findings contradicted some earlier studies; Harrigan (1987 and 1988); Li and Zhou (2008) Alvarez*et al.,* (2009) and Jean *et al.,* (2011) whose study findings showed that networking significantly improves firm competitiveness. The researcher argues that firm competitiveness ensures firm growth meaning that if a firm has competitive advantage due to its competitiveness, the firm is most likely to increase market share, which culminates into firm growth. The difference in the study findings indicates literature gap, which this study set to examine to reveal more in-depth insights and bridge the knowledge gap.

2.4 Summary of Research Gap

The chapter presents entrepreneurship theories, which explain enterprise creation and growth. In addition, it presents how the study benefited from the theories, conceptual framework that demonstrates causal relationship between the independent variables, being the entrepreneurial orientation dimensions and dependent variable, being growth and explains the knowledge gap that study set to bridge

Table 2.4 Research Gap

Author	Contribution	Gap
Atalay *et al.,* (2013); Therrien *et al.,* (2011), Rubera and Kirca, (2012); Perez-Luno *et al.,* (2010) Wales *et al.,* (2013); Cabrera *et al.,* (2007); Dess &Lumpkin, 2000; Wang, 2008). Wang (2008)	Definition of innovation highlighting key dimensions; Creation of new product, use of a new industrial process, new market openings, development of new raw materials source and new forms of industrial organizations.	No identification of its relationship with firm growth
Haan (2010); Landqvist and Stalhandske (2011); De Haan (2010); Hamid *et al.,* (2013); Landqvist and Stalhandske (2011); De Haan (2010); (Dave, 2016).	Entrepreneurial ventures based on new discoveries and innovations entail a great deal of risk and definition of risk	Mostly definition of risk. The aspect of the interactive effect of environmental factors were not covered
Adewale *et al.,* (2013)	Definition	Lack of the moderating effect in the relationship
Owomoyela *et al.,* (2013)	Definition.	
Moghaddam *et al.,* (2011)	Strategy to realise goals through addressing competition	
Orville, John and Walker (2008), Theodosio, Leonidou, (2003), Kotler and Amertrong (2011)	Strategy to realise goals through addressing competition	
Orville, John andWalker, (2008). Brodrechtova, (2008)	Strategy to realise goals through addressing competition	
Prapah (2011)	Role of a network	No studies on the moderating effect
Cisi *et al.,* (2016)	Role of a network	
Maina *et al.,* (2016)	Role of a network	
Lorenzi and Baden-Fuller	increase flexibility and	No studies on the

Author	Contribution	Gap
(1995),	efficiency access network resources at minimal transaction cost Casson and	moderating effect
Cox, (1993),	Operate under reduced business risk,	No studies on the moderating effect
Gulati *et al.,* (1995); Dyerand Nabeoka (2000). Abou- Moghli and Al Muala, (2012)	and eventually their performance is high,	No studies on the moderating effect
Birley (1985); Farr-Wharton and Brunetto, (2007); Nohria and Zaheer, (2000); Hoang and Antoncic (2003) Lee andJones (2008); Shaw (2006); Taylor and Thorpe (2004).	Access to resources	No studies on the moderating effect

According to Gupta and Sebastian (2017), a strong focus on innovativeness helps a firm in entering new markets, strengthens hold in existing ones and creates new possibilities. The scholars also stated that Yang in 2006 studied 406 small firms in Taiwan and found that innovativeness influences growth of firms positively. Lumpkin and Dess (2011) argued that innovation has a unique and distinct relationship with firm growth. Protono and Mahmood (2016) on a study on entrepreneurial orientation and firm performance: How can micro, small and medium- sized enterprises survive, found that innovation is one of the entrepreneurial dimensions, which has positive effect on firm performance.

Saeedikiya *et al.,* (2017) on a study on the effect of innovation on Growth Aspirations and internationalization in firms, comparing Africa scenario to the scenario of the protestant Europe stated that analyses results showed that African firms do not differ in terms of their innovation, growth and internalization level with protestant world but, if innovate, African companies expect less growth and internationalization from their innovation. In addition, the result indicated that innovation exerts a significant positive influence on growth expectations of firms. However, Kusumawardhani (2013), in a study on the role of entrepreneurial orientation in firm performance, based on Indonesian small and medium enterprises posted that effect of innovation on firm performance could not be conclusively determined because most firms do not apply all aspects of innovation, for example some firms undertake product innovation, but do not undertake marketing process innovation. It is vivid that there exist mixed findings on the effect of innovation on firm performance. This study therefore set to examine effect of innovation on growth of selected export firms in Kenya

Mahmood and Rashid (2016), study finding revealed that risk taking has significant contribution to business performance. Mahmood and Hanafi (2013) study findings, in a study on entrepreneurial orientation and business performance of women-owned Small and Medium Enterprises in Malaysia Study findings revealed that risk-taking has positive effect on firm's performance and that the findings reinforce previous studies (Ahl, 2006; Zimmerman and Brouthers, 2012) that entrepreneurial oriented firms tend to be more willing to take risks, and appear to be more innovative and proactive that leads to increase performance. Liopis, Granero, Mesa, and Alegre (2013) provided empirical evidence that firms' managers' willingness to take risk enhances innovation performance, which culminates in the growth of a firm. However, the findings of a meta-analysis by Rauch *et al.,* (2005) showed that the contribution of risk- taking to

firm performance is smaller than that of other entrepreneurial orientation dimensions. Naldi *et al.,* (2007) also found a negative relationship between risk- taking behaviour and performance of Swedish Small and Medium Enterprises.

Kasumawardhani (2013) in a study on the role of entrepreneurial orientation in firm performance based on Indonesian Small and Medium Enterprises in the furniture industry revealed that all entrepreneurial dimensions, except risk taking contribute positively to firm performance. The findings of the various studies mentioned indicate that effect of risk taking, as a dimension of entrepreneurial orientation on firm growth is not conclusive. Therefore, there exists literature gap, which this study set to examined. Moghaddam (2011) posted that exports have great effect on countries, in terms of enhancing economic growth, increasing the internal production and reducing unemployment, however not much has been documented on all important detailed dimensions of export marketing strategy elements. Slater, Hult and Olson (2009); Navarro *et al.,* (2009); Sidin, (2010) explained that the concept of marketing strategy generally encompasses marketing mix elements, which consist of product, price, promotion and place.

Some previous studies; Moghaddam (2011) presented that Mohamad *et al.,* (2009) Mavrogiannis*et al.,* (2008) averred that export marketing strategy had significant influence on export performance and showed a positive and direct on export performance. In contrast Moghaddam (2011) also stated that researchers such as Julian (2003); Julian and O'Cass (2003) Adis and Sidin (2010) in their studies revealed that there were no direct or significant or significant relationship between export marketing strategy (product adaptation, promotion adaptation, place and rice adaptation) and export performance. While Verhees *et al.,* (2011) postulated that firms which are highly

entrepreneurially oriented are more likely to be market oriented and such firms apply marketing mix as a strategy to grow their firms. The mixed findings show that there is still a gap in literature concerning this dimension and therefore this study was motivated to examine effect of marketing mix in terms of product strategy, promotion strategy, price strategy and place strategy.

Karabag *et al.,* (2012) findings of a study on determinants of firm competitiveness of Turkish textile and apparel exporters showed that networking scored lowest average (3.4) in relationship with firm growth. Networking in the study measured as industry cooperation and clustering, networking with politician and state employees played little role in improving competitiveness. Karabag *et al.,* (2012) posted that the study findings contradicted some earlier studies; Harrigan (1987 and 1988); Li and Zhou (2008) Alvarez *et al.,* (2009) and Jean *et al.,* (2011) whose study findings showed that networking significantly improves firm competitiveness. The researcher argues that firm competitiveness ensures firm growth that is if a firm has competitive advantage due to its competitiveness, a firm is most likely to increase market share, which culminates into firm growth. The difference in the study findings indicates literature gap, which this study set to examine to reveal more in-depth insights and bridge the knowledge gap.

2.5 Theoretical Review

Effect of strategic entrepreneurial orientation on growth has been explored and explained in extant theories. In order to understand the variables of these study the following theories on this subject were used: According to Schumpeter (1934) entrepreneurship is about combining resources in new ways such as introduction of new products with better attractions, new methods of production, discovery of a new

market(s), identification of new source(s) of supply of raw materials and alteration of existing market arrangements through innovation that brings about radical changes in the market. The researcher concurs with Schumpeter's assertion that availability of entrepreneurs in an economy would increase the pace of economic growth and development, through effective management of business ventures. In addition, the researcher argues that Entrepreneurs have the ability to exploit opportunities and introduce changes on products, through innovation, which ultimately contribute to growth of business. Soininenet *et al.,* (2013) described innovativeness as a firm's support for novelty, new ideas, experimentation and creative process that may result or alter product, services or technological processes. Innovation is one of the entrepreneurial orientation dimensions that this study applies. Alvarez and Barney (2007) posits that, the role played by entrepreneurs is critical in entrepreneurship process.

An understanding on entrepreneurship theories provides a basis for understanding some entrepreneurial actions, traits and skills (Cuervo *et al.*, 2007). The actions and traits of an entrepreneur account for creation of enterprises and enterprise growth. There are various schools of thought, which view entrepreneurship from different perspectives. The theories discussed in this study are critical for a clear understanding on how strategic entrepreneurial orientation affects growth of firms. The entrepreneurship theories, which this study is anchored on and the researcher discusses, are categorized as; psychological, sociological, economic, management and discovery and creation theories of entrepreneurial action.

2.5.1 Psychological Theories of Entrepreneurship

Otuya (2017) referring to studies by Gartner (1989), Carson *et al.*, (1995), Chell and Haworth, (1992) and Vecchio (2003) posits that psychological trait theories of entrepreneurship postulate that entrepreneurs possess certain psychological attributes or traits, which make them different from non-entrepreneurs. The traits commonly mentioned in studies include; need for achievement, need for autonomy, locus of control, risk taking, entrepreneurial self-efficacy and psychodynamic. Simpeh (2011) who postulated that Psychological entrepreneurship theories emphasize personal characteristics namely; personality traits, need for achievement and locus of control advances the same argument. The scholar referred to Coon (2004) who posits that the trait theorists aver that personality traits are enduring inborn qualities of the individual that naturally make him/her an entrepreneur. In addition, the scholar averred that some of the characteristics associated with entrepreneurs are that they tend to be more opportunity driven, demonstrate level of creativity and innovation and show high level of management skills and business expertise.

Otuya (2017) contend that David McClelland one of the main proponents of this perspective linked a 'need for achievement. Within a culture to periods of rapid economic growth. McClelland argued that an entrepreneur's drive for high need to achieve enables him/her to take risks and work hard to excel. In addition, people with high level of need for achievement have a strong desire to solve problems, enjoy setting goals and achieving them through their own efforts. This is linked to the ability to identify and exploit opportunities. They are moderate risk takers. Motivation is the prime mover factor for an entrepreneur and that the characteristics of entrepreneurs, which mostly differentiate them from others are; the need for achievement, locus of control and risk taking propensity. Simpeh (2011) stated that Johnson, (1990) Shaver

and Scott (1991) postulated that the achievement motivation may be the only convincing person logical factor related to new venture creation. However, Otuya (2017) argued that other individuals other than entrepreneurs do possess the trait.

Simpeh (2011) also presents the concept of locus of control introduced by Julian Rotter in 1950s, whose orientation is a belief that the outcome of an individual's actions is either contingent on what an individual does (internal locus of control) or on actions outside an individual's control (external locus of control). The scholar further postulate that there are empirical findings reported in literature that internal locus of control is an entrepreneurial characteristic (Cromie, 2000, Ho and Koh, 1992, Koh, 1996, Robinson *et al.*, 1991). Behavioural scientists describe those who believe they have ability to control their own environment as having an internal locus of control. This can describe those who own, manage their firms and are normally determined to overcome challenges. Otuya (2017) posits that this theory correlates to achievement need (n-ach) theory which holds that those who are internally motivated are the ones with higher achievement need than those who are externally motivated.

Risk taking propensity is another trait, which the proponents of the theory postulate that entrepreneurs possess. People who are not risk averse are likely to venture into self-employment. However, it is common knowledge that successful entrepreneurs do consider risks likely to emerge, when starting a venture. Therefore, they take moderate risks.

Otuya (2017) posits that entrepreneurship is a personality variable. The scholar suggest that entrepreneurs display greater achievement motivation, persistence and self-confidence, than other groups in the society. It is the personality traits and personal characteristics of an individual, which influence the decision to be an entrepreneur and

the success of an individual entrepreneur. Export firms operate in uncertain situations most of the time, so for an export firm to grow, the owner must be a risk taker (Wiklund and Shepherd, 2004). The researcher contends that the traits advanced by the proponents of psychological theory is attributed to firm creation and growth. The need to achieve a goal of an entrepreneur is likely to drive him/her to apply internal locus of control and take risk to grow his /her business. This study borrowed from this perspective to find out if propensity to take risk is a trait in Kenyan export firms may influence growth of the firms.

The psychological theory regards entrepreneurs as those who have unique values, attitudes towards work and life and need that drive them. These with certain dominant needs propel the individual to behave in certain ways. Entrepreneurs are therefore different from non-entrepreneurs by personality characteristics. The identified factors highlighted as typically entrepreneurial include; high need for achievement, propensity to take calculated risks, beliefs about locus of control, high tolerance of uncertainty and ambiguity in addition to other personal values such as honesty, integrity, responsibility positive self-image, initiative, independence (Carson, Cromie, McGowan & Hill, 1995). This approach focuses on a set of personality or psychological make-up of the individual entrepreneur.

2.5.2 Sociological Entrepreneurship Theory

The social approach views an entrepreneur as a person driven by self-adventurism and desperation, due to conditions prevailing in his/her environment. Simpeh (2011) quoted Reynolds (1991) who identified social contexts that relate to entrepreneurial opportunity and that one of the contexts is ethnic identification. The argument is that one's sociological background is one of the decisive "push" factors to become an

entrepreneur. For example, marginalised groups may violate all obstacles and strive for success, spurred on by their disadvantaged background to make life better. Studies also indicate economic growth begins: a theory of social change, postulated that entrepreneurial personality is shaped in childhood characterized by low father dominance, maternal warmth, self-reliance training and standards of excellence. Otuya (2017) also advances this postulation, that the theory suggests that those with strong social network with resource providers facilitate acquisition of resources. Being in possession of resources enhances the possibility of opportunity exploitation. Thus, the social perspective regards external factors as possible stimulant to entrepreneurial activity. The researcher agrees with the position advanced to the extent that in Kenya, the Asian community regarded as having effective close social networks, do assist members of their communities with resources to exploit business and investment opportunities. This has partly contributed to their dominance of Kenyan economy, as the community dominates ownership of industrial sectors. Sociological theory explains to some extent how enterprises are created and grown by entrepreneurs.

Otuya (2017) averred that successful entrepreneurs have common behaviours and attitudes, namely; working hard with commitment and determination, competitiveness, flair for creativity and innovation. The suggestion resonates with Schumpeter's innovation theory, which regards an entrepreneur as one who continuously creates changes and acts as a driver of market- based systems. The study borrowed from this theory to examine if networking as a dimension of entrepreneurial orientation contributes to growth of export firms. The scholar averred that if a child is offered care with less paternal dominance, then such a child grows up to be morecreative and would be able to respond in an entrepreneurial manner to obstacles arising from a traditional view of things. The type of response leads to surges of creative energy, which produces

economic growth. Tomcod and Kosher (1996) who quoted Max Weber's writing of 1904 argued that the entrepreneur is a product of society. The scholar further argued that the main motivating factor for the entrepreneur is religious belief: the protestant work ethic, which established social norms that discouraged extravagance, conspicuous consumption and indolence. The scholars argued that the result of such dogma is higher productivity, increased savings and investment, all factors that are vital to economic growth.

Simpeh (2011) argued that a person's decision to start a business is related to life path changes. The life path changes could be negative push, for instance one is displaced, divorced or widowed. It could also be positive pull, for instance, one emulates a friend who is successful in business, or has gained work experience in work place and needs to be independent. The underline assumption of this perspective is that an entrepreneur is a creation of a society. His/her activities are just reactions either to protest or improve it. The researcher contends that the sociological perspective offers some valid explanation on the aspect of changes in one's life for example one may start a business because one has lost his/her formal employment.

2.5.3 Economic Entrepreneurship Theory

Economic theory of entrepreneurship has deep roots in the classical and neo classical theories of economics and the Austrian Market process (Simpeh, 2011). These theories explore the economic factors that enhance entrepreneurial behaviour. The classical theory expounded the fairness of free trade, specialization and competition. The theory was mainly developed because of Britain's industrial revolution. The classical theory recognised the key role played by the entrepreneur in the context of production and distribution of goods, in a competitive marketplace. Simpeh (2011) stated that the

theory was criticised for failing to explain dynamic activities of the entrepreneur, which disrupted industrial activities. The researcher concurs with the criticism, in that today the entrepreneur continuously undertakes innovation, in order to bring to the market demand oriented products.

The researcher upholds the behaviour of the entrepreneur because of the prevailing competition in the global market. The situation dictates that for a firm to remain competitive and grow innovation is critical. Neo-classical emerged from what was termed as shortfall of classical theory, for example relegating economic phenomena to pure exchange (Simpeh, 2011). Entrepreneurship is arguably the single most dynamic force operating in free market economies. It is a major factor both in creating economic wealth and advancing societal quality of life Simpeh (2011). To the extent that it is a part of marketing, and marketing is a part of it. The underlying determinants of entrepreneurship hold important implications for the marketing discipline. The model of marketing mix presented here suggests that entrepreneurship success revolved around marketing mix and by extension, so is marketing. Perreaut and McCarthy (2004) defines marketing mix as the controllable variables a company puts together to satisfy the target market. It includes four elements called 4Ps of marketing: product, place, price, and promotion.

The researcher argues that entrepreneurship plays an instrumental role in affecting the evolution of marketing both at the societal and organizational levels. Where higher levels of entrepreneurial intensity occur, not only is economic growth and development facilitated, but the nature and scope of the marketing function change as well. Countries evolve through various stages of economic development (Rostow, 2009). As they do so, the focal point of economic and social activity moves from satisfying lower order to

higher order needs. Correspondingly, the relative importance and general thrust of marketing activities change. Sirgy and Rostow (2009) describe a movement through marketing stages (e.g. production-oriented, selling-oriented, customer satisfaction-oriented, societal benefits-oriented) as society advances the stages of economic development.

In addition, the scholar stated that Murphy, Liao and Welsch (2006) posited that economic system consists of exchange participants, exchange occurrences and the impact of results of exchange on other market actors and that the importance of exchange coupled with diminishing marginal utility created enough impetus for entrepreneurship in the neoclassical movement. Economic analysts, who emphasize optimization of existing resources for the purposes of reaching equilibrium, see entrepreneur as shifters of economic resources. The shifting of resources out of an area of lower to higher productivity and greater yield is stabilizing force, which makes market forces work more smoothly.

The proponents of the theory also see entrepreneur as a fourth factor of production that distributes and organizes scarce resources. The entrepreneur is driven by profit motive that is profit maximization and cost minimization and gains socially and financially from economic activities.

Criticism on neo-classical theory led to Austrian Market Process. Aremu (2011) contends that Joseph Schumpeter mainly influenced this model. The scholar described entrepreneurship as a driver of market- based systems. In addition, the scholar contends that an important function of enterprise is to create something new, which resulted in processes. This focused on dynamics of economic life, on dynamic disequilibria as opposed to statistic equilibrium. In addition, the scholar argued that the entrepreneur is

central to economic development and as such is the mechanism of economic change. The innovating entrepreneur, who introduces new combinations into production, creates dynamic disequilibria. The scholar contend that innovation is critical for processes that lead to creation of new enterprises and information on undertaken innovation is disseminated through market systems, for example price information.

The theory advanced the concept of alertness to profit making and exploitation of market opportunities at different levels. The researcher contends that this theory to some extent is relevant in trade development and promotion, as continuous innovation and identification of opportunities in the market is necessary for sustainability of a firm's competitiveness. Furthermore, the theory explains strategy for firm growth. This study applied this perspective to find out if innovation employed by Kenyan export firms may have a relationship with growth of their businesses.

2.5.4 Discovery and creation theory of entrepreneurial action

Discovery theory and creation theory assume that the goal of entrepreneurs is to form and exploit opportunities (Alvaren & Barney, 2007; Shane& Venkatraman,2000). Alvarez and Barney (2007) averred that discovery and creation theories assume that the goal of entrepreneurs is to form and exploit opportunities and both theories recognize that opportunities exist when competitive imperfections exist in a market industry. Discovery theory assumes that opportunities already exist, as opportunities arise exogenously and are caused by changes in factors such as technological, political, regulatory, social and demographic. It is the entrepreneurs in an industry who identify the opportunities and exploit them and as such, assume that entrepreneurs are different from others, in their ability to identify opportunities and exploit them. The theory

assumes that the decision-making context within which entrepreneurs choose to exploit an opportunity is risky (Shane, 2003).

The researcher agrees with assumption of the theory, in that changes in technology, social, politics and demography may create business opportunities. However, an entrepreneur decision making may not be risky because a creative entrepreneur conducts feasibility study before undertaking to venture in an investment. As such, the risk in decision-making is moderated. It is the entrepreneurs in an industry who identify the opportunities and exploit them and as such assume that entrepreneurs are different from others, in their ability to identify opportunities and exploit them.It may not be risky because a creative entrepreneur conducts feasibility study before undertaking to venture in an investment.

Alvarez and Barney (2007) also postulated that Baker and Nelson (2005), Gartner (1985), Sarasvathy (2001), Weick (1979) examined creation theory assumes that opportunities are created endogenously by actions, reactions and enactments of entrepreneurs exploring ways to produce new products or services. Thus, creation of opportunities is social constructions that do not exist independent of entrepreneur's perceptions. Decision-making is uncertain because according to the theory opportunity does not exist until created by an entrepreneur.

The researcher contends that the theories discussed explain actions of an entrepreneur in identification, establishment, exploitation and management of business opportunities. This study was grounded on theories to the extent that entrepreneur is core in strategy formulation for a business to grow and that opportunities are caused by changes in factors such as; technological, political, regulatory, social and demography. Cuervo *et al.,* (2007) argue that entrepreneurial factor is a new factor in production and that it is

an entrepreneur's initiative, spirit and behaviour that manage to combine innovation, risk taking and proactiveness to exploit new business opportunities and innovate existing ones.

2.6 Conceptual Framework

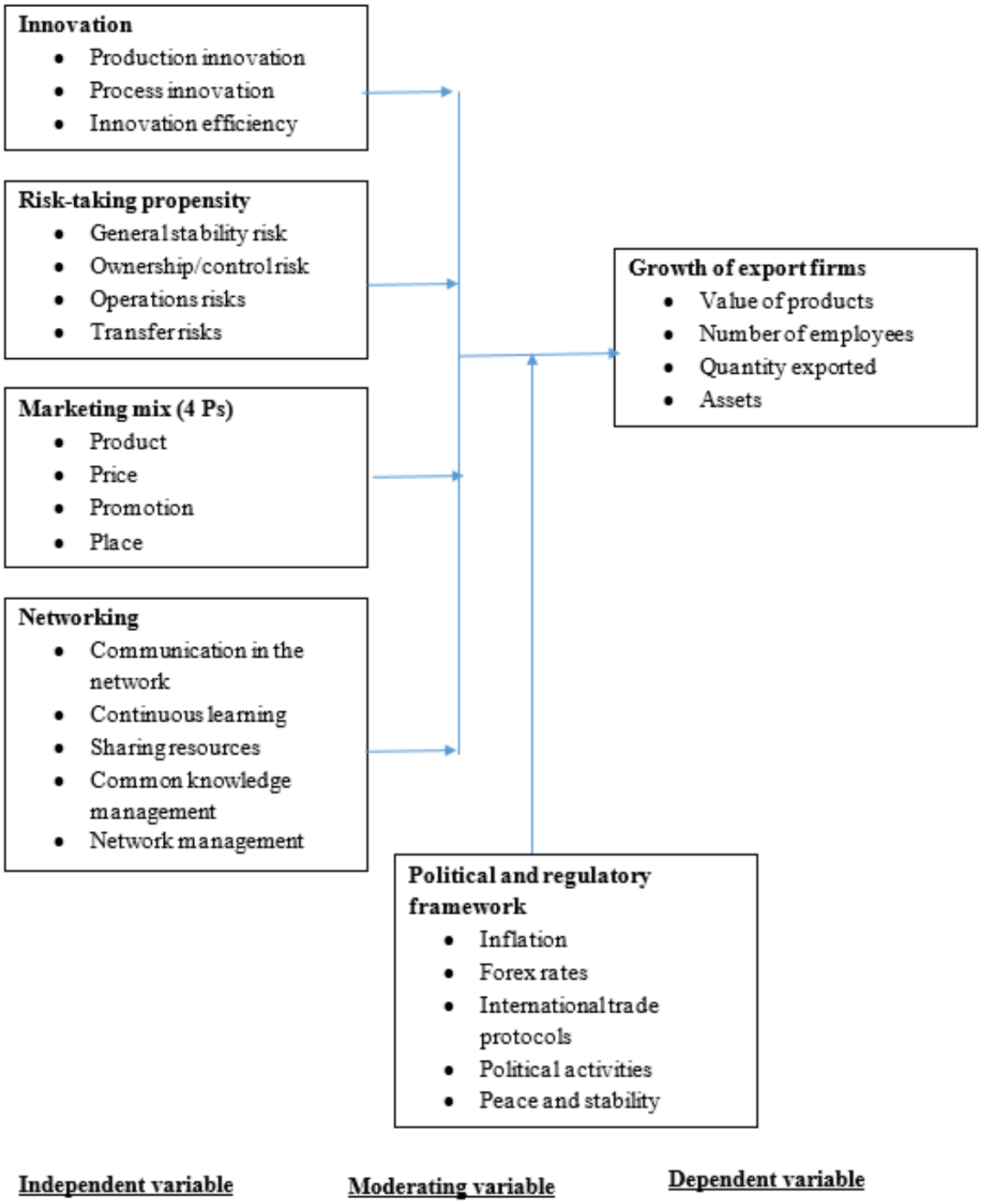
The conceptual thinking used in this study was framed within firm growth theory of resource-based and life cycle views, entrepreneurial concepts developed by Miller (1983) comprising three dimensions; innovativeness, pro-activeness and risk taking. However, the researcher varied Millers dimensions and applied innovation, risk taking propensity, marketing mix and networking.

This research study is based on entrepreneurship theories aimed at enhancing understanding on how strategic entrepreneurial orientation affect the growth of selected export firms in Kenya. The theories and literature under review have the sole objective of deepening understanding of Kenyan export firms operating under similar circumstances to gain a competitive edge over competitors. Jain (1990), Azevedo and Ferreira (2007) presented that Miller, (1983), Miller and Friesen, (1982), Lumpkin and Dess, (1996) averred that, entrepreneurial orientation is characterised by three interrelated but independent dimensions; innovativeness- is concerned with supporting and encouraging new ideas, experimentation and creativity likely to result in new products, services or processes. Risk taking- measuring the extent to which individuals differ in their willingness to take risk and pro-activeness-is concerned with first mover and other actions aimed at seeking to secure and protect market and with a forward looking perspective reflected in action taken in anticipation of future demand.

Moreno and Jennings (2010) also posited that entrepreneurial orientation is essential for sustainable growth of any firm and is associated with product innovation, process

innovation, technological innovativeness, risk-taking, and pro-active competitive posture. In this study, pro-activeness is discussed as the market strategies employed by an entrepreneur and the strategy marketing mix, which includes; product strategy, promotion strategy, price strategy and place strategy.

Conceptual framework for the study is presented on the following page in Figure 2.2. The figure depicts how independent variables affect dependent variable and how the independent variables work together, towards influence on the dependent variable. The dependent variable is firm growth and is defined as the variable to explain or predict, while independent variable is used to predict the dependent variable (Kothari, 2009). It is a conceptualization of the relationships among export firm's entrepreneurial orientation, influence on the growth of export firms in Kenya in terms of the, number of employees and volume and value of products. The independent variable is composed of strategic entrepreneurial orientation dimensions of; innovation; risk taking propensity; marketing mix; and networking.



Source: Researcher 2018

Figure 2.2Conceptual Framework

The independent variables have indicators and supported by scholars, for example innovation's indicators are supported by Dogan (2017) and Ahmed and Sheppherd (2010). The independent variables were measured as follows: - Innovation indicators, which were measured include; Product innovation (number of new products introduced

in the market), process innovation and innovation efficiency (number of research on products or market conducted, organizational structure improvement and number of new technology adopted since inception). Risk taking propensity indicators, include; operating risks matters and financing risk decisions. Qualitative risk measures were applied on prepared general risk aversion scale. Marketing mix indicators, which was measured include; sales revenue, customer value, marketing ROI and brand awareness. Networking indicators, which was measured include; number of helps received through networking and quality of the networks. Questions prepared were used to analyse the usefulness of networking in firm growth.

The moderating variables were prevailing political situation in Kenya, the Britain's exit from European Union, cost of doing business due to increased inflation and Pirate's activities in the high seas. These prevailing uncertainty caused by these circumstances may negatively affect Kenyan products competitiveness and shrink market share. Some exporters may be reluctant to invest more in their firms due to fear of the unknown, which may occur in Kenya as a direct consequence of the perceived precarious political situation. Britain's exit from European Union may result in changing terms of trading with Britain. Kenyan horticultural exporters may lose preferential treatment of products, which they enjoy under European Union.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter presents the research design that was used in conducting the study, location of the study, population of the study, sampling design, procedures and techniques that aided in data collection, reliability and validity of the research instruments and data analysis.

3.2 Research Design

The study adopted a cross sectional survey research design using quantitative and qualitative approaches. The design was considered appropriate, given that it allows for a systematic data collection; provides a clear understanding of a situation at a particular time, the design allows making inferences based on findings (Creswell, 2014). The research design is also used to explore causal relationships between independent and dependent variables; it has a tendency of reliability owing to the standardization in terms of the same questions to all respondents; and has the potential for generalizability.

The quantitative approach that was used was the basis upon which deductive testing of hypotheses was undertaken, while a qualitative approach focused on inductive testing (Saunders *et al.,*2003). According to Davidson, Judith, di Gregorio and Silvana (2011) most studies on firm growth are survey based. This is consistent with this study which examined effect of strategic entrepreneurial orientation and growth of selected export firms in selected towns in Kenya. The study entailed enumeration of data and hence the survey design was most appropriate.

Survey design facilitates the collection of substantially quality data from many respondents in a study. The instrument was a questionnaire containing both closed and open-ended questions. Open-ended questions were used to gather information on qualitative data. The questionnaire was structured in such a way as to address specific objectives, or to test a hypothesis (Mugenda & Mugenda, 2003).

The validity and reliability were established for the structured questionnaire used in the study. The validity of the instrument was established by complying with face validity, ensuring the following; the questionnaire measuring what it intended to measure, comprehensiveness, in terms of collecting all the information to address the purpose of the study, appropriateness for the sample population. The reliability of the instrument was established using pilot – testing. The testing was conducted on 20 to 30 of the target population not included in the sample. Data collected from pilot- testing was analysed to eliminate any ambiguities detected.

3.3 Location of the Study

The study was conducted based on data collected from selected export firms in selected towns in Kenya, namely; Eldoret, Mombasa, Nairobi, Naivasha and Thika. Firstly, the study area was purposively selected owing to a large concentration of firms engaged in export trade. Secondly, cities and towns chosen account for sites where most growth oriented export firms operate in Kenya (ROK, 2016). Thirdly, the study area covers the major economic activity zones in Kenya. The residents of the areas are mostly businessmen and employees.

3.4 Population of the Study

The population under this study comprised of 770 export firms registered by Export Promotion Council, as at the year 2017. The export firms were grouped under 7 main

sub sectors. The seven major sub-sectors having the highest number of export firms are as follows; agricultural, manufacturing, mining, commercial crafts, industrial, energy and services (ROK, 2016, 2017). These subsectors are categorised by broad economic category as follows; food and beverages, industrial supplies, fuel and lubricants, machinery and other capital equipment, transport equipment and consumer goods not specified elsewhere. Food and beverage remained the dominant source of export earnings in 2016, accounting for 44.7 per cent. The bulk of this category was in unprocessed form for household consumption. On-food, industrial supplies were the second leading category of exports recording a marginal growth to Kshs 129 billion in 2016. Consumer goods not elsewhere specified accounted for 24.9 per cent of export earnings, valued at Kshs 124 billion in 2016 (ROK, 2017).

The respondents were the owners/ chief executives of the firm, marketing/ sales managers and finance managers, because these are the top management, who are knowledgeable on the operations of the firms. The researcher also held a discussion with the chief Executive Officer of Export Promotion Council, to gain insight on trends of Growth of Export Firms. Primary data was collected on bio data of the firms, sales, income, quantity of exported products, and number of employees on the export firms.

3.5 Sampling Procedure and Sample Size

This section focuses on how sample of the population studied was arrived at.

3.5.1 Sampling Procedure

The sample for the study was identified by using purposive and stratified random sampling techniques. Purposive sampling technique was applied to determine export firms in the seven main sub-sectors based on 21 % of the total earnings from exports in the year 2014.According to Thomas et, al,. (2014) purposive sampling adds credibility

to sample when potential purposeful sample is large. Eldoret, Mombasa, Nairobi, Naivasha and Thika areas were purposively identified due to the high concentration of export firms, good infrastructure and ease of accessibility. Application of stratified random sampling technique was used to identify the actual export firms to be studied. This enabled random selection in order to represent the target population and ensure that a generalization from the sample under study, to a larger population is possible. The stratified random sampling was used due to the fact that initial population was heterogeneous, while the study required population with homogenous characteristics. The study had to obtain sub-divisions of the population by treating each sub-division as a stratum. The population was divided into strata using prior information. The respondents under the study were those who would be able to provide the necessary information to answer the research objectives. For every firm, these included the Chief Executive Officers of the export firm, the Sales or Marketing Manager and the Finance Manager of the firm.

3.5.2 Sample Size

This research study comprised of a sampling frame of seven (7) main sub-sectors. The firms within the seven sub-sectors were limited to firms operating within Eldoret, Mombasa, Nairobi, Naivasha and Thika. These cities and towns were selected because according to the records of the Export Promotion Council, most export firms in the country operate from the cities. The seven sub-sectors formed the sampling frame for this research study as indicated in Table 3.1.

Table 3.1Sample of Exporting Firms

Sub-Sector(s)	Sample Frame - No. of Firms (Eldoret, Mombasa, Nairobi, Naivasha & Thika)
1. Agricultural	300
2. Manufacturing	80
3. Mining	10
4. Commercial crafts	100
5. Services	150
6. Industrial	125
7. Energy	5
Total	770

Source: Export Promotion Council's directory.

The sample size was obtained using coefficient of variation. Nassiuma, (2000) asserts that in most surveys and experiments, a coefficient of variation in the range of $21\% \leq C \leq 30\%$ and a standard error in the range of $2\% \leq e \leq 5\%$ is generally acceptable. Therefore, a coefficient variation of 30% and a standard error of 2% were used in this study. The higher and lower limits respectively were selected in order to ensure low variability in the sample and minimise the degree of error. The population size is already known from records of Export Promotion Council database (770 firms). The identified formula (Nassiuma, 2000) is used to determine an appropriate sample size.

$$n = \frac{N(C^2)}{C^2+(N-1)e^2} \quad \text{..... (1)}$$

Where n = the sample size

N = the population size

C = the Coefficient of Variation

e = standard error

Using this formula, the number of respondent firms is determined to be 174 *(≈174.2958 rounded off to the nearest whole number)*. However, the sample frame of this study has been stratified into 7 export sub-sectors. The purpose of this stratification is maximising the precision of the survey by the inclusion of all sub-sectors. The determined sample size was allocated using the Neyman (1934) formula.

$$n_h = \left(\frac{n}{N}\right) N_h \quad \text{..... (2)}$$

Where n_h = sample size for stratum N_h = the total population for the stratum

N = the total population n = the sample size

Using formula (2), the n=sample size proportional to stratum size that is presented on Table 3.2.

Table 3.2 Basis for Sample Size Allocation by Sub-Sector

Sub-Sector(s)	**Sample Frame (Population)**	**Stratified Sample Size** $n_h = \left(\frac{n}{N}\right) N_h$
1. Agricultural	300	68
2. Manufacturing	80	18
3. Mining	10	2
4. Commercial crafts	100	23
5. Services	150	34
6. Industrial	125	28
7. Energy	5	1
Total	770	174

3.6 Instrumentation

Maree, Creswell, Ebersohn, Eloff, Ferreira, Jansen, Pietersen, Plano, Clark and Van der Westthuizen (2007) observe that data collection is a process that involves applying selected measuring instruments to the selected population for investigation. Similarly, De Vos, Strydom, Fouché, and Delport (2011) note that quantitative data collection methods often employ measuring instruments such as structured observation schedules; structured interviewing schedules; questionnaires; checklists; indices; and scales. A clear understanding of concepts and principles that are fundamental to measurement before choosing a specific measuring instrument is essential in research.

De Vos *et al.,* (2011) also concur with Saunders, Lewis and Thornhill (2009) that there are so many ways in which data can be collected and that the importance of choosing and understanding the theory and values that are basic to measurement should not be underestimated. In addition, the author asserts that the design of a questionnaire can affect the response rate, the reliability and validity of the data. Data for this study was collected using questionnaire, interview and document reviews.

3.6.1 Self-Administered Questionnaire.

A self-administered questionnaire was used to collect data. The questionnaire was supplemented with informal interviews with the players. This questionnaire technique was chosen as the most appropriate tool for data collection, as the questionnaires were hand delivered to respondents, which is one of the recommended ways (Saunders, Lewis & Thornhill, 2009). As recommended by de Vos *et al.*, (2011), the respondents completed the questionnaire.

There are many advantages associated with questionnaires. The researcher opines that in one sense, questionnaires are inexpensive and allow a large number of respondents to

be surveyed in a relatively short period of time, even if the respondents are widely distributed geographically. If the questions are closed-ended, they are easy to complete and easy to analyse. Questionnaires allow respondents to answer questions at times that are convenient to them.

The questionnaire in this study consisted of closed-ended questions in order to facilitate completion by respondents (See Appendix I). The question-sequence were clear and smoothly-moved, meaning that the effect of one question to another was readable and was clear to the respondent, since it was designed with questions that were easy at the beginning. The first few questions are particularly important because of factor rotation, the factors below standard threshold of KMO = 0.5 were dropped and those that qualified were retained to undergo standard multiple regression. Finally, they were influential to the attitude of the respondent and the desired to achieve cooperation.

3.6.1.1 Forms of Questions

In asking questions on the causes of poor project delivery, the present extent of the success/failure of project delivery and the strategies to improve the quality of projects, researchers have two options. They may ask open-ended questions or closed-ended questions according to Bell (2005), as quoted by Maree*et al.*, (2007). The forms of questions were developed as either closed or open (i.e. inviting free response). Likert scales for test of attitude (strongly agree, agree, neutral, disagree and strongly agree) and knowledge scales (Always, Often, Sometimes, Rarely and Never) were used to ask respondents to state their agreement with a statement on testing the management and knowledge.

The survey instrument was designed based on the conceptual framework of Growth of Export Firms proposed in the previous chapter. Data collection took approximately two

months of November and December of 2017. Each variable has number of questions for reliability purposes. Most questions in the survey are primarily adapted from the relevant previous research related to Growth of Export Firms system.

3.6.1.2 Construction of Questionnaire

Leedy and Ormrod (2005) postulate that questions should be direct, using simple clear unambiguous language, with unwarranted assumptions. Questions should not be leading and should be consistent. The authors further argue that responses should be coded to keep the respondents task simple, with clear instructions giving a rationale for unclear items. Questionnaires should also look attractive and professional by addressing the needs of the researcher item by item. In the present study, all the above key points were adhered to.

3.6.1.3 Closed-Ended Questions

Saunders, Lewis and Thornhill (2009) opines that in closed-ended questions, the respondent is instructed to select an answer from a number of alternative answers provided by the researcher. In addition, the authors in this study purport that closed-ended questions are very popular because they provide a greater uniformity of responses and are more easily processed. They are also less time consuming for the respondent to answer. In this case, question number one in section B can be used as an example of a closed-ended question (See Appendix I). Respondents were forced to express their feelings towards an implicitly positive or negative statement.

3.7 Pilot Study

The study instruments were pilot tested to ascertain reliability on similar firms outside the study area within the seven sub-sectors. The purpose of the pilot study was to assess the validity and reliability of the measures used in the study. The pilot feedback was

used to refine the instruments before a full study was undertaken (Mugenda & Mugenda, 2003). The questionnaires were pre-tested to ensure that all items were clear and Understandable. Ngulube (2005) suggests that no questionnaire should be considered ready for use until it has been pre-tested. Similarly, Dawson (2009) purports that a pilot study is a try-out of the questionnaire to see how it works and whether change is necessary before the start of the full-scale study.

The questionnaire was pre-tested by three professionals. Two subject experts were from the Moi University, Central Bank of Kenya (Eldoret Branch) and Bungoma. The respondents were asked to fill in the questionnaire and comment on the format and wording of the questionnaire. They were chosen because they were experts in the field of study and they had consented to participate in the pre-testing.

In this study, Pilot Study for testing the questionnaire was conducted to reveal the weaknesses, to test the instruments the questionnaire was subjected to respondents. Questionnaire used was prepared very carefully so that it proves its effectiveness in collection of the relevant information. Pilot study was done at different locations from where the actual study was carried. The locations of pilot study was based on similarity of characteristics with the areas where the actual study was undertaken.

3.7.1 Validity of the Instrument

This study employed two of the tests that are validity and reliability. Kothari (2004) avers that validity refers to how well the data collection and data analysis of a research captures the reality being studied. Drost (2011) postulated that reliability is consistency of measurement or stability of measurement over a variety of conditions in which the same results should be obtained. Hamid, Fazelina, Rangel, Gary, Taib, Fauziah, and Thurasamy (2013) contend that reliability refers to thedegree innovation of consistency.

Kerlinger (1986) observes that if a scale possesses a high reliability, the scale is homogeneous. The reliability of the measures was assessed using the Cronbach's alpha coefficient. The scholars also contend that according to Nunnally (1978), alpha values equal to or greater than 0.70 are considered as sufficient.

Validity measures the degree to which a study succeeds in measuring intended values and the extent to which differences found reflects true differences among the respondents (Cooper & Schindler, 2008). Cooper and Schindler (2008) place high premium on three types of validity tests: content, construct and criterion-related validity tests. This study attests that validity is the strength of conclusions, inferences or propositions. Four types of validity were addressed in this study: Concurred validity, content validity, external validity and face validity. Concurred validity refers to the likelihood that a question was misunderstood or misinterpreted; content validity relates to whether an instrument provided adequate coverage of a topic; while construct validity is about the theoretical foundations underlying a particular measurement. The external validity is concerned with the extent to which the findings of one study can be applied to other situations.

3.7.2 Reliability of the Instrument

Reliability refers to the extent of the consistency in result from the repeatability of measurements; high reliability means high consistency, hence checking of the reliability between different variables is in the same way of checking the survey's internal consistency. This study employed three (3) types of reliability: Test-Retest reliability, Cronbach's Alpha (α) and factor analysis (with Communality Extraction Factor Loading - (FL). Reliability refers to the stability, accuracy and precision of measurement (Golafshani, 2003).

According to Joppe (2000), reliability is the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. Embodied in this citation is the idea of replicability or repeatability of results or observations.

Kirk and Miller (1986) identify three types of reliability referred to in quantitative research, which relate to: (1) the degree to which a measurement, given repeatedly, remains the same (2) the stability of a measurement over time; and (3) the similarity of measurements within a given time period.

This attribute of the instrument is actually referred to as stability. If a study is dealing with a stable measure, then the results should be similar. A high degree of stability indicates a high degree of reliability, which means the results are repeatable. Saunders *et al.,* (2007), alludes that reliability means the degree to which the data analysis procedures and data collection techniques yielded consistent results. Reliability is an indicator of consistency, i.e., an indicator of how stable a test score or data is across applications or time. In this study the measure was assessed to produce similar results consistently then since the measures gave the same "results." A measure can be reliable without being valid.

Similarly, Crocker and Algina (1986) postulate that when a respondent answers a set of test items, the score obtained represents only a limited sample of behaviour. As a result, the scores may change due to some characteristic of the respondent, which may lead to errors of measurement. These kinds of errors will reduce the accuracy and consistency of the instrument and the test scores. Hence, it is the researchers' responsibility to assure high consistency and accuracy of the tests and scores.

This study initially employed the test-retest reliability as a type of (also called Stability) answers the question, to determine whether the scores would be stable over time." Sometime later, the same test was re-administered to the same or highly similar group. The test was subjected in two weeks later with a reliability coefficient of $r = 0.70$, giving evidence of consistency. This study also used the Cronbach's α to check the reliability of the items measuring the constructs and the measurement scale designed for the questionnaires, which were highly representative of each variable. The Cronbach's α was still put at 0.7. Constructs with Cronbach's α below 0.7 was rejected. In this case, whenever the Cronbach's α was greater 0.7, which indicated that the constructs have high reliability (Lee Cronbach, 1978).

After examining the reliability of the items, to identify the structure of effect among items the study also used factor analysis by examining the correlations between the items, using communalities of factor loading greater than fl > 0.5. Hair *et al.,* (2013) indicated that an item is significant if its factor loading is greater than 0.50. Sanja and Nassiuma (2014) proposed threats to factor loading whose alpha is below KMO = 0.5. The scholars contend that below 0.5 the factor loading was treated at the mediocre point, which was below the required threshold and such a factor was dropped. This study employed the improvement for reliability to avoid the threats.

The study used only high quality test items, which conformed to generally accepted guidelines. The Kaiser-Meyer-Olkin (KMO) varies from 0 to 1.0 and KMO overall should be .60 or higher to proceed with factor analysis. If it is not, drop the indicator variables with the lowest individual KMO statistic values, until KMO overall rises above 60. KMO was therefore respected in this study to measure the sampling adequacy, which was a popular measure for assessing the extent to which the indicators

of a construct belong together (Kaiser, 1974), When the "Mediocre" threshold of 0.5 (Kaiser, 1974). Study done by Stenbacka (2001), argues that since reliability concerns measurements then it has no relevance in qualitative research. The scholar adds that reliability is an irrelevant matter in the judgment of quality of qualitative research. Therefore, if it is used then the "consequence is rather that the study is no good". To widen the spectrum of conceptualization of reliability and revealing the congruence of reliability and validity in qualitative research, Lincoln and Guba (1985) purports that since there can be no validity without reliability, the conclusion of results must pass through the process of both.

3.8 Data Collection Procedure

Structured questionnaire was the primary data collection tools. The questionnaire was self-administered to ensure respondents respond to questions and where possible, obtain much more information, encourage response and ensure full and accurate data from respondents (Kothari, 2007). The researcher obtained authorization from National Commission for Science, Technology and Innovation (NACOSTI) before commencing the data collection stage. Respondents were informed of the collection of data prior to commencement through an introductory letter. This was done to enlist their consent and explain that the researcher sourced for information by self-administering the prepared questionnaire. Represents networking T-test was applied to determine whether the independent variables individually influenced the dependent variable significantly. Analysed data has been presented in graphic, text and tabular formats.

3.9 Data Analysis

The study utilized, descriptive statistics and inferential statistics. Descriptive statistics used were to summarize data into Mean, Mode, and Frequency while inferential

statistics were used to present the causal relationship. Inferential statistics used Multiple Linear Regressions, Pearson, Chi-square; and Structural Equation Modelling (SEM) in this study known as first-generation (1G) techniques and second-generation (2G) techniques, respectively.

Second–generation by (SEM) techniques, included the; Factor analysis, Equation Modelling such as; Covariance based SEM, Multiple Group Models Comparisons, Second-generation (2G) techniques do not invalidate the need for 1G technique however for confirmatory of the type of study such as this one covariance-based SEM or partial least square(PLS) is suitable .The researcher contends that despite claims that lower sampling requirements exist for PLS, inadequate sample sizes result in the same problems for either technique. SEM's has strength in modelling. In particular, SEM allows for complex models that include latent (unobserved) variables, a demonstrated in chapter 4 in this study, formative variables, and chains of effects

3.9.1 Regression model

The regression model is summarized by the equation below:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ .... (1)

Y= Growth of Export Firms.

X_1 = Innovation,

X_2 = Networking**,**

X_3 = Marketing mix and

X_4= Risk Taking Propensity

ε = Error term

3.9.2 Interpreting test of Statistics, P-values, t-values, Beta and Significance

The study contends that the p-value for the F test is of overall significance. In this study whenever p-value was less than 0.05, the null was rejected, and the model was referred to as useful.

The study argues that R^2. The model fits data better when R-squared rises. The maximum value of R-squared is 1. A model has no explanatory power if R-squared is zero. In this study the author downplays the importance of R-squared.

The study considered the Small standard error to be precise estimate. In particular, multicollinearity arises when regressors are highly correlated with each other, resulting in big standard error and imprecise estimate. Little variation in the regressor can also lead to big standard error.

The t statistic (t value or t ratio) for the null hypothesis that H_0: $\beta_1 = 0$, Under the null hypothesis the first regressor would have no effect on the dependent variable. In this case, the null would reject (so baths has effect on r price) t value > 1.96, then the study concludes that regressor has effect on the dependent variable and hence it automatically rejects the null hypothesis. Therefore, this study draws a lot of concerned and highly relies on t, standard error, and beta.

3.9.3 Technique for Test of Model

The study utilized the Second–generation techniques, included the; Structural Equation Modelling (SEM) flexible causal-modelling capabilities such as; Covariance based SEM,Multiple Group Models Comparisons, Bootstrapping Split path analysis, *Nested model comparisons, Model Evaluation Criteria. A number of Goodness-Of–Fit Indicators have been used.*SEM is well achievable by analysis of moment structures (AMOS).

3.9.4 Comparative Fit Index

According to Bentler (1990), the Comparative Fit Index (CFI) is an incremental fit index which is an improved version of the NFI. The CFI is Normed so that values range between zero to one, with higher values indicating better fit (Bentler & Bonnet, 1980; Hu and Bentler, 1999). This study therefore observes that, the CFI has many desirable properties, including its relative, but not complete, insensitivity to model complexity; study chose it because it is among the widely used indices. CFI values above 0.90 are usually associated with a model that fits well. But a revised cut off value close to 0.95 was suggested by Hu and Bentler (1999).

3.9.5 Root Mean Square Error of Approximation

Root Mean Square Error Approximation (RMSEA) was first proposed by Steiger and Lind (1980). It is one of the most widely used measures that attempts to correct for the tendency of the GOF test statistic to reject models with a large sample or a large number of observed variables. This study used it because it represents how well an EPC model fits a population from the Kenyan public sector, not just the sample used for estimation. This study argues that Lower RMSEA values indicate better fit. Earlier research suggests values of <0.05. (Browne & Cudeck, 1989; Arbuckle, 2005; Sanja, 2017); Hu and Bentler (1999) suggests a value of <0.06 to be indicative of good fit.

Adjusted Goodness of Fit (AGFI) is Data that fits the model is always given by AGFI values greater than 0.9. This study employed Adjusted Goodness of Fit Index to test the model utilizing the data from the public sector. Comparative Fit Index against the null model (Data that fit the model gives CFI values closer to 1). Parsimony Comparative Fit Index according to this study is achieved from data that fits the model. Therefore, it gives PCFI values closer to 1, (Arbuckle, 2005; Sanja, 2017). This study further

considers the Root Mean Square Error, which is the Approximation Index in that Data that fits the model, hence gives RMSEA values less than 0.05.

3.9.6 Root Mean Square Residual (RMR)

The Root Mean Square Residual represents the average residual value derived from the filling of the variance- covariance matrix for the hypothesized model to the variance covariance matrix of the sample data (S). This study therefore, considers the RMR as the square root of the mean of the standardized residuals. The Lower RMR values represent better fit and higher values represent worse fit. Recommended value of RMR is < 0.02.

3.9.7 Bootstrapping

Bootstrap is a computationally intensive statistical technique that allows making inferences from data, without making strong distributional assumptions about the data or the statistic being calculated. This approach allowed the researcher to estimate confidence intervals for statistics that do not have simple sampling distributions. Bootstrapping is a method for deriving robust estimates of standard errors and confidence intervals for estimates such as the mean, median, proportion, odds ratio, correlation coefficient or regression coefficient, (Mulaik, 2009; 2007). Bootstrapping is most useful as an alternative to parametric estimates when the assumptions of those methods are in doubt (as in the case of regression models with heteroscedastic residuals fit to small samples), or where parametric inference is impossible or requires very complicated formulas for the calculation of standard errors. The study used this method to demonstrate the concept of utilizing bootstrapping in assessing multivariate normality, to estimate confidence intervals for the median and the Spearman rank correlation coefficient for non-normally-distributed data from public Sector. The study

employed AMOS statistical software packages to analysis models by means of the bootstrap.

Bootstrap was used in this study because it is well known since confidence intervals provide more information than p-values, and editors of many scientific journals are now requiring or highly recommending their use methods by which to calculate confidence intervals, It primarily focuses on estimating confidence intervals for statistics with mathematically simple distributions, at least when the data themselves have a straightforward sampling distribution (e.g., normal or binomial distribution).

This study contends that if one leaves the variance unchanged, you must also move mass from the shoulders to the center, which gives a compensating decrease in the variance and a peak. Research by (Hui, 2011; Sanja, 2017), contend that in the case it's a negative Kurtosis, the variance is expected to be unchanged if mass is moved from the tails and centre of the distribution to its shoulders, thus resulting in light tails and flatness.

3.9.8 Normality, Skewness and Kurtosis

Skegness refers to the symmetry of a distribution whereas Kurtosis relates to the peakedness of a distribution. A distribution is said to be normal when the values of skewness and Kurtosis are equal to zero (Tabachnick & Fidell, 2001). However, there are few clear guidelines about how much non-normality is problematic. This study adopted guideline by Information Technology Services, (Hui, 2011; Sanja, 2017) approach. The study also employed Bollen-Stine bootstrap and associated p-value was considered in this study as demonstrated in chapter4. It is suggested that absolute values of univariate skewness indices greater than 3.0 s Innovation to describe extremely skewed data sets. Similar study by Chou and Bentler (1995), employed the

same approach, which argues that Kurtosis index greater than 10.0 may suggest a problem, in other word severe non-normality. Analysis for univariate normality done using Kolmogorov-Smirnov test with Lillefors significance correction revealed that none of the variables are normally distributed.

This study utilised Amos 23.0 which provides normality checks for data including skewness, Kurtosis indexes and Mardia's coefficient which is a test of multivariate normality. Critical ratios provided by Amos output as attached to Kurtosis represents Mardia's normalized estimate of multivariate Kurtosis. Bentler (2005) suggested that, in practice, values > 5.00 are indicative of data that are non-normally distributed. To correct for non-normality in the Underlying database, use of Bollen-Stine bootstrap and associated p-value was considered in this study.

Table 3.3 Kurtosis Value Parameters

Kurtosis Index	**Levels**
>10	Severe non-normality Distribution
3.5 to 10	Non-normality Distribution
1 to 3.5	Moderate Non-normality Distribution
<1	Negligible non-normality Distribution
0	Normal Distribution

Source: Information Technology Services (2006)

For all constructs to moderate the effect of multivariate non-normality, the maximum likelihood (ML) estimation, which is relatively robust against departures from multivariate normality even in a small manner (Hui, 2011; Sanja, 2017), was applied with Bollen-Stine bootstrap procedure. The bootstrap sample of 1000 was adopted.

3.10 Ethical Consideration

This study was anchored on key principles of ethical research. It was designed, reviewed and undertaken to ensure integrity and quality to the study. Research staff and subjects were informed fully about the purpose, methods and intended possible uses of the research specifically being an education research on Export Firms and the respondent's responsibility in participation, in the research was fully explained.

The researcher secured an introductory letter, to carry out research from Kabarak University and also obtained a research permit from NACOSTI that enabled the study to be officially conducted. Consent was sought from the respondents after clearly explaining to them the purpose of the study. The confidentiality of information supplied by research subjects and the anonymity of respondents from the target public sector was highly respected as such, research participants was called upon to participate in a voluntary way, free from coercion, no harm to research participants what so ever.

The independence of research was clear, and any conflicts of interest or partiality was explicit. Everyone involved in this research or process was responsible for maintaining good ethical standards. It was a good practice within this research for there was space for ethical issues to be aired. Participation in the study was voluntary and respondents were free to withdraw at their will. No any form of identification was used on the data collection tools and the completed data collection tools were kept under key and lock accessible only to the researcher. Data entered into the computer was password protected.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents the results and discussion of the study findings and interpretations of the effect of strategic entrepreneurial orientation on growth of selected Kenyan export firms. The chapter starts with the demographic profile of the respondents, followed by the hypotheses tests and model test summary.

4.2 Demographic information

This study specifically conducted research in; Eldoret, Mombasa, Nairobi, Naivasha and Thika. Out of the 174 questionnaires administered,169 were returned. In other words, out of the 174 questionnaires administered to the respondents as adopted from the sample size in chapter 3, a total number of 169 were returned for data analysis. This implies that 5 questionnaires were not returned. The response rate was interpreted as very good (97.1 %). While those who did not return the questionnaires were rated as very minimal (2. 9%).Therefore the analysis was coded, computed and analysed based on a total number of 169 as adopted from the sample size in chapter 3, hence the same reflected in this chapter. In other words, this chapter while carrying on analysis and test of models used a total of 169. Gillham (2000) contends that if the response rate is less than 30 percent the value and validity of the method and results are in question. Thus this study's response rate of97.1 %is very good. Therefore, it is reasonable to conclude that a satisfactory response rate should be at least 30 percent.

4.2.1 Sub Sector of Firms

The respondents indicated the sub-sectors of their firms. The sub sectors of the firms show specific firms engaged in export trade registered by Export Promotion Council.

The responses are summarized in Table 4.1. The results show that the highest responses were in the Manufacturing sub sector while energy had the least (1.8%).

Table 4.1 Sub Sector of Firms

Sector	Frequency	Percent
Agricultural	34	20.1
Commercial crafts	16	9.5
Energy	3	1.8
Industrial	38	22.5
Manufacturing	68	40.2
Mining	5	3.0
Services	5	3.0
Total	169	100.0

4.2.2 Demographic Characteristics

Demographic characteristics are presented based on the respondent's gender, Marital Status, Education Level in years, Age in years, Length of Business in Operation and start-up stages.

4.2.2.1 Respondents Gender

The results on the respondents' gender are presented in Table 4.2. The majority (106, 62.7%) were male respondents. While the female constituted 63, 37.3 per cent. The findings imply that the male respondents still dominate management position in export firms in Kenya. This finding supports the ILO (2008) study, which noted that men tend to operate more on growth of export firms and related tasks more than women. This finding would be important to policy makers in Kenya government to enhance formulation of strategies to facilitate more women to engage in export trade. This is to advance the governments ambition to empower women economically. According to

ROK (2016), women are disadvantaged, hence the need to deliberately encourage more women to engage in income generating businesses. Export trade is such category.

Table 4.2 Gender of Respondents

Gender	Frequency	Percent
Female	63	37.3
Male	106	62.7
Total	169	100.0

The subsector gender cross tabulation is presented in Table 4.3. The results show that there were more women in services and energy as compared to the male respondents. Equally, the number of women respondents was high in the manufacturing sector. An area with the highest differentials is the industrial and mining sectors. These findings indicate gender differentials by sector in the export firms in Kenya.

Table 4.3 Sub Sector * Gender Cross Tab

	Gender		Total
	Female	Male	
Agricultural	11	23	34
Commercial crafts	7	9	16
Energy	2	1	3
Industrial	9	29	38
Manufacturing	30	38	68
Mining	0	5	5
Services	4	1	5
Total	63	106	169

4.2.2.2 Respondents by Marital Status

The respondents were required to indicate their Respondents by Marital Status. Marital Status of respondents were determined. Results indicated that Married families represented a higher frequency of 138 with 81.7 per cent; they were the majority of the respondents. Families owned were the minority with frequency of 5 whose percentage was 2.9 % as shown in Table 4.4. In this study, determination of marital status in sub sector of firms was very important, for purpose of corroborating, the notion that family owned firm's growth orientation may be different from non- family owned businesses and that most export firms are individually owned. This is attributed to internal controls at management levels (Lai, Y, Mohammed, Saridakis &Torres, 2017, Wallace, 2010). This information would be useful to entrepreneurs and potential entrepreneurs when considering category of firm to establish.

Table 4.4 Marital Status

Marital Status	Frequency	Percent
Single (Never married)	14	8.3
Married	138	81.7
Divorced or separated	12	7.1
Widowed	5	2.9
Total	169	100.0

The respondents were required to indicate their response by marital status. In this study, Sub Sector of Firms is very important, marital status of respondents were determined. Results indicated that married families represented a higher frequency of 138 with 81.7 per cent; they were the majority of the respondents. Widowed families were the minority with frequency of 5 whose percentage was 7.1 % as shown in Table 4.4. It is

evident from the data on marital status the number of married persons increased on Sub Sector of Firms as opposed to Less than 5% of Divorced or separated. Reading across the first row, it becomes apparent that married families represented a higher frequency rate; they were the majority of the respondents (that is, approximately from a low of 7.1% for divorced or separated.

4.2.2.3 Age Categories of the Respondents

The majority of the respondents were aged between (24-39 years) which represents 28.3 per cent. It can be concluded that majority of employees specifically in firms related departments are middle aged while, elderly aged employees in Firms are few. Younger employees (40-45 years) are motivated more by the operation, travelling benefits gained enjoyed with the business sectors. This points out that a drive towards Kenyan export firms to cultivate the power of experience on export firm's operation skills is required. The success may be attributed to Kenyan export firms that prepared them to own and grow operation within export firms in their area of operation, hence, translate to achievement; additionally, the old aged employees (40-55 years) tend to be low in ability to export firms.

Table 4.5Age Categories of the Respondents

Age group	Frequency	Percent
Young Adults (< 35 years)	52	30.77
Middle ages (35-49 years)	89	52.66
upper middle age (50-60 years)	24	14.2
Old age (> 60 years)	4	2.37
Chi-Square		96.49
Pr > ChiSq		<.0001

4.2.2.4 Education Level of the Respondents

The educational level of respondents is presented in Table 4.6. The results show that holders of High school certificates were the highest on overall. The majority (104, 61%) of employees in export firms were holders of undergraduate University degrees. While holders PhD were 1, (.6%). This was the lowest on overall. Generally, many firms' employees are clustered with Bachelor's degree while closer to non-hold PhD. degrees. The employees with postgraduate qualifications were 14 %. The results indicate that firms could be lacking strong command of experts in terms of management and innovative skills, which is normally realized at the postgraduate level. This can translate into weak management and low levels of innovation in export firms in Kenya.

Table 4.6Education Level

Level	Frequency	Percent
Non-formal Education	2	1.2
Primary Education	18	10.7
Secondary Education	19	11.2
University- undergraduate	104	61.5
University- Masters	25	14.8
University- PhD.	1	.6
Total	169	100.0

4.2.2.5 Length of Business in Operation

Table 4.7 illustrates the respondents' years of Length of Business in Operation of the growth of export firms. The leading Length of Business in Operation had a range of (11-15) years and about 32.5% of respondents, results also show that above 20 Years were equally higher with a percentage of 26.6%, while a range of (Below 5 Years) were

the least with frequency of 11 about 5.9 % of respondents for the Growth of Export Firms.

Table 4.7Length of Business in Operation

Age categories	Frequency	Percent
Below 5 Years	11	5.9
5-10 Years	33	19.5
11-15 Years	55	32.5
16-20 Years	25	14.8
Above20 Years	45	26.6
Total	169	100.0

4.2.2.6 Experience in Export Trade

Table 4.8 illustrates the respondents' years of experience in export trade of the growth of export firms. The leading experience in export trade ranged of (11-15) years, with about 37.3% of respondents, results also show that 5-10 Years had a better percentage of 26.0 %, however results show that the range of above 20 years were the least with frequency of 9 with 5.3 % of respondents for the growth of export firms.

Table 4.8Experience in Export Trade

Experience in years	Frequency	Percent
Below 5 Years	23	13.6
5-10 Years	44	26.0
11-15 Years	63	37.3
16-20 Years	30	17.8
Above 20 Years	9	5.3
Total	169	100.0

4.2.2.7 Number of Full Time Employees

The results on the number of full time employees are presented in Table 4.9. The results show that most of the employees were in the category of 100 – 499 employees, 40%. The least were in the category of 1-4 employees, 3.6%. These findings suggest that most respondents were in the category of medium to large enterprises. The firms with a low number of employees may have been intensive technology firms.

Table 4.9Number of full time employees

Full time employees	Frequency	Percent
1-4	6	3.6
5 – 9	21	12.4
10 – 19	32	18.9
20 – 99	43	25.4
100 – 499	52	30.8
Over -500	15	8.9
Total	169	100.0

4.2.2.8 Growth of Export Firms Versus Towns

Areas where research was conducted: Mombasa, Naivasha, Thika, Eldoret and Nairobi over the country located in all the targeted population as established from the Export Firms: Agricultural, Commercial Crafts, Energy, Industrial, Manufacturing, Mining, Services. Results indicate that manufacturing firms yielded good results (42.6%), which were closely followed by Agricultural (22.5%), however mining (2.4%) and Energy (.5%) performed poorly in terms on Growth of Export Firms. In terms of delivery Mombasa (58%) had the highest, closely followed by Nairobi (50%) however Naivasha (7%) was the least.

Results show that exports perform better in Mombasa because of infrastructure, at the harbour, due to availability of shipping are in the early stages of using a particular

technology. They rely more on external resources to facilitate their continued use of the technology. This suggests that on-going facilitations designed for nearness to the coast and international Airport as for the case of Nairobi availability of cargo handling and consumer's security to track products. For instance, customer help through a call centre, instant messaging services, or a consumer community is special.

Table 4.10Growth of Export Firms by Study Sites

Sectors	Mombasa (1)	Naivasha (2)	Eldoret (3)	Thika (4)	Nairobi (5)	Total	%
Agricultural	12	4		6	16	38	22.5
Commercial Crafts	11		1	5		17	8.7
Energy	1					1	.5
Industrial	4	2	4		14	24	14.5
Manufacturing	24	1	7	20	20	72	42.6
Mining	2				2	4	2.4
Services	4		4		5	13	7.7
Total	**58**	**7**	**16**	**31**	**57**	**169**	

4.2.2.9 Sub Sectors of Firms

Results established that Sub Sectors of Manufacturing yielded good results (40.24%) and Industry (22.49), while three Sub Sectors of Firms: Energy (1, 79), mining (2.96%) and Services (2.96%) performed poorly in terms on Growth of Export Firms. This suggests that Growth of Export Firms is propelled by Manufacturing Sub Sectors of Firms and least predicted by Energy mining and Services respectively. Similar study by Moreno*et al.,* (2010) also presented that entrepreneurial orientation is essential for sustainable growth of any firm and is associated with product innovation, process

innovation, technological innovativeness, risk-taking, and pro-active competitive posture. In this study, pro-activeness is discussed as the market strategies employed by an entrepreneur and the strategy marketing mix, which includes; Product strategy, promotion strategy, price strategy and place strategy.

Table 4.11Sectors of Firms

Firms	Frequency	Percent
Agricultural	34	20.12
Commercial Crafts	16	9.47
Energy	3	1.78
Industrial	38	22.49
Manufacturing	68	40.24
Mining	5	2.96
Services	5	2.96
Total	**169**	**100**

4.2.2.10 Business Category

Results indicate that Limited Liability Company yielded good results (35.5%), which were closely followed by Cooperative (25.4%), however Sole proprietorship (2.4%) performed poorly in terms on Growth of Export Firms .This suggests that Business Category performed well as Limited Liability Company, hence boosted Growth of Export Firms .Study by Alvarez and Barney (2007) also reported that Baker and Nelson (2005), Gartner (1985), Sarasvathy (2001), Weick (1979) presented that, creation theory assumes that opportunities are created endogenously by actions, reactions and enactments of entrepreneurs exploring ways to produce new products or services. Thus, creation opportunities are social constructions that do not exist independent of entrepreneur's perceptions. Decision-making is uncertain because according to the theory opportunity does not exist until created by an entrepreneur.

Table 4.12Business Category

Description	Frequency	Percent
Cooperative	43	25.44
Joint Venture	30	17.75
Limited Liability company	60	35.5
Partnership	22	13.02
Sole proprietorship	14	8.28
Total	**169**	**100**

4.3 Descriptive statistics

Descriptive statistics on the Likert questions is presented below based on independent variables; innovation, networking and risk-taking propensity.

4.3.1 QnB1 (a,b) Innovations

A substantial number of respondents on questionnaire, indicated that 41% (n=26) firm emphasizes utilizing new or emerging technology, the majority of respondents 55% (n=35) for firm encourages employees to think and behave in original or different ways indicated that they were not and 4% (n=3) respondents had not answered the question. Main reasons for this choice are linked to the fact that a location inside firms provides more opportunities and more possibilities of networking and exchange of opinions among firms located one near to the other and coordinated at central level by the park structure. Among the factors that are strictly linked to the location is Innovativeness, questionnaire respondents have chosen collaboration opportunities as the most important aspect, followed by new products and export market enlargement.

QnB1(c, d) Innovation: This research work attempted at investigating the perceptions of companies hosted in the Growth of Export Firms: Respondents from the questionnaire unfortunately the number of respondents was not very high on how firms put a lot of emphasis on research and development. This was opposite to introduction of new products. Nevertheless, this small sample of companies provided interesting answers and comments that can be considered a useful starting point for further research in this field. Similar study conducted by Anderson, Potocnik and Zhou (2014) noted that Innovativeness has no effect on Growth of Export Firms, while a study by Anderson*etal,* (2014) conducted in USA revealed that Networking has a positive effect on Growth of Export Firms and generally aggregation of management encourages new ideas from employees. In addition, (39%), followed by little difference between the two locations, with changes in products are (29%) compared to a new idea from employees (21%).

This study outlined that some Innovativeness (e.g. traditional entrepreneurial culture, fear of "bad competition" inside the cluster of Growth of Export Firms), some policy issues (change in regional priorities, changes in cluster based policies) and some systemic issues could affect the development and the reality of Innovativeness and of all the other clusters focused on the development of an Innovativeness. Some aspects such us open innovation advantages in a cluster environment could be an interesting aspect to investigate in future. Studies relating to the possibility to be a powerful tool for project building and common shared approach on Innovativeness.

4.3.2 Networking: Questions B9 (a,b)

The explanation of the networking regarding the recipient's growth of Export firms condition featured prominently on organizations and participates in organisations'

meetings, firm registration as member of Business and other business gatherings closer to 92% (n=59), only one 2% (n=1) respondents disagreed that the networking explained to other organizations could learn a lot from their firms and 6% (n=4) had not responded to the question that Departments or sections in our firm work well with each other towards common goals and objectives. Business Membership for the firm when compared to the capability of the individual firm. In the context of this paper, the network provides a special structure for connecting to the outside to get useful information, resources, and social support that allows the firm to identify and make use of various opportunities.

Many researchers have focused on the effect of the network on resource acquisition (Leung *et al.*,2006; Zhang, Wong, and Soh 2005). However, little has been done to test the influence of intensity and range of network on resource acquisition. In this study, the consecutive connections between network and resource acquisition, as well as resource acquisition and venture performance are evaluated. Ahuja (2000) believes the closer the relationship among members, the faster the speed of sharing resources is, so firms can acquire resources needed to improve the capability and effectiveness of that process. Gulati (1995) and Uzzi (1996) think that the more familiar the contacts are, the more trustworthy the members become which can reduce unethical behaviors and encourage resource exchange amongst group members. Using networks allows firms to locate valuable resources and improve acquisition capability. Tsai and Ghoshal (1998) believe that if the relationship among members is closer, group members will have a common vision, which can facilitate the exchange and combination of resources. So the firms not only receive rare resources but also use the resources acquired from other groups properly to enhance acquisition capability and outcomes.

4.3.3 B14(a,b). Risk-Taking Propensity

An overwhelming majority of respondents understood the Risk-taking 77% (n=49), a few 17% (n=11) on business, 6% (n=4) of decisions need to be made quickly and actions need to be taken as indicated by respondents. Similar study by (Favre&Festa-Bianchet, 2003) contends that entrepreneurship and Risk-Taking Propensity are two concepts that are viewed as inseparable in the entrepreneurship literature. For example, entrepreneurship is often associated with bearing of overexposure to risk, separating entrepreneurs from employees and managers (Begley & Boyd, 2011). For this reason, the way entrepreneurs deal with risk by the individual is likely to influence firm's performance. The theoretical economic literature suggests that risk-taking behaviour of entrepreneurs has a positive effect on performance (Pattillo & Soderbom, 2000).The rather poor export performance of exporters can be explained by a number of factors, one of which is assumed to be the low level of risk taking propensity, which is one of the three major dimensions of entrepreneurial behavior.

4.3.4 Findings for objectives: Factor Analysis

This study utilized factor analysis in the formation of summated scales, were added the scores on all the variables loading on a component to create the score for the component and to verify that the variables for a component are measuring similar entities that are legitimate to add together. This study employed Innovation general strategies, which are commonly used by scientists. It used factors that explained 90% (or some other arbitrary percentage) of the variance adopted from the rule of thumb as shown below. The study used only the factors whose Eigen values are at or above the mean Eigen value (the Kaiser Rule i.e. 0.5).

This is the strictest rule and may result in use of too few factors. It created a plot (a plot or bar chart in which the x-axis is the factors arranged be descending Eigen value, and

the y axis is the value of the Eigen values). The plot showed a sharp drop levelling off to a flat tail as each successive component's Eigen value that explains less and less of the variances.

4.3.4 Principal Component Analysis: Innovation on Growth of Export Firms

This study applied Principal Component Analysis for data from the firms. Finding for Results of Innovation indicated that (0.852) results were greater than 0.50 this indicates factor loading was the highest (Kaiser, 1974). The probability associated with Bartlett's Test of Sphericity was 0.00, which was less than the level of significance (Table 4.10). The probability associated with the Bartlett test is <0.001, being 0.000 hence, it satisfies requirement of Bartlett's Test of Sphericity.

The measures suggest strongly that sufficient correlations among the variables existed to warrant Innovation to undergo factor analysis (Sanja, 2017). Similar study by Johnson and Wichern, (2000) suggest that the analysis of variables by the factor analysis (FA) method can be used to reduce variables and create factors or variables deriving from linear combinations. However, the mere suggestion of a method cannot be accepted when it comes to analysing quantitative data; two tests must be considered so that whether to use of the method above mentioned can be decided (Chair Junior *et al.,* 2009). The scholars recommend performing the index analysis of KMO and Bartlett´s test of sphericity (BTS).

4.3.5 Principal Component Analysis: Risk Taking Propensity on Growth of Export Firms

This study applied Principal Component Analysis for data from the firms. Risk taking propensity indicated that 0.541 results was slightly higher than KMO 0.50 during factor loading this indicated a very low achievement. The probability associated with

Bartlett's Test of Sphericity was 0.01 which was less than the level of significance. Risk taking propensity satisfies the requirement of Bartlett's Test of Sphericity. This study contend that Kaiser Criterion is said to be reliable when: the averaged extracted communalities is at least more than .7 and when there are less than 30 variables or the averaged extracted communalities is equal or above .60 and the sample size is above 250 cases (Kaiser, 1974; Field, 2009).

4.3.6 Principal Component Analysis: Marketing Mix Growth of Export Firms

This study applied Principal Component Analysis for data from the firms. Risk taking propensity indicated that .569 results was slightly higher than KMO 0.50, however greater than Risk taking propensity during factor loading. This study content that Marketing mix had a low achievement. The probability associated with Bartlett's Test of Sphericity was 0.01 which was less than the level of significance. Marketing mix though satisfies the requirement of Bartlett's Test of Sphericity, and would support factor analysis Growth of Export Firms (Table 4.10).

4.3.7 Principal Component Analysis: Networking Growth of Export Firms

Factor analysis by means of Principal Component Analysis was employed for performed extraction of communalities using Principal data from the firms. *Networking* loaded with .780 above the threshold KMO 0.5(Table 4.13). The variable posted high results than *Marketing mix* and *Risk taking propensity* results, but lower than *Innovation* though slightly higher than KMO 0.50 (keiser,1978).

4.3.8 Principal Component Analysis: Political and Regulatory forces

Factor analysis Component Analysis in this study, the Political and regulatory framework as an intervening variables loaded on average, or middling as per Keiser (2008) with results which was .682 above the requirement; greater than minimum

threshold KOM 0.5 (Table 4.13). The variable indicated that it was a good idea to factor, though lower than Innovation and Networking.

Table 4.13 Communalities

Variables	Initial	Extraction
Innovative	1.000	.852
Networking	1.000	.780
Political and regulatory framework	1.000	.682
Marketing mix	1.000	.569
Risk taking propensity	1.000	.541

Extraction Method: Principal Component Analysis.

4.3.9 Analysis with Variance on Eigen Values

Measure of variance by Eigen Values: Innovation, Networking, Marketing-mix and Risk taking propensity by Eigen values results as shown in (Table 4.14) for Eigen values provide the amount of variance explained by each factor.

Innovation, Marketing-mix, Risk taking propensity and Networking extracted by factor analysis using Principle Component Analysis (PCA) for 10 Components, the first four had Eigen valuesover 1.00, the variance generated was 10.067, whose performance was not very optimal which according to results explained 64.913%; results are termed on grounds of loading at a middling level (Field, 2009).

Table 4.14Variance on Eigen Values

Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.385	23.847	23.847	2.385	23.847	23.847	2.231	22.307	22.307
2	1.741	17.409	41.256	1.741	17.409	41.256	1.701	17.012	39.320
3	1.359	13.590	54.845	1.359	13.590	54.845	1.330	13.296	52.615
4	1.007	10.067	64.913	1.007	10.067	64.913	1.230	12.297	64.913
5	.992	9.919	74.831						
6	.796	7.964	82.795						
7	.736	7.359	90.154						
8	.566	5.661	95.815						
9	.419	4.185	100.000						
10	-1.011E-013	1.112E-013	100.000						

Extraction Method: Principal Component Analysis.

All the same the results explained that Innovative, Networking, Marketing-mix and Risk taking propensity factors belong together with other predictors, which together contribute towards growth of export firms at that percentage level of the total variability. Results indicate that Kaiser Criterion is said to be reliable, supports factor analysis and is of good idea (Sanja, 2017).

4.3.10 Analysis Extracted on Plot

Factor analysis created a plot (a plot is a graph in which the x axis is the factors for; Innovation, Marketing-mix, Risk taking propensity and Networking extracted by factor analysis arranged be descending Eigen value, and the y axis is the value of the Eigen values) (Innovation Table 4.12).

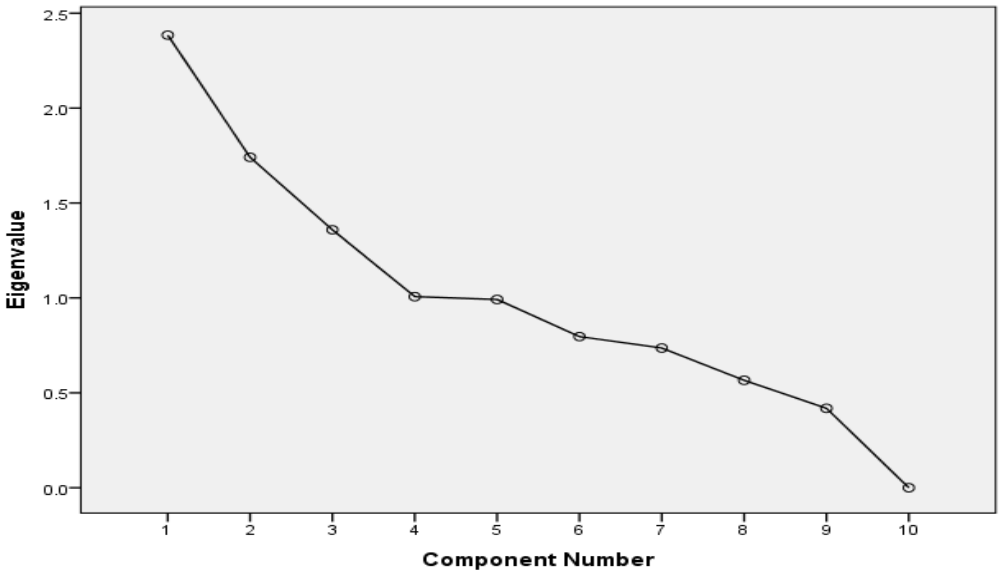


Figure 4.1Scar Innovation Plot Analysis

The plot showed a sharp drop levelling off to a flat tail as each successive component's Eigen value that explains less and less of the variances (Sanja, 2017).

4.4 General Analysis of Objectives

4.4.1 Innovation on Growth of Export Firms

The standardized coefficients beta for simple linear regression represents the relative contribution of the predictor variable in influencing the outcome. Results indicate that Innovation is not able to contribute to Growth of Export Firms:(β_1= -0.0490 while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 1.284since t < 1.96, under the null hypothesis the predictor has no effect on the dependent variable (on Growth of Export Firms)**.** Results clearly indicate that the null

hypothesis is not rejected. Innovation has no effect on Growth of Export Firms) since | 1.28 | <1.96 hence accept the null hypothesis. A departure from p value (p<= 0.05) indicate that sig =0. 3219 has no statistical significant hence the null hypothesis.

Table 4.15Analysis by Regression: Innovativeness versus Growth of Export Firms

Model	Coeff		Coeff	T	Sig.
	B	Std. Error	Beta		
(Constant)	4.231	.239	14.58379		.000
Innovativeness	-.0.0490	0.03900	.-0.2425	1.284	.3219

The findings that innovation a single predictor has no effect on growth of export firms may be confounding. However, these findings can be understood better in a multiple linear regression where innovation as a predictor interacts with other predictor variables.

4.4.2 Marketing Mix on Growth of Export Firms

The standardized coefficients beta for simple linear regression represents the relative contribution of the predictor variable in influencing the outcome. The results indicate that Marketing Mix is able to contribute to Growth of Export Firms: (β_1= 0.3011while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 3.305 since t > 1.96, the null hypothesis that the predictor has no effect on the dependent variable (on Growth of Export Firms) is rejected and the alternate hypothesis accepted that Marketing Mix has significant effect on Growth of Export Firms, p=0.002.

Table 4.16Analysis by Regression: Marketing Mix versus Growth of Export Firms

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.102	.0892		33.78	.000
Marketing Mix	.3011	.0911	.3200	3.305	.002

Marketing Mix Calculated t =3.305 greater than Critical t, 1.96.

A research done by Owomoyela *et al.,* (2013) and analysed in Chi square, Marketing Mix, was found to have a positive significance and that the quality product that satisfied consumer needs, offering affordable price and engaging in wider distribution backed up with effective promotion strategy. Another study by Moghaddam *et al.,* (2011) established that Marketing Mix was significant predictor to growth - as a procedure by which a company react to situations of competitive market and forces of market or react to environment and internal forces to enable the firm to achieve its objective and goals in target market. Study by Orville, John and Walker (2008) was content that Marketing Mix as a marketing strategy was significant in helping an organization achieve its set objectives and goal. Moghaddam *et al.,* (2011) postulated that marketing mix strategies boosts growth of export firms and that it was been implemented through variables of advertising, sales promotion, personal selling and visits, trade fairs and promotion adaptation. Sales promotion was done through coupons, samples, premiums; personal selling in markets that had restrictions or the cost of managing a sale force was low. Trade fairs were applied in market testing and were useful in gaining collaboration in foreign market including use in market research. Personal visit enhanced experience about problem or opportunities, personalises

relationship, increases communication and provided timely response to export firm's needs.

4.4.3 Networking on Growth of Export Firms

The standardized coefficients beta for simple linear regression represents the relative contribution of the predictor variable in influencing the outcome. The results indicate that Networking is able to contribute to Growth of Export Firms: (β_1= 0.293 while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 2.254 since t > 1.96, the null hypothesis that the predictor has no effect on the dependent variable (on Growth of Export Firms) is rejected and the alternate hypothesis accepted that Networking has significant effect on Growth of Export Firms, p=0.003.

Table 4.17Analysis by Regression: Networking Versus Growth of Export Firms

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.889	.194		20.075	.000
Networking	.293	.130	.262	2.254	.003

[t calculated = 2.254 greater than (t critical, 1.96)]

Similar study done by Cisi*et al.*, (2016) revealed that an entrepreneur's network's position revealed its ability to access information and knowledge. This could be trans formed into production of new products and improving upon existing ones. It was found that business network created a group of entrepreneurs that voluntary shared knowledge and experiences. According to the scholars, relationships among firms in the network are closer, have clear objectives and respect a specific contractual scheme.

Firms enter this type of legal contract voluntarily with the explicit aim of co-producing, co-marketing, co-purchasing or cooperating in product or market development.

Further, Maina *et al.,* (2016) established that sets of two or more connected exchange relationship networks created cooperative linkages between different firms and departments within firms and could be said to have a ″relationship within firms, between firms and combination of them. Different kinds of linkages were identified: vertical, horizontal and diagonal or diversified. Vertical linkage consists of products stream from suppliers to consumers in firm's value systems. Horizontal linkages are involved with combined resources, production and distribution systems in terms of similar and substituted products. Diagonal linkage is sharing common resources between different (dissimilar) products, which can be complementary products in terms of market or distribution. Similar research by a technique of regression analysis by Abou- Moghli and Al Muala, (2012) established that the field of entrepreneurship has seen a remarkable increase in studies focusing on networks and relations. This study argued that networks provide business owners with access to business opportunities, markets, ideas, information, advice, and other resources.

4.4.4 Risk Taking on Growth of Export Firms

The standardized coefficients beta for simple linear regression represents the relative contribution of the predictor variable in influencing the outcome. The results indicate that risk taking is not able to contribute to Growth of Export Firms: (β_1= -0.1249 while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 0.311 and since t < 1.96, the null hypothesis that the predictor has no effect on the dependent variable (on Growth of Export Firms) is not rejected, p=0.3219.

In similar study done by Kusumawardhani (2013), the null hypothesis was rejected addition; risk- taking propensity was established as a dimension of entrepreneurial orientation is considered as one of the major attributes of entrepreneurship.

Table 4.18Analysis by Regression: Risk Taking Versus Growth of Export Firms

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.1021	.472		6.574	.000
Risk _Taking	-.1249	0.401	.-0.2425	0.311	.3219

The previous literature in this study explains that entrepreneurship scholars have attempted to define the conceptualisation of risk-taking at the firm level. Risk- taking refers to a firm's willingness to engage in calculated business- related risks in the market place, even when their outcomes are uncertain.

Another study DessandLumpkin,(2012) had their finding different from this study, it p-values was below the threshold, they found out that firms with risk taking behaviour are described as being bold and aggressive in pursuing opportunities, as they are ready to incur large resource commitments in the hope of obtaining high returns.

Study by Miller (2011) established that risk –taking behaviour consists of activities such as borrowing credit heavily, venturing in unknown markets and committing a high percentage of resources to projects with uncertain outcomes.

Similar study by Haan (2010) analysed data on risk –taking the study was based on new discoveries and innovations entail a great deal of risk. The study found out that survival

rates of new firms are strikingly low and that about 20 to 40% of entering entrepreneurs fail within the first two years of life, while only 40% to5 0% survive beyond the seventh year. Therefore, the fact that this study has found risking taking as not significant requires to be explored further. The same has been reviewed later in this report using multiple linear regression for interaction with other terms.

4.4.5 Political and regulatory framework as a moderating variable

The standardized coefficients beta for simple linear regression represents the relative contribution of the predictor variable in influencing the outcome. The results indicate that political and regulatory framework as a moderating variable is able to affect Growth of Export Firms: (β_1= 3.6601 while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) =9.606 since t > 1.96, the null hypothesis that the predictor has no effect on the dependent variable (on Growth of Export Firms) is rejected and the alternate hypothesis accepted that Networking has significant effect on Growth of Export Firms, p<0.001.

Table 4.19Analysis by Regression: Political and Regulatory versus Growth of Export Firms

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.6601	.381		9.606	.000
Political andregulatory(M)	.1987	0.101	.0.2520	0.9877	.0047

4.5 Multiple Regression Analysis Results

4.5.1 Multiple Regression Summary

The study contends that the standardized regression coefficient provides a useful way of seeing what the impact of changing the explanatory variable by one standard deviation. The standardized coefficient is(R^2) .576 – a one standard deviation change in the explanatory variable results in a .576 standard deviation change in the dependent variable. The "adjusted R²" is intended to "control for" overestimates of the population R² resulting from small samples, high co linearity or small subject/variable ratios. It is perceived utility varies greatly across research areas and time.

Also, the "Std. Error of the Estimate" is the standard deviation of the residuals. As R² increases the "Std. Error of the Estimate" will decrease (better fit less estimation error). On average, the estimates of Growth of Export Firms. The model Summary used data from firms here indicated that, the multiple and coefficient of determination (R^2) for the regression model. (R=.786[a]which indicate R^2 =.576 (57.6 0%) of the variance is the coefficient proportion of variation in Growth of Export Firms as a dependent variable that potentially can be explained by the Innovation, Networking, Marketing mix and Risk Taking Propensity being independent variable.

Data from export firms indicated that, the multiple and coefficient of determination (R^2) for the regression model. R=. 836, which indicate R^2 =. 576 (57.6 0%) of the variance is the coefficient proportion of variation in Growth of Export Firms as a dependent variable that potentially can be explained by Innovation, Networking, Marketing mix and Risk Taking Propensity being independent variable.

Table 4.25: Model Summary

Model	R	R^2	Adjusted R Square	Std. Error of the Estimate
1	.786[a]	.576	.562	3.40524

The model summary above indicates the multiple linear regression predictor variables can explain 56.2% of the predicted variable (R^2=0.562) and the standard error of the estimate was 3.405.

4.5.2 Multiple Regression Analysis

The findings of the analysis are shown in Table 4.26.

Table 4.26: Multiple Linear Regression Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	3.335	0.364		9.175	0.000
	Innovation	0.087	0.0541	0.63	1.817	0.071
	Marketing_mix	0.3921	0.1077	0.371	3.64	0.001
	Networking	0.3024	0.0914	0.294	3.309	0.002
	Risk_taking_propensity	0.1249	0.403	0.2425	0.996	0.321

Predicted variable: Growth_of_Export_Firms

The models indicates that all the independent variables apart from Risk Taking Propensity were significant at (p=0.01 to p=0.1). The model can be resolved as

$\mathbf{Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$ **……. (1)**

Y= Growth of Export Firms (Dependant variable)

$\mathbf{X_1}$ = Innovativeness,

$\mathbf{X_2}$ = Networking**,**

$\mathbf{X_3}$ = Marketing mix and

X_4= Risk Taking Propensity

ε=Error term

The results for the multiple linear regression are summarized by:

$\mathbf{Y} = 3.335 + 0.0870X_1 + 0.3921X_2 + 0.3024X_3 + 0.1249X_4$ **……. (2)**

Where:

$\mathbf{X_1}$ = Innovativeness,

$\mathbf{X_2}$ = Networking,

$\mathbf{X_3}$ = Marketing mix and

X_4= Risk Taking Propensity.

That is

Y=3.335 + 0.0870(Innovativeness**)** + **0**.3921(Networking**)** + **0**.3024(Marketing-mix**)** + **0**.1249 (Risk-Taking Propensity**)**..... **(4)**

$\mathbf{X_1}$ = Innovation, $\mathbf{X_2}$ = Networking, $\mathbf{X_3}$ = Marketing mix and X_4= Risk Taking Propensity

Y=3.335+ **0**.0870(Innovation**)** + **0**.3921(Networking**)** +.3024(Marketing-mix**)** + **0**.1249(Risk-Taking Propensity**)**

…..... (4)

These means that the explanatory model for Growth of Export Firms can be concluded as

$\mathbf{Y} = 3.335 + 0.0870X_1 + 0.3921X_2 + 0.3024X_3$**……. (2)**

Where:

$\mathbf{X_1}$ = Innovativeness,

$\mathbf{X_2}$ = Networking,

$\mathbf{X_3}$ = Marketing mix and

X_4= Risk Taking Propensity.

These results indicate that a unit increase in Innovation as variable causes an increase on Growth of Export Firms sector by a factor of 0.0870 (p=0.071). Further, a unit increase in Networking as a variable causes an increase on Growth of Export Firms a factor of 0.3921 (p=0.001). On the other hand a unit increase in Marketing mix as a variable causes an increase on Growth of Export Firms by a factor of 0.3024 (p=0.002). However, although a unit increase in Risk-Taking Propensity as a variable causes a decrease on Growth of Export Firms by a factor of **0**.1249, this variable is not a significant predictor (p=0.321).

4.6 Hypothesis Test from the multiple linear regression

Hypothesis testing from the multiple linear regression model helped to determine the contribution of the predictor variables with interaction between themselves. While testing the hypothesis the study considered the significance level of 95% or p=.05 meaning that only 5% probability of making an error when declaring something to be significant when it is not. The constant or intercept represents the value of the outcome if all the predictor variables had zero values (which may or may not be meaningful). In this study whenever $t < 1.96$, the null hypothesis, normally the predictor is said to have no effect on the dependent variable (Growth of Export Firms)**.** Results for t, was

compared to | t |>1.96, normally the null hypothesis was accepted. A departure from p value (p<= 0.05) indicate whether it was sig or had statistical significance.

4.6.1 Innovativeness on Growth of Export Firms

According to table 4.26 the standardized coefficientsfor multiple linear regression model represented the relative contribution of the four independent variables innovation, marketing mix, networking, and risk taking propensity to the predicted variable (growth of export firms). The results indicated that Innovation is not able to contribute to Growth of Export Firms:(β_1= 0.087 while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 1.817, p=0.0710 since t < 1.96, under the null hypothesis the predictor has no effect on the dependent variable (on Growth of Export Firms) for p<0.05. However, if the p value was raised to p=0.1 then innovation would be significant**.** Results clearly indicate that the null hypothesis is not rejected. Innovation has no effect on Growth of Export Firms) since 1.817<1.96 hence accept the null hypothesis.

Table 4.20 H_{01}: Innovation has no effect on growth of export firms

HO_1:	There is no effect on Innovativeness on Growth of Export Firms	(β_1= 0.087 while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 1.817, p=0.0710 since t < 1.96, under the null hypothesis the predictor has no effect on the dependent variable (on Growth of Export Firms) for p<0.05.

Similar study conducted in USA, Pu Li and Kishore (2006) noted that Innovativeness has no effect on Growth of Export Firms. Contrary to this study and Anderson *et al.,* (2006) noted, in their study made in USA, that Innovation had a positive effect on Growth of Export Firms. These findings also put to challenge entrepreneurial

orientation theories. One wonders why would innovativeness not enhance growth of export firms in Kenya, except when the significance level is lowered to 90%? Perhaps it is because of the huge risks and costs that innovations bear which their returns may not immediately reflect on newly export orienting firms. This results therefore call for further research to unravel the unique circumstances that can make innovativeness not yield growth for export firms.

4.6.2 Marketing Mix and growth of export firms.

According to table 4.26 the standardized coefficientsfor multiple linear regression model represented the relative contribution of the four independent variables innovation, marketing mix, networking, and risk taking propensity to the predicted variable (growth of export firms). The results indicated that Marketing Mix was able to contribute to Growth of Export Firms:(β_1= 0.3921 while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 3.64, p=0.0004 since t > 1.96, under the null hypothesis the predictor has no effect on the dependent variable (on Growth of Export Firms) for p<0.05. Results clearly indicate that the null hypothesis is rejected and alternative hypothesis taken that Marketing Mix has effect on Growth of Export Firms) since 3.64 <1.96, p=0.0004.

Table 4.21 H_{02}: Marketing Mix has no effect on growth of export firms

H_{O2}:	There is no significant effect on Marketing Mix on Growth of Export Firms	(β_1= 0.3921t = 3.64, p=0.0004) since t > 1.96, the null hypothesis is rejected and alternative hypothesis taken that Marketing Mix has effect on Growth of Export Firms) since 3.64 <1.96, p=0.0004.

Research on Marketing Mix by Moghaddam*et al.*, (2011) by means of regression established that Marketing Mix is a procedure by which a company react to situations of competitive market and forces of market, or react to environment and internal forces to enable the firm to achieve its objective and goals in target market. For the purpose of this study, the researcher drives that the marketing mix as a road map showing how a firm responds to external and internal forces by using marketing mix with an aim to maintain its market niche, increase market shares in target markets and diversify markets for its goods/services.

4.6.3 Networking on Growth of Export Firms

According to table 4.26 the standardized coefficientsfor multiple linear regression model represented the relative contribution of the four independent variables innovation, marketing mix, networking, and risk taking propensity to the predicted variable (growth of export firms). The results indicated that Networking was able to contribute to Growth of Export Firms:(β_1= 0.3024 while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 3.309, p=0.0012 since t > 1.96, under the null hypothesis the predictor has no effect on the dependent variable (on Growth of Export Firms) for p<0.05. Results clearly indicate that the null hypothesis is rejected and alternative hypothesis taken that Networking has effect on Growth of Export Firms) since 3.309 <1.96, p=0.0012.

Table 4.22 H_{03}: Networking has no effect on growth of export firms

HO_3:	There is no significant effect on Networking and Growth of selected Kenyan export Firms	β_1= 0.3024t = 3.309, p=0.0012) since t > 1.96, the null hypothesis is rejected and alternative hypothesis taken that Networking has effect on Growth of Export Firms) since 3.302 <1.96, p=0.0012.

Similar study by Perreaut and McCarthy (2004) while researching on marketing mix established that 4Ps constructs are controllable within a company hence puts together effort to satisfy the Growth of Export Firms. The find out that it includes four elements called 4Ps of marketing: product, place, price, and promotion. For the purpose of this study, the researcher adopts the approach provided by Perreaut and McCarthy (2004).

4.6.4 Risk Taking on Growth of Export Firms

According to table 4.26 the standardized coefficients for multiple linear regression model represented the relative contribution of the four independent variables innovation, marketing mix, networking, and risk taking propensity to the predicted variable (growth of export firms). The results indicated that risk taking propensity was not affecting to Growth of Export Firms:(β_1= 0.1249 while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 0.996, p=0.321 since t < 1.96, under the null hypothesis the predictor has no effect on the dependent variable (on Growth of Export Firms) for p<0.05. Results clearly indicate that the null hypothesis is not rejected that risk taking propensity has no effect on Growth of Export Firms) since 0.996 <1.96, p=0.321.

Table 4.23 $H0_4$: Risk taking propensity has no effect on growth of export firms

$H0_4$:	**There is significant effect on Risk Taking and Growth of selected Kenyan export Firms.**	**β_1= 0.3024t = 3.309, p=0.0012) since t > 1.96, the null hypothesis is not rejected so conclusion was that risk taking propensity has effect on Growth of Export.**

The findings are contrary to entrepreneurship orientation theory that risk taking propensity can positively contribute to entrepreneurial outcomes. This results could further be understood by introduction of the moderating political and regulatory

framework, since that is the environment that risk taking propensity attends to. On testing similar hypothesis De Haan (2010) find out thatrisk taking propensity is a perceived probability of receiving rewards associated with success of a proposed situation required before embarking on a venture, the study by De Haan had close range of results with β =. 0.6425, sig .2210) $P \leq 0.05$ (t = .211 <1.96). For the purpose of this study, the researcher content that risk taking propensity has a tendency of a decision maker either to take or to avoid risks. Risk taking propensity indicators included General stability risk, Ownership/control risk, Operations risks, and Transfer risks.

4.6.5 Political and Regulatory Framework as a Moderating Variable

The moderated multiple linear regression sort to analyse the moderating effect of political and regulatory framework on the relationship of entrepreneurial strategies on growth of export firms. A moderating variable can enhance or weaken a relationship between independent and dependent variables. The outcome of the analysis is presented in the Table 2.24 that follows:

Table 4.24Moderated Multiple Linear Regression

Model 2		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	4.722	1.371		3.445	0.002
	Innovation	0.11	0.184	0.077	0.598	0.044
	Marketing_mix	0.071	0.1	0.059	0.706	0.048
	Networking	0.111	0.186	0.077	0.597	0.035
	Risk_taking_propensity	0.419	0.314	0.166	1.336	0.092
	Political and Regulatory Framework	0.1987	0.101	.0.2520	1.967	0.0047

Predicted variable: Growth_of_Export_Firms

The model summary above for the multiple linear regression of entrepreneurial strategies on growth of export firms when moderated by political regulatory framework show that Political and Regulatory Framework affected the growth of the export firms (t calculated > t critical at p=0.05 since 1.967>1.96 and observed p=0.0047).

Table 4.25 H_{05}: Political and Regulatory Framework has no effect on growth of export firms

$H0_4$:	There is significant effect on Risk Taking and Growth of selected Kenyan export Firms.	β_1= 0.1987,t = 1.967, p=0.0047) since t > 1.96, the null hypothesis is not rejected so conclusion was that Political and Regulatory Framework has effect on Growth of Export.

Further, the moderated multiple linear regression also indicated that three the independent variables Innovation, Marketing mix, and Networking were statistically significant on the effect of entrepreneurial strategies on growth of export firms (p=<0.05). However, Risk-taking propensity was significant only at p<0.1. The effect of the moderating variable have yielded some unique outcome by strengthening the contribution of innovation and risk taking propensity as an entrepreneurial strategies to the growth of export firms. This strengthen the theory of entrepreneurial orientation that firms that are innovative have better coping strategies when faced with uncertainties such as those encountered with political and regulatory framework. Further, it strengthens the paradigm of risk taking as firms that exhibited risk taking propensity without effect of political and regulatory framework were not obtaining significant contribution to growth except when the political and regulatory framework was added. Therefore, the risk taking propensity had positive contribution to growth of the export firm when under conditions caused by political and regulatory framework.

The prevailing political situation in Kenya, the Britain's exit from European Union, cost of doing business due to increased inflation and other prevailing uncertainty caused would negatively affect Kenyan products competitiveness and shrink market share but those firms with necessary risk taking propensity were achieving growth in spite of these conditions. Similar study tested by a technique of bootstrap by McGill *et al.,* (2003) and Iivari (2005) revealed that Political and regulatory is not significantly associated with the Export Firms. As far as user satisfaction is concerned, Iivari (2005) and Wu and Wang (2006) revealed that that the Political and regulatory framework has effect on Export Firms performance.Research on Political and regulatory forces by Moghaddam *et al.,* (2011) by means of regression established that Political and regulatory forces as a procedure by which a company react to situations of competitive market and forces of market, or react to environment and internal forces to enable the firm to achieve its objective and goals in target market.

4.7 The Multiple Regression Analysis

Multiple linear regression was generated for the independent variables and the dependent variable and later with the moderating variable.

4.7.1 Multiple Regression Summary

The study contends that the standardized regression coefficient provides a useful way of seeing what the impact of changing the explanatory variable by one standard deviation. The standardized coefficient is(R^2) .576 – a one standard deviation change in the explanatory variable results in a .576 standard deviation change in the dependent variable. The "adjusted R²" is intended to "control for" overestimates of the population R² resulting from small samples, high co linearity or small subject/variable ratios. It has been perceived that utility varies greatly across research areas and time.

Also, the "Std. Error of the Estimate" is the standard deviation of the residuals. As R^2 increases the "Std. Error of the Estimate" will decrease (better fit less estimation error). On average, our estimates of Growth of Export Firms. The model Summary used data from firms here indicated that, the multiple and coefficient of determination (R^2) for the regression model. (R=.786[a] which indicate R^2 =.576 (57.6 0%) of the variance is the coefficient proportion of variation in Growth of Export Firms as a dependent variable that potentially can be explained by the Innovation, Networking, Marketing mix and Risk Taking Propensity being independent variable.

Table 4.25: Model Summary

Model	**R**	**R ^{2}**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.786[a]	.576	.562	3.40524

Data from export firms indicated that, the multiple and coefficient of determination (R^2) for the regression model. R=. 836, which indicate R^2 =. 576 (57.6 0%) of the variance is the coefficient proportion of variation in Growth of Export Firms as a dependent variable that potentially can be explained by Innovation, Networking, Marketing mix and Risk Taking Propensity being independent variable.

The model summary above indicates the multiple linear regression predictor variables can explain 56.2% of the predicted variable (R^2=0.562) and the standard error of the estimate was 3.405.

4.8 Growth Export Firms Model Test

4.8.1 Model analysis

The study utilized Structural equation modelling (SEM) with Analysis of Moment Structures (AMOS). The software allows a comparison of multiple samples across the same measurement instrument or multiple population groups. To perform Multiple Group Model Comparisons, this study employed a number of methods; testing the equality of the factor loadings, Ratio Indices, Chi Square differences and model goodness of Fit. Performing the Chi-square difference test a Chi-square difference test is used to assess the cross validation of the measurement model, in other words, a Chi-square difference test. Results TLI= .991 and CFI =.930 indicating a good fit on both, RMSEA= 0.045 which is good fit.

The model yielded TLI = 0.991 which was basically the best fit, CFI =. 930 also termed as good fit, with p= 0.013 less that p = 0.05 hence significant. The Model yielded RMR = 0.027 indicating good fit (Lu *et al.,* 2011) when testing methods for estimating structural equation models confirmed that is good fit among the results TLI, CFI and NFI yielded the best results in agreement with other scholars (Joreskog & Sorbom, 1981, Ananada,2011; Sanja, 2017), and that of rule of thumb, results also gave (p = 0.013); less than p = 0.05 hence significant.

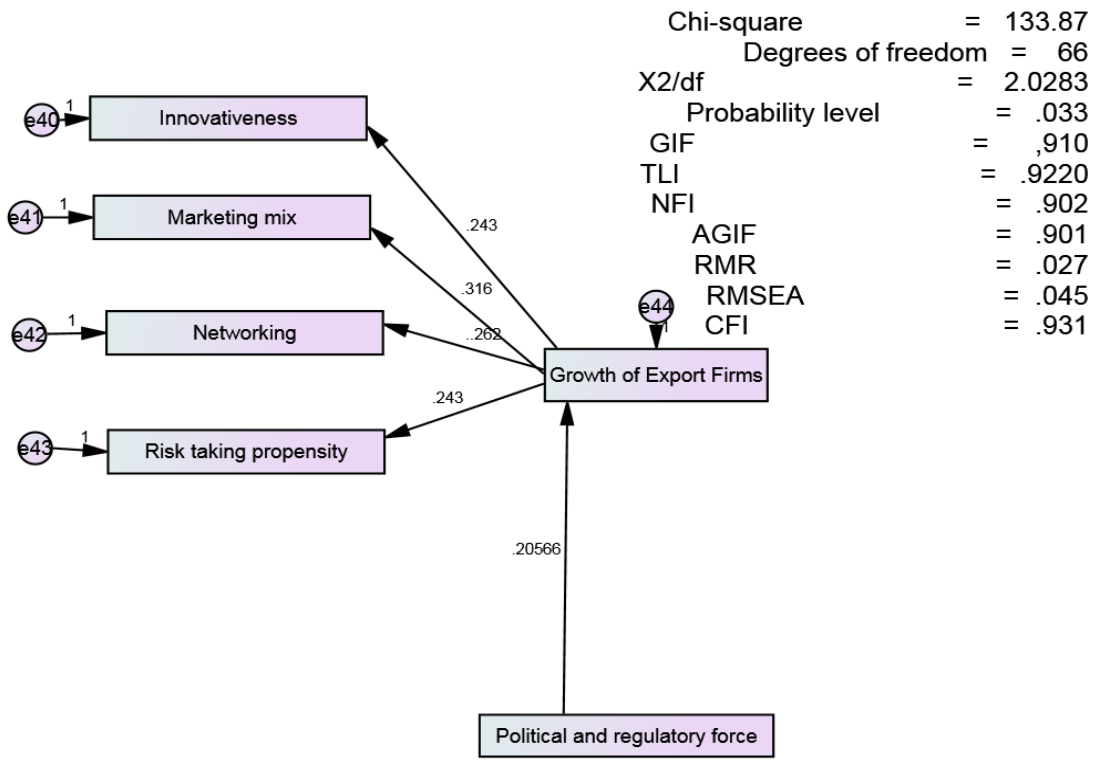


Figure 4.2Growth of Export Firms Model

4.8.2 Analysis by Communalities

To perform model Comparisons test. This study employed a number of methods; testing the equality of the factor loadings, Ratio Indices, Chi Square differences and model goodness of Fit. Performing the Chi-square difference test a Chi-square difference test is used to assess the cross validation of the measurement model.

Table 4.26Validation of the Measurement

Variables	Initial	Extraction
Innovative	1.000	.852
Networking	1.000	.780
Political and regulatory force	1.000	.682
Marketing mix	1.000	.569
Risk taking propensity	1.000	.541
Extraction Method: Principal Component Analysis.		

4.8.3 Split Growth of Export Firms Model

Most of these parameter estimates are not very interesting, although this study is interested to check and make sure that the estimates of the **split** model are reasonable to test the Growth of Export Firms. This section presents the path split latent variables: Innovative, Marketing mix, Networking, Risk taking propensity and Political-Regulatory force as a moderating variable. The path coefficients in the measurement model are positive, which is reassuring the significant effect of the model.

Results in (Figure 4.3*)* show that analysis; Split Growth of Export FirmsModel yielded the following goodness-of-fit: X2 (df = 68, N = 169) = 120, RMSEA = .045 (90% CI=.000; Ratio = 2.0283, such indicated good fit (Mouratidis and Sideridis, 2009). In general Model had chi-square (120), df (68), while P-level (0.033) whose ratio X^2 / df = (2.0283), which was far less than 5 hence good fit (Ryan & Shim, 2006) The researcher argues that the split model supports Growth of Export Firms. Results indicate that NFI=.88, slightly below required threshold, in other wards it a good fit but lower than the threshold according to the rule of thumb, RFI = .951 as above the threshold, indicating good fit. The study contends that; the split model supports Growth of Export Firms**.**

Table 4.27Analysis by Baseline Model Comparisons

Model	NFI	AGIF	RMR	CFI	TLI	Chi-square	P level	Df
Results	.88	.921	.27	.933	.991	120.	.033	68

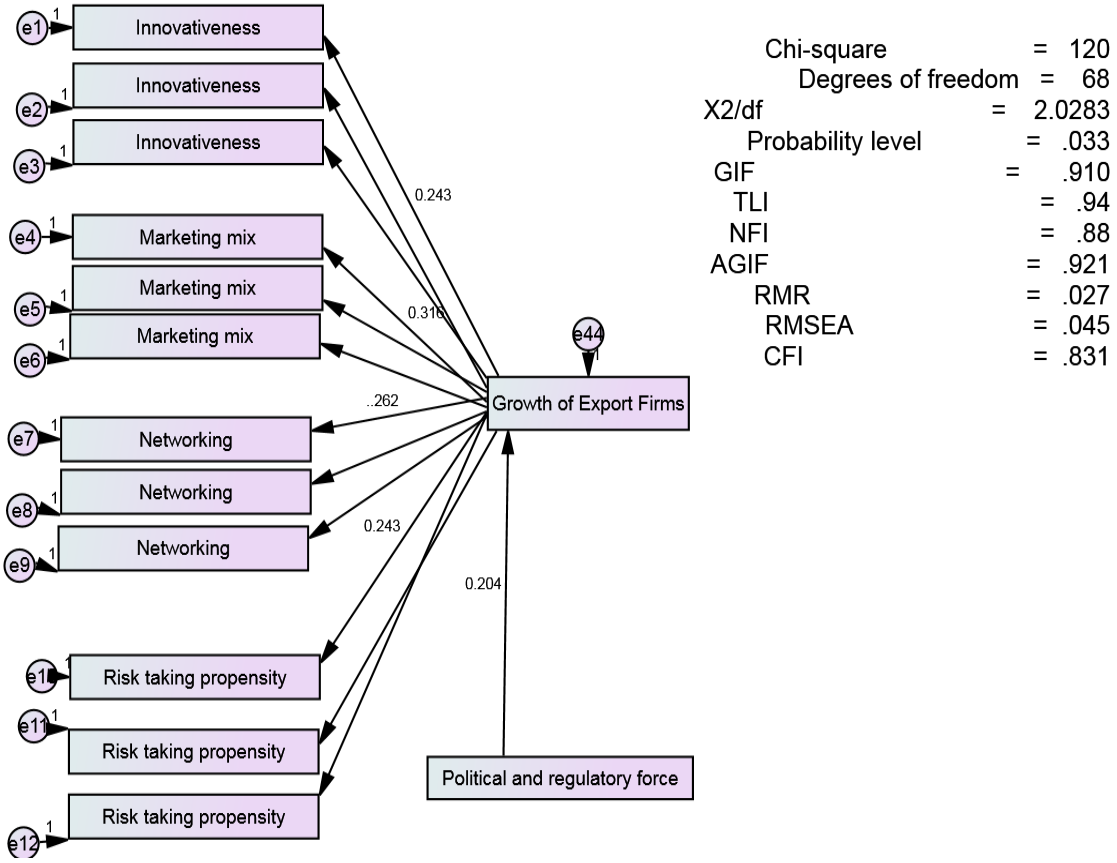


Figure 4.3Achola Ogundo Split Growth of Export Firms Model

4.8.4 Analysis of Models by Covariate, Variances, Means and Correlation

Table 4.28Analysis by Standardized Regression Weights

Paths			Estimate
Growth of Export Firms	<---	Innovative	.791
Growth of Export Firms	<---	Networking	. 623
Growth of Export Firms	<---	Marketing Mix	. 480
Growth of Export Firms	<---	Risk taking Propensity	. 418

4.8.5 Assessing Innovation by: Variances, Means, Correlation Covariate

This section looks at correlation between Innovation variable and Growth of Export Firms Figure 4.2 posted mean, variance, covariance and factor loading, but in this section focus on only covariance between Innovation - Network (0.06) and mean (.42).The study is interested in investigating on the covariance between variables and the mean on Growth of Export Firms, Therefore the result demonstrates that the Innovation posted covariance between Innovation – Network (0.06) indicating a positive covariance and mean (.42) closer the 50% mean on Growth of Export Firms

4.8.6 Assessing Taking Propensity by: Variances, Means, Correlation and Covariate

This study looks at correlation between Risk taking propensity variable and Growth of Export Firms (Figure 4.3) gave the mean and covariance between Risk taking propensity - Network (0.06) and mean (.39). The study is interested in investigating on the covariance between variables and the mean on Growth of Export Firms. Therefore, the result demonstrates that the Risk taking propensity posted covariance between Network-Market mix (0.05) indicating a positive covariance and mean (.39) lower than the 50% mean onGrowth of Export Firms, basically Network-Market mix command a relationship of 5 % but with a mean performance of 39%.

4.8.7 Assessing Marketing Mix by: Variances, Means, Correlation and Covariate

The study is interested in investigating on the covariance between Marketing Mix variables and the mean onGrowth of Export Firms. This study looks at correlation between marketing mix variable Growth of Export Firms (Figure 4.3) this study is interested in yielded mean and covariance between marketing mix variable Growth of Export Firms.

Therefore, the result demonstrates that Risk taking propensity posted covariance between Network-Market mix of (0.05) indicating a positive covariance and mean (.39) which is said to be lower than the 50% mean Growth of Export Firms, basically marketing mix variable command a relationship of 5 % but with a mean performance of 39%.

4.8.8 Assessing Networking by: Variances, Means, Correlation andCovariate

This study looks at correlation between networking variable on Growth of Export Firms (Figure 4.3). The study is interested in yielding the mean and covariance between networking variable on growth of export firms, and investigating on the covariance between variables and the mean on growth of export firms. Therefore, the result demonstrates that Networking had a covariance between Network-Market mix of (0.00) indicating no covariance in other wards no relationship butanof mean (.39) which is said to be lower than the 50% mean onGrowth of Export Firms, basically Network-Market mix command a relationship of 5 % but with a mean performance of 39%.

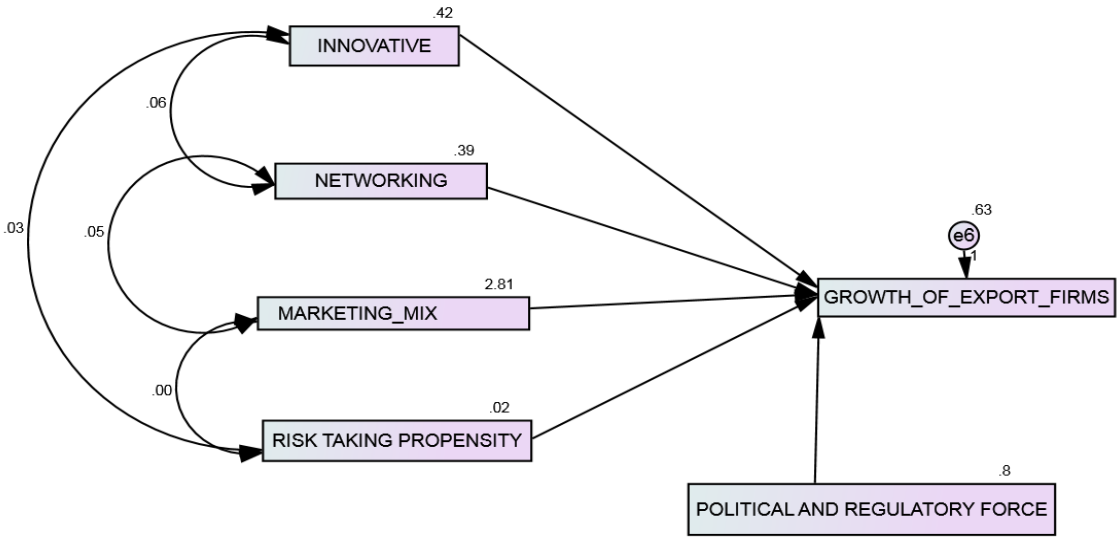


Figure 4.4Growth of Export Firms Model on Covariance and Means

4.9 Bootstrapping on Growth of Export Firms Model

Study by L Innovation and Kimhi, (2005) in establishing the maximum likelihood, bootstrapping and asymptotic distribution estimations employed by LISRAEL and AMOS. The analysis treated ordinal variables as continuous. The researcher further argues that while estimating structural equation models with ordinal variables it is possible in certain software packages, however this study utilized AMOS to analyse Bootstrapping, it greatly simplifies the difficulty of the estimation process.

Though each of the mentioned methods; bootstrapping, Jack-knifing, ADF and M*plus*, have their limitations, to the extent that each give consistent results, the confidence in the results increase. Andreassen, *et al.*,(2006) used a similar approach in analysing bank satisfaction data; the author in this study opted to employ bootstrapping, realizing that Jack-knifing and bootstrapping provide similar technique approach and yields similar results (Arbuck, 2013, Sanja, 2017). To assess the quality of a growth of export firms model specification (i.e. how well the model-implied variance-covariance matrix compares to the sample variance-covariance matrix); some measure of goodness-of-fit (Figure 4.3).

Certain transformations of the chi-square statistic are universally used for such a measure, including the chi-square statistic divided by the model Degree of goodness-of-fit index (GFI), normed fit index (NFI), and comparative fit index (CFI). Other measures, such as the root-mean square error of approximation (RMSEA) are also recommended by various scholars. An entire body of literature is devoted to assessing the performance of goodness-of-fit measures under a host of conditions (Lei& Lomax, 2005).

Most structural equation model software packages present numerous goodness-of-fit measures as part of their standard reporting (Byrne, 2001; Ullman, 1996; West *et al.*, 1995; Satorra and Bentler, 1988; Arbuck, 2013; Sanja, 2017). (Figure 4.4) presents analysis of Bootstrapping Growth of Export Firms Model, with typical values found in models from the fields of operations research (Shah and Goldstein, 2006).

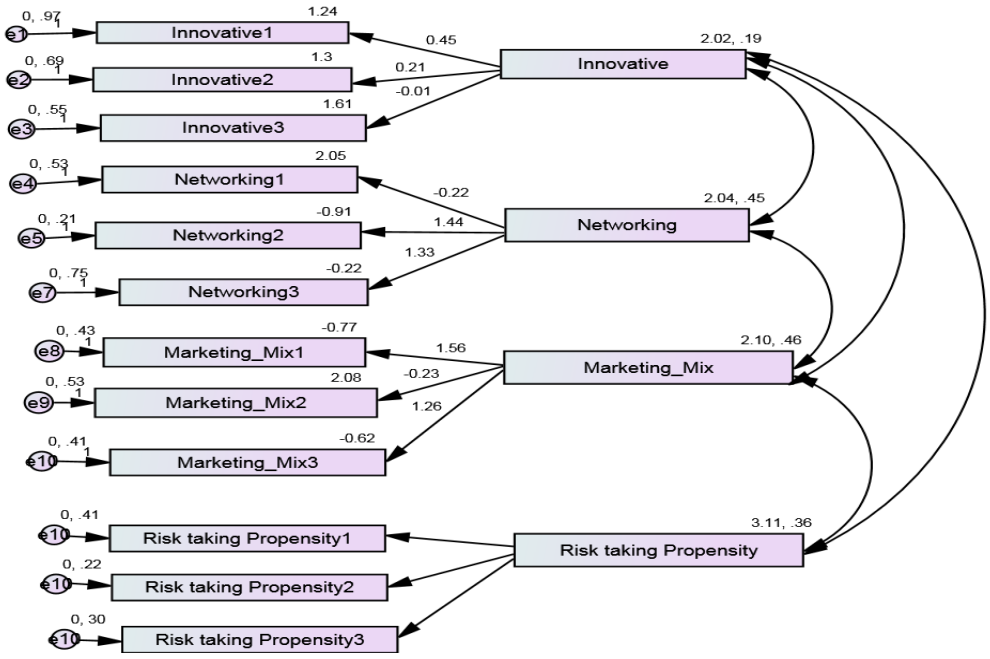


Figure 4.5Achola Ogundo Growth of Export Firms (AOGEF) Model

Similar study realized by Chang*et al.,* (2007) in Taiwan. Similar study tested by a technique of bootstrap by McGill *et al.,* (2003) and Iivari (2005) revealed that Risk taking prosperity is not significantly associated with the Growth of Export Firms as far as Networking is concerned.

4.9.1 Bootstrap on Confidence Intervals of Innovation, Risk Taking Propensity, Market Mix

The bootstrap confidence intervals are presented in (Table 4.19*).* The confidence intervals for Innovation, Risk taking propensity, Market mix do not include zero. It can

therefore be concluded that the regression weights of these dependent variables are significantly different from zero (Arbuck, 2013).

The value of p in the 'p' column of Table 4.19 indicates that a 100(1-p) % confidence interval would have one of its end points at zero. In this sense, the p-value can be used to test the hypothesis that an estimate has a population value of zero (Hui, 2011, Arbuck, 2013). In this case the relationship between Innovation and Growth of Export Firms has a p-value 0.06, the Growth of Export Firms and Market mix has a p-value 0.07, the Growth of Export Firms and Risk taking propensity indicates that a 94% confidence interval would have a lower boundary at zero.

In other words, a confidence interval at any level less than 94% such as 90% or 92% would not include zero, and therefore this study rejects the hypothesis that the regression weight is zero for a 90% confidence interval. Similar study tested by a technique of bootstrap by McGill *et al.,* (2003) and Iivari (2005) revealed that networking is not significantly associated with the Export Firms. As far as user satisfaction is concerned, Iivari (2005) and Wu and Wang (2006) revealed that that the association between Innovation and networking and Export Firms performance is one that Innovation has been supported widely by various researchers.

Bootstrapping is a method for deriving robust estimates of standard errors and confidence intervals for estimates such as the mean, median, proportion, odds ratio, correlation coefficient or regression coefficient. It may also be used for constructing hypothesis tests. The bootstrap method was applied to the good fitting model. In this process, 1000 bootstrap samples were generated. The bootstrap standard errors for regression weights are presented. The table lists the bootstrap estimate of the standard error for each independent variable in the model. Each value represents the standard

deviation of the parameter estimates computed across the 1,000 bootstrap samples. These values were compared with the values of the approximate maximum likelihood estimates presented previously in this study. Some discrepancies between Innovation and the two sets of standard error estimates were observed.

These values were very small indicating that the standard errors were estimated with a reasonable level of accuracy. Column four, labelled mean, lists the mean parameter estimates computed across the 1000 bootstrap samples. Arbuckle (2006, 2011) emphasized that this bootstrap mean is not necessarily identical to the original estimate. The values in Standardized Parameter are very small for most of the cases and positive values; the author asserts that the estimates of the bootstrap samples are higher than the original maximum likelihood estimates. The low bias indicates that the maximum likelihood estimates and the bootstrap estimates are very close to each other. The last column, labelled SE-Bias, reports the approximate standard error of the bias estimate. For the majority of the cases the estimated bias is smaller in magnitude than its standard error. This indicates that there is little evidence that the regression weights are biased.

Results show a low ***Bias*** indicating that the maximum likelihood estimates and the bootstrap estimates are very *close to each other* (Sileshi *et al.*,2013). The last column, labelled SE-Bias, reports the approximate standard error of the bias estimate, result indicate a close range. For the majority of the cases the estimated ***Bias*** is smaller in magnitude than its ***standard error***. This indicates that there is little evidence that the regression weights are biased (Cheung & Lau, 2008). The first column (SE) is Bootstrap estimate of the standard error for the parameter.

4.9.2 Assessing Innovation, Risk Taking Propensity and Export Firms by Bootstrapping

Results show a high ***Bias*** indicating that the maximum likelihood estimates and the bootstrap estimates are far apart *to each other*. The last column, labelled SE-Bias, reports the approximate standard error of the bias estimate. For the majority of the cases the estimated ***Bias*** is larger in magnitude than its ***standard error***. This indicates that there evidence that the regression weights are biased (Cheung & Lau, 2008).

Table 4.29Bootstrapping: Export firms, Networking and Marketing mix

Parameter	SE	SE-SE	Mean	Bias	SE- Bias
Market mix 1	.061	.001	.081	.-.014	.002
Market mix 2	.153	.003	.131	.023	.009
Market mix 3	.059	.001	.665	-.012	.031
Networking 1	.071	.002	.891	.001	.002
Networking 2	.000	.000	1.000	.000	.010
Networking 3	.084	.002	1.050	.022	.072
Export Firms 1	.076	.002	1.003	.023	.052
Export Firms 2	.100	.002	1.132	.054	.012
Export Firms 3	.075	.001	1.001	.003	.072

4.9.3 Assessing Networking by Bootstrapping: Multivariate Normality

Results indicate that the multivariate Kurtosis value of 13.052 indicates that here is severe non-normality (Information Technology Services, 2006; Lei and Lomax, 2005; Kline, 2005; Curran, *et al.,* 1996; West, *et al.*, 1995) in other words there is problem. A similar analysis of Kurtosis indicated that there was a non-significant Kurtosis on Export Firms when the Kurtosis was more than 10 (Balanda & MacGillivray, 1988; Ruppert, 1987; Sileshi *et al.,* 2013). Similar study by Arbuckle, (2003) contend with the results. Though guidelines vary, multivariate Kurtosis values more than 10 indicate severe non-normality (Information Technology Services, 2006; Lei and Lomax, 2005).

4.9.4 Assessing Networking, Risk Taking Propensity and Export Firms Sub Models by Bootstrapping

The bootstrap confidence intervals are presented in Table 4.29**.** The bias-corrected confidence intervals are used because these intervals are considered to yield more accurate values than percentile confidence intervals (Efron and Tibshirani, 1993, Hui, B., 2011, Arbuck, 2013, p298). The confidence intervals for *Networking*, *Risk taking propensity and* the usage of Growth of Export Firms do not include zero. It can therefore be concluded that the regression weights of these dependent variables are significantly different from zero (Arbuck, 2013).

Table 4.30Bootstrap on Confidence Intervals of Networking and Risk Taking Propensity

Parameter	Estimate	Lower	Upper	P
Risk taking propensity 1	313.21	307.86	318.02	0.000
Risk taking propensity 2	24.87	-1.31	49.79	0.070
Risk taking propensity 3	2827.03	2393.34	3253.49	0.000
Networking S1	64.76	50.28	78.19	0.000
Networking S2	34.87	-1.21	59.79	0.050
Networking S3	3827.01	2091.34	3353.49	0.000
Export Firms 1	64.76	50.28	78.19	0.000
Export Firms 2	22.82	-1.31	49.09	0.060
Export Firms 3	3427.03	1091.34	1353.49	0.030

The value of p in the 'p' column of Table 4.29 indicates that a 100 (1-p) % confidence interval would have one of its end points at zero. In this sense, the p-value can be used to test the hypothesis that an estimate has a population value of zero (Hui, 2011, Arbuck, 2013). In this case the relationship between export firms and (service Quality) Risk taking propensity has a p-value 0.07, Export Firms and Networking S2 has a p-value 0.05 which means that a 94% confidence interval would have a lower boundary at zero. In other words, a confidence interval at any level less than 94% such as 90% or 92% would not include zero, and therefore reject the hypothesis that the regression weight is zero for a 90% confidence interval.

4.9.5 Assessing Confidence Intervals by Bootstrap: Risk Taking Propensity and Export Firms

The values in Table 4.29 Standardized Parameter are very small for most of the cases and positive values indicate that the estimates of the bootstrap samples are higher than the original maximum likelihood estimates, while negative vales indicate lower original maximum likelihood estimates.

Table 4.31 Bootstrapping Vs Networking Sub-Model and Risk taking propensity Sub-Model

Parameter		SE	SE-SE	Mean	Bias	SE- Bias
Risk taking propensity	1	.105	.003	.310	.006	.005
Risk taking propensity	2	.101	.003	.362	.008	.005
Risk taking propensity	3	.067	.002	.175	-.001	.003
Export Firms	1	.068	.003	.275	.006	.005
Export Firms	2	.067	.002	.275	.008	.003
Export Firms	3	.058	.002	.355	.007	.005

The low bias indicates that the maximum likelihood estimates and the bootstrap estimates are very close to each other. The last column, labelled SE-Bias, reports the approximate standard error of the bias estimate. For the majority of the cases the estimated bias is smaller in magnitude than its standard error. This indicates that there is little evidence that the regression weights are biased. The Arbuck, (2013) approach uses the expected discrepancy between implied and population moments as the basis for model comparisons (Sileshi *et al.*,2013).

4.9.6 Assessing Standard Error by Bootstrapping

A Study by L Innovation and Kimhi, (2005) in establishing the maximum likelihood, bootstrapping and asymptotic distribution Innovation estimations employed LISRAEL. The analysis treated ordinal variables as continuous. They further argue that while estimating structural equation models with ordinal variables is possible in certain software packages, however this study utilized AMOS to analyse Bootstrapping; it greatly simplifies the difficulty of the estimation process.

Though each of the mentioned methods; ML, bootstrapping, ADF, and M*plus*, have their limitations, to the extent that each give consistent results, the confidence in the results increase. Andreassen, *et al.*, (2006) used a similar approach in analysing bank satisfaction data; the authors conclude that such "estimation triangulation" provides a useful means of assessing model misspecification. To assess the quality of a Growth of Export Model specification (i.e. how well the model-implied variance-covariance matrix compares to the sample variance-covariance matrix), some measure of goodness-of-fit is an Innovation. Certain transformations of the chi-square statistic are universally used for such a measure, including the chi-square statistic divided by the model Degree, goodness-of-fit index (GFI), normed fit index (NFI), and comparative fit index (CFI). Other measures, such as the root-mean square error of approximation (RMSEA) are also recommended by various scholars. An entire body of literature is devoted to assessing the performance of goodness-of-fit measures under a host of conditions (e.g., Lei and Lomax, 2005).

Most structural equation model software packages present numerous goodness-of-fit measures as part of their standard reporting (Byrne, 2001; Ullman, 1996; West *et al.*,1995; Satorra and Bentler 1988, 1994).

In their study conducted in USA, Pu Li and Kishore (2006) noted that facilitating conditions have no effect on gender of technology users, but they have an effect on their experience using technology. Contrary to this study and those of Venkatesh *et al.*, (2003), Anderson *et al.*, (2006) noted, in their study made in USA, that facilitating conditions have no positive effect on using technology. Similar study realized by Chang, Park and Song (2006) in Taiwan.

4.9.7 Bootstrap on confidence intervals of Innovation, Risk taking propensity, Market mix

The bootstrap confidence intervals are presented in Table 4.29. The confidence intervals for Innovation, Risk taking propensity, Market mix do not include zero. It can therefore be concluded that the regression weights of these dependent variables are significantly different from zero (Arbuck, 2013).

The value of p in the 'p' column of Table 4.29 indicates that a 100(1-p) % confidence interval would have one of its end points at zero. In this sense, the p-value can be used to test the hypothesis that an estimate has a population value of zero (Hui, 2011, Arbuck, 2013). In this case the relationship between Innovation and the Growth of Export Firms has a p-value 0.06, the Growth of Export Firms and Market mix has a p-value 0.07, the Growth of Export Firms and Risk taking propensity which means that a 94% confidence interval would have a lower boundary at zero. In other words, a confidence interval at any level less than 94% such as 90% or 92% would not include zero, and therefore this study rejects the hypothesis that the regression weight is zero for a 90% confidence interval.

Similar study tested by a technique of bootstrap by McGill *et al.*, (2003) and Iivari (2005) revealed that networking is not significantly associated with the Export Firms.

As far as user satisfaction is concerned, Iivari (2005) and Wu and Wang (2006) revealed that that the association between Innovation networking and Export Firms performance.

4.9.8 Testing EPC model by Impulsive Decision Making Scale

This study did a similar approach on Impulsive Decision Making Scale with that which was done by Moeller *et al* ., (2001) in their study, Impulsivity was said to a predisposition toward rapid, unplanned reactions to internal or external stimuli of the Export Firms software's with diminished regard to the negative consequences of these reactions to the impulsive on Export Firms uses (Moeller *et al* ., 2001; Potenza, 2007).While multiple scales have b Innovation n developed to assess self-reported impulsivity, the Barratt Impulsiveness Scale (BIS) is arguably the most widely used (Patton, Stanford, & Barratt, 1995). The extensive use of the BIS is reflected in the more than 500 citations of the 11th revision reported in the literature (Stanford *et al.*, 2009).

4.10 General discussion

All null hypotheses were rejected, accepting alternate hypothesis. The implication is that all independent variables had a positive relationship with growth export firms. However, the level at which each dimension affects growth differs. This finding concurs with a study finding of Gupta and Sebastian (2017) on configuration Approach to Strategic Entrepreneurial Orientation Construct and Small Firm Growth: Evidence from India, whose findings provide a strong support that the dimensions of entrepreneurial orientation construct have unique, distinct and independent relationship with firm growth. Some dimensions have significant positive relationship of varying magnitude. In addition, the study revealed that the uni-dimensional nature of

entrepreneurial construct masks the fact that firm growth can be the result of few dimensions of entrepreneurial orientation construct or their combination. Protono and Mahmood (2016) on a study on; entrepreneurial orientation and firm performance: How can micro, small and medium- sized enterprises survive, provided empirical data demonstrating that entrepreneurial orientation has both a positive direct and a positive indirect impact on firm performance. Protonoand Mahmood (2016) also presented that their study analysis supports the previous argument that entrepreneurial orientation has pivotal role in promoting firm performance (Casilas, 2008, Simonet*et al.,* 2011). The findings concur with research findings of Hanafi and Mahmood (2013). The scholars' regression analysis result indicated that entrepreneurial orientation is positively and significantly related to performance of firms.

Though each of the mentioned methods; ML, bootstrapping, ADF, and M*plus*, have their limitations, to the extent that each give consistent results, the confidence in the results increase. Andreassen, *et al.,* (2006) used a similar approach in analysing bank satisfaction data; the authors conclude that such "estimation triangulation" provides a useful means of assessing model misspecification. To assess the quality of a Growth_ of_ Export Model specification (i.e. how well the model-implied variance-covariance matrix compares to the sample variance-covariance matrix), some measure of goodness-of-fit. Certain transformations of the chi-square statistic are universally used for such a measure, including the chi-square statistic divided by the model Degree, goodness-of-fit index (GFI), normed fit index (NFI), and comparative fit index (CFI). Other measures, such as the root-mean square error of approximation (RMSEA) are also recommended by various scholars. An entire body of literature is devoted to assessing the performance of goodness-of-fit measures under a host of conditions (e.g., Lei and Lomax, 2005).

Innovativeness has no effect Growth of Export Firms since | 1.28 |>1.96 hence accept the null hypothesis. A departure from p value (p<= 0.05) indicate that sig =. 3219 has no statistical significant hence the null hypothesis. Marketing Mix is able to contribute (32%), t = 3.305, hence t >1.96. Results clearly indicate that the null is rejected Marketing has effect on Growth of Export Firms, since |3.30 | >1.96. This is more so due to today's business environment that is characterized with competition and ever-changing consumer preferences. Networking capable of contributing 26.2%), it's clear that the (t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 2.254 since t > 1.96, Considering null hypothesis the predictor has effect Growth of Export Firms. Risk Taking is not able to contribute (-.2425. while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 0.311 since t < 1.96. Results show that it has no effect on Growth of Export Firms) since |t=0.311, |>1.96 hence accept the null hypothesis. Political and regulatory as a moderating variable is able to contribute (.205 (20.5%). while the t ratio for the Political and regulatory framework indicates that t(1.98.Since t > 1.96), this was slightly above the cut-off point as a predictor it has effect on the Growth of Export Firms .Results clearly indicate that the null hypothesis is rejected since | 1.98 | >1.96 hence the study rejects the null hypothesis .As you move away from p value indicated a weak statistical significance hence the null hypothesis is rejected In general Model had chi-square (120), df (68), while P-level (0.033) whose ratio X^2 / df was far less than 5 hence good fit (Ryan & Shim, 2006). Results indicate that NFI=.88, slightly below required threshold, in other wards it a good fit but lower than the threshold according to the rule of thumb, RFI = .951 as above the threshold, indicating good fit. Thus exporters who are entrepreneurial oriented were more proactive in applying innovation, risk taking propensity, marketing mix and networking to grow their firms.

Valid (Li *et al.*, 2012) did a research on S-shape relationship between export experience (Tai) and export performance (H1). In his study, Model 3 complements this connection with the market spreading activities, represented in this study by the growth of the number of export countries (H2) while Model 4 does so with the market concentration activities, represented by the growth of the share of main export market (H3). The GMM estimator uses instrumental variables to estimate parameters, which had to be tested for validity. As shown in the p-values of the Sargan test of over-identifying restrictions for Models 3 and 4 are larger than the 0.05 level, which suggests that the null hypothesis cannot be rejected and that the instrumental variables chosen in the models are valid (Li *et al.*, 2012). The p-values of the first or second-order serial correlation test for the four models are also larger than the 0.05 level, thus indicating that the error term is not first or second-order serially correlated. Wald Chi-square p-values are below 0.05 (and below 0.10 for Model 2)

Risk-taking propensity has a low effect on the growth of the selected Kenyan export firms ($\beta = 0.171$). This relatively differ with Mahmood and Rashid (2016), study finding which revealed that risk taking has significant contribution to business performance, ($\beta=0.238$, $t=5.354$, $p <0.001$).

Marketing mix has a negligible effect on the growth of the selected Kenyan export firms. This finding relatively differs from Saif (2015) finding, whose study results state that all variables included; product, promotion, pricing and place have an impact on the overall firm performance. Most of the promotional related variables (trade fairs, advertising, personal visits, personal sales and sales promotion) were found to be positively linked to export sales performance.

Networking has a low effect on the growth of the selected Kenyan export firms (β =0.308). This is relatively concurring with Park, *et al* (2010), whose study findings state that subcontracting in industrial networking does not yield any positive effect for firm growth, but encumbers survival, while clustering is found to promote firm growth and survival. This study finding is relatively different with a study result, Schott and Cheraghi (2012), which revealed that networking has significant consequences for performance and those entrepreneurs' networks, especially their professional networks, enhances their innovation, exporting and expectations for growth.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary, conclusions, and recommendations of the study on the effect of strategic entrepreneurial orientation on growth of export firms.

5.2 Summary

Results indicate that Sub Sector of Firms on Manufacturing was the highest performing with a Frequency (68) explaining a percentage of 40.2, while Energy Frequency (3) with a percentage of 1.8, was the lowest performing Sub Sector of Firms. Respondents by Gender indicate that men represented a frequency of 101(59.8 percent) and are the majority of the respondents. Women are the minority with frequency of 62(36.7 percent) shown in Table 4.2. This is positive but is contrary to past research by ILO (2008) that noted men tend to operate more on Growth of Export Firms and related tasks more than women do.

Respondents by Marital Status indicated that married families represented a higher frequency of 138 with 81.7 percent; they were the majority of the respondents. Widowed families were the minority with frequency of 3 whose percentage was 8.8 %. The majority of the respondents were aged between (24-39 years) which represents 28.3 percent. It can be concluded that majority of employees specifically in firms related departments are middle aged while, elderly aged employees in firms are few. The success may be attributed to Kenyan export firms that prepared them to own and grow operation within export firms in their area of operation and, hence, translate to achievement; additionally, the old aged employees (40-55 years) tend to be low in ability to export firms.

In education Level of the respondent in years results show that holders of High school certificates are the highest overall but the percentage leads at counties, many firms' employees are clustered with Bachelor's degree while very few hold PhD Degree. Hence, results indicate that firms may not command strong expert skills and high coordination operation skills for delivery of the Growth of Export Firms.

In terms of length of Business in Operation, the leading Length of Business in Operation had a range of (11-15) years with a 32.5% of respondents, also above 20 Years it was equally higher with a percentage of 26.6% and (Below 5 Years) were the least with frequency of respondents for the Growth of Export Firms. In terms of experience for export Trade, the leading in Experience for Export Trade a ranged at 11-15 years,with37.3% of respondents, however5-10 Years also had a better percentage of 26.0 %.It was clear that the range of Above 20 Years were the least with frequency a 9 with 5.3 % of respondents for the Growth of Export Firms.

5.3 Summary of Factor Analysis

This study employed three general strategies, which are commonly used by scientists. It used factors that explained 90% (or some other arbitrary percentage) of the variance adopted from the rule of thumb as shown below. The study used only the factors whose eigen values are at or above the mean eigen value (the Kaiser rule i.e. 0.5). The plot showed a sharp drop levelling off to a flat tail as each successive component's eigen value that explains less and less of the variances.

Finding for results of Innovation indicated that (0.852) results were greater than 0.50 this indicates factor loading was the highest (Kaiser, 1974). The probability associated with Bartlett's Test of Sphericity was 0.00, which was less than the level of significance

(Table 4.19). The probability associated with the Bartlett test is <0.001, being 0.000 hence, it satisfies requirement of Bartlett's Test of Sphericity.

Similar study by Johnson and Wichern (2000) suggest that the analysis of variables by the factor analysis (FA) method can be used to reduce variables and create factors or variables deriving from linear combinations. However, the mere suggestion of a method cannot be accepted when it comes to analysing quantitative data; two tests must be considered so that whether to use of the method above mentioned can be decided (Chair Junior *et al.*, 2009). These authors recommend performing the index analysis of KMO and Bartlett´s test of Sphericity (BTS).

Risk taking propensity indicated that 0.541 results was slightly higher than KMO 0.50 during factor loading this indicated a very low achievement. The probability associated with Bartlett's Test of Sphericity was 0.01 which was less than the level of significance. Risk taking propensity satisfies the requirement of Bartlett's Test of Sphericity.

Measure of variance by Eigen Values: Innovation, Networking, Marketing-mix and Risk taking propensity by eigen values results as shown the eigen values provide the amount of variance explained by each factor, the first four had *Eigen values* over 1.00, the variance generated was 10.067, whose performance was not very optimal which according to results explained 64.913%, results are termed on grounds of loading at a middling level (Field, 2009). All the same, the results explained that Innovation, Networking, Marketing-mix and Risk taking propensity factors belong together with other predictors. Results indicate that Kaiser Criterion is said to be reliable, supports factor analysis and is of good idea (Sanja, 2017).

5.3.1 Summary of Objectives

This section relates to summary of objectives as follows:

Objective 1: Innovation on Growth of Export Firm**s.** The standardized coefficients beta represents the relative contribution of each predictor variable in influencing the outcome, results indicate that Innovation is not able to contribute (. --0.2425 while the t (value or t ratio) for the null hypothesis that t = (Unstandardized coefficient / Std. Error) = 1.284

Since t < 1.96, under the null hypothesis the predictor has no effect on the dependent variable (on Growth of Export Firms)**.** Results clearly indicate that the null hypothesis is rejected. **Innovation** has no effect on Growth of Export Firms) since | 1.28 | >1.96 hence accept the null hypothesis. A departure from p value (p<= 0.05) indicate that sig =. 3219 has no statistical significant hence the null hypothesis is accepted.

Objective 2: Marketing Mix on Growth of Export Firms. The standardized coefficients beta represents the relative contribution of each predictor variable in influencing the outcome, results indicate that Marketing Mix is able to contribute (.32 = 32%) while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 3.305, since t > 1.96, Under the null hypothesis the predictor has effect on the dependent variable (Growth of Export Firms)**.** Results clearly indicate that the null is rejected (so Marketing has effect on Growth of Export Firms) since |3.30 | >1.96. The null is rejected since the p-value (.002) is less than 0.05. **Marketing Mix t** =3.305 greater than (1.93).

Objective 3: Networking on Growth of Export Firms. The standardized coefficients beta represents the relative contribution of each predictor variable in influencing the outcome; results indicate that **networking capable of** contributing (β.262

= 26.2%), it's clear that the t (value or t ratio) for the null hypothesis that t = (Unstandardized coefficient / Std. Error) = 2.254.

Since t > 1.96, considering null hypothesis the predictor has effect on the dependent variable (Growth of Export Firms)**.** Results clearly indicate that the null is rejected (so Marketing has effect on Growth of Export Firms) since | 2.254 | >1.96 hence reject the null hypothesis. A departure from p = 0.05 indicates significant difference (p = .003). The study rejects the null hypothesis. In conclusion since [t = 2.254 greater than (1.96)] Objective4: Risk Taking on Growth of Export Firms.The standardized coefficients beta represents the relative contribution of each predictor variable in influencing the outcome, results indicate that Risk _Taking is not able to contribute (-. 2425.while the t (value or t ratio) for the null hypothesis that t = (unstandardized coefficient / Std. Error) = 0.311.

Since t < 1.96, under the null hypothesis the predictor has no effect on the dependent variable**.** Results clearly indicate that the null is accepted (Risk Taking) has no effect on Growth of Export Firms) since | t = 0.311, | >1.96 hence accept the null hypothesis

Moderating Variable: Political and regulatory forces as a moderating variable on Growth of Export Firms.

The standardized coefficients beta represents the relative contribution of each predictor variable in influencing the outcome, results indicate that Political and regulatory framework as a moderating variable is able to contribute (.205 (20.5%). while the t ratio for the null hypothesis indicates that t = (unstandardized coefficient / Std. Error) = 1.98. Since t > 1.96, the null hypothesis as a predictor has effect on the Growth of Export Firms). Results clearly indicate that the null hypothesis is rejected. Political and regulatory has effect on Growth of Export Firms) since | 1.98 | >1.96 hence the study

rejects the null hypothesis. As you move away from p value (p<= 0.05) indicate that sig =. 0.047 has a weak statistical significance hence the null hypothesis is rejected.

5.3.2 Test of Hypotheses

The study considered the significance level indicating whether that variable is or is not a statistically significant predictor of the outcome. There is need of 95% certain (p < .05) that we're not making an error when we declare something to be significant. The constant or intercept represents the value of the outcome if all the predictor variables had zero values (which may or may not be meaningful). In this study t < 1.96, the null hypothesis, normally the predictor is said to have no effect on the dependent variable (Growth of Export Firms)**.** Results for t, was compared to | t |>1.96, normally the null hypothesis was accepted. A departure from p value (p<= 0.05) indicate whether it was significant or had statistical significant.

By interpreting results, this study would reveal significance result by looking at the probability that will be making an error, if we said there was a difference in the mean scores of the different groups. Again, there (usually) needs to be less than a 5% (.05) chance of error if we are to declare that there is a difference.

$H0_{1:}$ There is no effect of Innovation on Growth of Export Firms.Results for test of **($H0_1$)** Innovativeness (*INN* (β =.2425) (sig.3219) (t = 1.284 < 1.96) since *P* >0.05 show that Null Hypothesis was accepted and alternate hypothesis was rejected, since *P* > 0.05. Results indicated that Innovativeness was not statistically significant when analysed on the model β =.2425*)* (sig.3219) P>0.05 the null hypothesis was accepted Growth of Export Firms hence this study rejected the Null hypothesis and Accepted alternate hypothesis.

Similar study conducted in USA, Pu Li and Kishore (2006) noted that innovation has no effect on Growth of Export Firms, but Innovation had an effect onGrowth of Export Firms. Contrary to this study and Anderson *et al.,* (2006) noted, in their study conducted in USA, that Networking have a positive effect on Growth of Export Firms

$H0_2$: There is no significance effect of Marketing Mix on Growth of Export Firms.Test of (H02) indicated that β=.480 while sig (.002) $P \leq 0.05$ the Null Hypothesis was rejected and Alternate Hypothesis was accepted. *Networking* results indicated that *(β*=. 623sig .03) $P \leq 0.05$, results confirmed by $t = 3.305 > 1.96$) indicating that it was above the threshold hence the Null Hypothesis was rejected and alternate Hypothesis was Accepted.

Similar study by Perreaut and McCarthy (2004) while researching on marketing mix established that constructs are controllable within a company hence puts together effort to satisfy the Growth of Export Firms. The studyfinds out that it includes four elements called 4Ps of marketing: product, place, price, and promotion. For the purpose of this study, the researcher adopted the approach provided by Perreaut and McCarthy (2004). Research on Marketing Mix by Moghaddam *et al.,* (2011) by means of regression established that Marketing Mix is a procedure by which a company react to situations of competitive market and forces of market, or react to environment and internal forces to enable the firm to achieve its objective and goals in target market. For the purpose of this study, the researcher drives that the marketing mix as a road map showing how a firm responds to external and internal forces by using marketing mix with an aim to maintain its market niche, increase market shares in target markets and diversify markets for its goods/services.

$H0_3$: There is no significant effect on Networking on Growth of Export Firms.Test of hypothesis was achieved by Structural Equation Modelling with a technique of regression model. *Networking yielded results as* **:**β=.262,sig (.003) $P \leq 0.05$ since the value of $t = 2.254 > 1.96$ the study established a statistical significance change, where by the Null Hypothesis was Rejected and hence Alternate Hypothesis Accepted .Similar study on Networking by Cisi *et al.,* (2016) established that the null hypothesis of Networking was above p= 0.05 hence rejected, Alternate Hypothesis was accepted .Such concurred with Parker (2008),who content that a business network is a group of entrepreneurs that voluntary share knowledge and experiences. For the purpose of this study, networking is a deliberate action by an entrepreneur to collaborate with other entrepreneurs for purposes of gaining business information and other resources for business growth. S-shape relationship between export experience (tai) and export performance (H1). Additionally, Model 3 complements this connection with the market spreading activities, represented in this study by the growth of the number of export countries (H2) while Model 4 does so with the market concentration activities, represented by the growth of the share of main export market (H3). The GMM estimator uses instrumental variables to estimate parameters, which had to be tested for validity. As shown in Table 3, the p-values of the Sargan test of over-identifying restrictions for Models 3 and 4 are larger than the 0.05 level, which suggests that the null hypothesis cannot be rejected and that the instrumental variables chosen in the models are valid (Li *et al.,* 2012). The p-values of the first or second-order serial correlation test for the four models are also larger than the 0.05 level, thus indicating that the error term is not first or second-order serially correlated. Wald Chi-square p-values are below 0.05 (and below 0.10 for Model 2)

$H0_4$: There is no significant effect of Risk Taking on Growth of Export Firms.On testing the hypothesis De Haan (2010) find out that risk taking propensityit's a perceived probability of receiving rewards associated with success of a proposed situation required before embarking on a venture, the study by De Haan had close range of results with β =. 0.6425, sig .2210) $P \leq 0.05$ (t = .211 <1.96). For the purpose of this study, the researcher contends that risk taking propensity has a tendency of a decision maker either to take or to avoid risks.

Risk taking propensity indicators, in this study find out that Risk Taking *(*β=.0.2425, sig .3219) $P \leq 0.05$ (t = .311 <1.96). Risk taking propensity indicators, which was measured include; sales revenue, customer value, marketing ROI and brand awareness. Networking indicators, which was measured include; number of helps received through networking and quality of the networks. Questions prepared were used to analyse the usefulness of networking in firm growth.

First, similar findings (Lee, 2010) based on the first three phases of the M-shaped model), export experience and performance have an inverted S-shaped relationship, with performance increasing at low and high levels of experience but decreasing at moderate levels of experience. Study determined that the first phase of growth of export sales, sustained by the sheer volume of transactions which are scattered throughout multiple countries, may continue for about ten years. However, firms must be aware that this growth is not typically sustainable and that during the following period of approximately five years their export performance may decline. At the end of this second period, firms were either have failed or survived. The outcome was dependent on their ability to use their new knowledge and experience to start exploring and not merely exploiting the markets. In the case of firms operating in Poland, our

analysis shows that this next successful phase of growth will take place about 15 years after the firm has initiated its first export sale as a member (or soon to be member) of the EU. Under the RBV and DCV frameworks, firms would have used their slack resources and exhausted their capabilities after the first phase of growth when the majority of their deployment aims are focused toward easily obtainable export market opportunities; however, firms cannot remain on their positive international growth and expansion paths unless they replenish their resources and renew their capabilities so that they are able to remain competitive and grow.

The moderating variables were prevailing political situation in Kenya, the Britain's exit from European Union, cost of doing business due to increased inflation and Pirate's activities in the high seas. These prevailing uncertainty caused by these circumstances may negatively affect Kenyan products competitiveness and shrink market share.

$H0_5$: There is no significant effect of Political and regulatory framework as a moderator on Growth of Export Firms. Results clearly indicate that the null hypothesis was rejected. Political and regulatory has effect on Growth of Export Firms) since | 1.98| >1.96 hence the study established a statistical difference hence rejects the null hypothesis. As you move away from p value (p<= 0.05) indicate that sig =.0.047 has a weak statistical significance hence the null hypothesis is rejected.

Research on Political and regulatory framework by Moghaddam *et al.,* (2011) by means of regression established that Political and regulatory framework as a procedure by which a company react to situations of competitive market and forces of market, or react to environment and internal forces to enable the firm to achieve its objective and goals in target market. For the purpose of this study, the researcher drives that the marketing mix as a road map showing how a firm respond to external and internal

forces by using Political and regulatory forces with an aim to maintain its market niche, increase market shares in target markets and diversify markets for its goods/services.

Results in this study established that Political and regulatory framework on Growth of Export Firms posted (β=.252) (sig0.047), since$P \leq 0.05$ the study rejected the null hypothesis (H_0: $\beta_1=0$) and accepted alternate hypothesis. Political and regulatory established a 94% confidence interval would have a lower boundary at zero. In other words, a confidence interval at any level less than 94% such as 90% or 92% would not include zero, and therefore this study rejects the hypothesis that the regression weight is zero for a 90% confidence interval.

Similar study tested by a technique of bootstrap by McGill *et al.*, (2003) and Iivari (2005) revealed that Political and regulatory framework is not significantly associated with the Export Firms. As far as user satisfaction is concerned, Iivari (2005) and Wu and Wang (2006) revealed that that the Political and regulatory on Export Firms performance.

5.3.3 Theoretical Implications and Overall Contribution to Knowledge

Drawing from the resource based view, this study enhances our understanding on how the interplay between certain resources and capabilities and their interaction with the external environment contribute to growth of export firms. The proposed validated mediated-moderated conceptual model contributes to theory in growth of export firms' literature. Theoretically, the study used the tenets of the resource-based view and its causal reasoning as a basic framework to provide an in-depth examination of mechanisms among selected key determinants of growth of export firms. The moderated relationships with Political and regulatory framework in the conceptual model provided deeper insights into the interplay of growth of export firms, export

commitment, export promotion programmes: Innovation, Risk taking propensity, Adoption of marketing mix, Networkingon growth of export firms.

According to the resource-based view, the internal resources and capabilities of the firm can be branded into a competitive advantage to enhance growth of export firms. International experience influenced growth of export firms indirectly through export commitment, export promotion programmes and export marketing mix strategies.
This implies that export commitment and export promotion programmes reinforce the relationship between international experience and export marketing mix strategies (4Ps) to enhance growth of export firms. In other words, export commitment and export promotion programmes transformed international experience into export marketing mix, which in turn enhanced growth of export firms.

First, most significantly, marketing mix illuminated the impact of international experience, export commitment, and export promotion programmes to influence growth of export firms. Therefore, the findings from this thesis validate the standpoint of the resource-based view, which argues that firms can generate and brand their internal resources into creating a competitive advantage to enhance growth of export firms. This study further provided the reasons behind the mixed findings of Risk taking propensity on growth of export firms' relationships. It emerged from this thesis that the moderating mechanism influences growth of export firms, export promotion programmes and export marketing mix strategy.

Additionally, the mainstream growth of export firms and export promotion programmes related literature mostly neglects any link between export promotion programmes and other variables in establishing relationships between export promotion programmes and growth of export firms. Empirical tests of the proposed hypotheses revealed that the

indirect impact of export promotion programmes on growth of export firms is achieved through adaptation forces. Thus, using export promotion programmes has an impact on strategic decisions on the export. Therefore, this study contributes to the tenets of the resource-based view theory by adding export promotion programmes as a domestic resource in terms of knowledge and training to provide essential information on exporting to managers in achieving export goals. Hence, this study contributes to growth of export firms' literature by expanding the literature on external determinants to reflect the domestic environment of the firm.

Second, this thesis contributes by incorporating Political and regulatory framework as moderating effects of foreign market attractiveness on the association between export marketing mix and growth of export firms'. Therefore, managers of firms can achieve profitability through better management of organizational resources, creating synergistic benefits by capitalizing on opportunities in foreign markets. On the other hand, if managers do not comply with the requirements of various export markets, they will experience negative performance as adaptation levels will be low. This study provides further insights by examining the effect of foreign market characteristics in terms of export competition and cultural similarities in relation to growth of export firms to reiterate its relevance in exporting literature in the context emerging countries.

Thirdly, this thesis contributes Marketing Mix Model, Innovative, Achola Ogundo Split Growth of Export Firms Model and Achola Ogundo Growth of Export Firms (AOGEF) Model all well tested with reputable techniques. Further contribution includes Splitting Constructs to formulate the models hence modifying them. The study used of questionnaire to collect data. While questionnaire is easy to work with, they have shortcomings that could easily be addressed through the use of interviews. The study questionnaire was devised based on findings from the reviewed literature. Cronbach's

alpha used to ensure internal consistency among the constructs and guarantee reliability.

The study employed the cross sectional survey research design, target population consisted of 770 export firms. It further went on to identify an appropriate sampling technique known as purposive and stratified random sampling technique. The sample frame had a reputable history here referred to as stratified sample frame. The sample size was reliable which was accurately obtained (169) after data collection on export firms.

To be thorough this study employed approved techniques (i.e. standardized coefficients), whose results indicate that while the t (value or t ratio) for the null hypothesis that t = (Unstandardized coefficient / Std. Error) = was taken at the level of t> 1.96. Under the null hypothesis the predictor, it was then said to have effect on the dependent variable (Growth of Export Firms). Finding was generated on terms: Analysis by Communalities, Analysis of Models by Covariate, Variances, Means and Correlation, bootstrapping and asymptotic distribution estimations employed by AMOS, Bootstrap on Confidence Intervals, Bootstrapping: Multivariate Normality, Impulsive Decision Making Scale.

To be thorough the study, underpinned a number of theories: Psychological Theories of Entrepreneurship Otuya (2017) referring to studies by; Vecchio, 2003, posit that psychological trait theories of entrepreneurship postulate that entrepreneurs possess certain psychological attributes or traits, which make them different from non-entrepreneurs. The traits commonly mentioned in studies include; need for achievement, need for autonomy, locus of control, risk taking, entrepreneurial self-efficacy and psychodynamic. Simpeh (2011) who postulated that psychological

entrepreneurship theories emphasize personal characteristics namely; personality traits, need for achievement and locus of control advances the same argument.

The sociological theories of entrepreneurship view an entrepreneur as a person driven by self-adventurism and desperation, due to conditions prevailing in his/her environment. Simpeh (2011) identified social contexts that relate to entrepreneurial opportunity that one of the contexts is ethnic identification. The argument is that one's sociological background is one of the decisive "push" factors to become an entrepreneur. For example, marginalised groups may violate all obstacles and strive for success, spurred on by their disadvantaged background to make life better.

Everett Hagen in his work entitled how economic growth begins: a theory of social change, proposed that entrepreneurial personality is shaped in childhood characterized by low father dominance, maternal warmth, self-reliance training and standards of excellence. Otuya (2017) also advances this postulation, that the theory suggests that those with strong social network with resource providers facilitate acquisition of resources. Being in possession of resources enhance the possibility of opportunity exploitation. Thus, the social perspective regards external factors as possible stimulant to entrepreneurial activity.

Economic theory of entrepreneurship has deep roots in the classical and neo classical theories of economics and the Austrian market process (Simpeh, 2011). These theories explore the economic factors that enhance entrepreneurial behaviour. The classical theory expounded the fairness of free trade, specialization and competition.

5.4 Conclusions

Innovation indicated no effect on Growth of Export Firms, since | 1.28 |<1.96 the null hypothesis was accepted. A departure from p value (p<= 0.05) indicate that it had no statistical significant. The null hypothesis was accepted.

Marketing Mix is able to contribute the highest percentage of (32%) raising the ratio t (3.305), where t >1.96. in conclusion the null is rejected indicating that it had a strong effect Growth of Export Firms as expressed as since |3.30 | >1.96. Marketing Mix in today's business environment is characterized with competition and ever-changing consumer preferences.

Networking capable of contributing (26.2%), slightly lower than Marketing Mix it's clear that the t ratio is interpreted as (Unstandardized coefficient / Std. Error) = 2.254 since t > 1.96, it's therefore the predictor has statistical effect on the Growth of Export Firms.

Risk Taking is not able to contribute (-. 2425. Instead raised a negative beta value, whose t value or t ratio (0.311) (since t <1.96)**.** In conclusion it has no effect on Growth of Export Firms.

Political and regulatory framework as a moderating variable is able to contribute 20.5%...Results clearly indicate that the null hypothesis is rejected since | 1.98 | >1.96 this was slightly above the cut-off point as a predictor, all the same it has effect Growth of Export Firms Its said to be a weak construct with a low statistical significance .The study analysis revealed that there is positive effect of Marketing Mix and Networking Growth of Export Firms .Thus exporters who are entrepreneurial oriented were more proactive in applying marketing mix and networking to grow their firms.

However, the relatively small sample size may not be representative of all export firms in Kenya. All in all, the generalizability of the findings is therefore limited, because not all export firms operating in Kenya are registered by Export Promotion Council.

Innovation is more important for Growth of Export Firms and the corresponding threshold is higher in terms of high technological sectors. Future studies on export firms should use larger samples to validate these results, the study is limited to Kenya, and hence it is recommended that similar study be conducted in other counties.

There are several inherent limitations to this study, suggesting other avenues for future research. Especially in view of the fact that international spill over channels for innovation are particularly important to open economies, a very important variable to take into account in the model would be the openness of firms' innovation process.

Firsta, firm applying open innovation in collaboration with foreign partners is likely to increase its capability to export to those countries, as innovation collaboration could contribute to meeting the local demand for different products. All the same, an open innovation process could increase a firm's ability to benefit from intellectual property that they do not own. This could result in strengthening positive effect of innovation on growth of export firms. Firms are likely to be enhanced, from the perspective of both theoretical mechanism and empirical analysis. Application of innovation in collaboration with foreign partners is likely to increase its capability to export to other countries, as Marketing Mix could contribute to meeting the local demand for different products

Second, an open innovation process with foreign partners could promote Growth of Export Firms by reducing trade barriers. The variety of external innovation channels

used by a firm and the extent to which it relies on them could have different impacts on the extensive and intensive margins of Growth of Export Firms.

5.5 Recommendations

The findings of this study indicate that while Marketing Mix can positively and sustainably affect growth of export firms, the study found a non-linear effect for Innovation on exports, which is in line with the theoretical predictions. The fact that firms' innovation cannot sustainably promote growth of export firms can be explained by insufficient intellectual property protection, which is likely to increase the innovation risk due to the imitative threat from others. The Networking relationship between Marketing Mix and intensive margin suggests that there is a threshold to increase the growth of export firms' scale. The result is verified by a threshold test.

5.5.1 Policy Recommendations

The fact that firms' innovation cannot sustainably promote growth of export firms can be explained by insufficient intellectual property protection. The study thus has suggestions on policy review and formulation. These are as follows: -

1. There is need to enhance Kenya national integrated export development and promotion strategy by including strategic objective of intellectual property protection.
2. Formulation of Kenya national entrepreneurship policy is recommended; as the study findings indicate that application of some strategic entrepreneurial orientation dimensions by entrepreneurs in firm management contribute positively to growth of firm.

5.5.2 Recommendations for Further Research

1. The study analysis revealed that there is no positive relationship between risk taking and growth of export firms. This is on surviving firms. Risk taking as a dimension of entrepreneurial orientation might also lead to higher chances of firm failure. The researcher therefore strongly encourages future research to address whether risk taking that lead to growth of export firms among surviving firms is also associated with risk of failure of firms.
2. The study design did not allow the determination of effect over time. A longitudinal investigation would allow the firms to be studied over time and provide further insights into the dynamic nature, of the relationship between variables.
3. Future studies on export firms should use larger samples to validate these results. The study is limited to Kenya, and hence it is recommended that similar study be conducted in other developing countries.

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APPENDICES

Appendix I: Research Questionnaire

This questionnaire is designed for data collection from selected Kenyan export firms, operating in Nairobi, Mombasa, Eldoret, Thika, and Naivasha. The study is on effects of strategic entrepreneurial orientation on growth of selected Kenyan export firms. The researcher undertakes the study as a partial fulfilment of the requirements for the award of a degree. Information provided for the purposes of this research will be treated with utmost confidentiality and used only for academic purposes.

SECTION A: BACKGROUND INFORMATION	
A1.	Name of Firm:
A2	Address Details: Postal Address:
	Town: Postal Code: County:
A3	What subsector does your firm belong to? (Please select √ as appropriate) Agricultural ( ) Commercial crafts ( ) Energy ( ) Industrial ( ) Manufacturing ( ) Mining ( ) Services ( )
A4	Which form of business best describe this firm? (Please select √ as appropriate) Sole Proprietorship ( )

	Cooperative ( ) Partnership ( ) Joint Venture ( ) Other Specify ……	
A5	Gender	Male ( ) Female ( )
A6	Marital status	Single (Never married) ( ) Married ( ) Divorced or separated ( ) Widowed ( )
A7	Age of the respondent in years……	
A8	Highest Educational attainment:(*please choose one*) No Education ( ) Non-formal Education ( ) Primary Education ( ) Secondary Education ( ) University- undergraduate ( ) University- Masters ( ) University- PhD. ( )	
A9	How long has the business been in operation? Below 5 Years 5-10 Years 11-15 Years 16-20 Years Above 20 Years	
A10	How long have you been in export trade?	

	Below 5 Years 5-10 Years 11-15 Years 16-20 Years Above 20 Years
A11	Where do you export your products and/or services to? Africa Asia Europe Central America North America South America Oceania
A12	How many full-time employees did the firm have at start up stage? 1-4 5 - 9 10 - 19 20 - 99 100 - 499 Over -500
A13	How many full-time employees did the firm currently have? 1-4 5 - 9 10 - 19 20 - 99

	100 - 499 Over -500					
A14	Please rate your level of agreement with the following statements regarding your firms employees; (1= strongly Disagree, 2=Disagree, 3= Neutral, 4=Agree, 5=Strongly Agree)					
	Statement	1	2	3	4	5
	Employees' training and development contributes to perceived market share and sales growth					
	Motivated employees are key to a firm's growth in sales revenue					
	Information Sharing among employees contributes to actual firm growth					
Section B: Detailed Information This section is to be responded to by the same respondent of section one and/or Finance Manager of the firm.						
	Innovation					
	Statement	1	2	3	4	5
B1	Our firm emphasizes utilizing new or emerging technology.					
	Our firm encourages employees to think and					

	behave in original or different ways.					
	The management encourages new ideas from employees regardless of their position.					
	Our firm puts a lot of emphasis on research and development					
	Generally speaking our firm is usually the last to introduce new products and/or services.					
	Our firm actively supports experimentation and creativity amongst employees.					
	In the last three years our firm has produced many new products and/or services.					
	Innovation contributes to the growth of our firm					
B2	Does your firm apply strategies of product innovation, process innovation and technological innovation to make your firm to grow? Yes ( )					

<table>
<tr><td></td><td colspan="6">Uncertain ( ) No ( )</td></tr>
<tr><td rowspan="5">B3</td><td colspan="6">If you have answered yes in the above question, then please rate how the strategies influence growth of your firm; 1 = No Influence, 2 = Minor Influence, 3 = Neutral, 4 = Moderate Influence, 5 = Major</td></tr>
<tr><td></td><td colspan="5">Please choose only one per strategy</td></tr>
<tr><td></td><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td></tr>
<tr><td></td><td>Product Innovation</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td>Process Innovation</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td></td><td>Technology Innovation</td><td></td><td></td><td></td><td></td><td></td></tr>
<tr><td>B4</td><td colspan="6">How many new products has your firm introduced in the market in the last 3 years…….</td></tr>
<tr><td>B5</td><td colspan="6">Please indicate the number of research or market intelligence activities that you have undertaken in the last 3 years. No……..</td></tr>
<tr><td>B6</td><td colspan="6">Have you acquired any new technology in the last three (3) years?
Yes ( ) Uncertain ( ) No ( )</td></tr>
<tr><td>B7</td><td colspan="6">If you answer to question B6 is yes please briefly describe the technology or technologies acquired.……..……
……</td></tr>
<tr><td>B8</td><td colspan="6">Please explain how improvements in your organisational structure and products have affected the growth of your firm.

----------</td></tr>
<tr><td>B9</td><td colspan="6">Please rate your level of agreement with the following statements;
1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree</td></tr>
</table>

	Statement	1	2	3	4	5
B91	Our firm is a registered member of Business Membership Organisations and participates in organizations' meetings and other business gatherings					
B92	Departments or sections in our firm work well with each other towards common goals and objectives.					
B93	Our employees are encouraged and supported to join and participate in professional or industry associations					
B94	Our firm learns a lot from other organisations					
B95	Other organisations could learn a lot from our firm					
B96	Our firm believes that sharing resources, ideas, information and advice with suppliers can benefit both the organisation and its suppliers.					
B97	Our firm believes that absolute secrecy is essential in					

	maintaining an advantage over our competitors					
B10	Which of the following business membership organisations does your firm belong to? (Select as appropriate)					
B101	Kenya National Chamber of Commerce and Industry					
B102	Kenya Association of Manufacturers					
B103	Kenya Traders Association					
B104	Other (Specify)……					
B11	Belonging to business membership organisations contributes to the growth of your firm (Please select one) Yes ( ) Uncertain ( ) No ( )					
B12	Please explain how belonging to a business membership organisation has contributed to the growth of your firm …… ……					
B13	Please briefly explain how business net working helps or can help you most …… ……					
	RISK TAKING PROPENSITY					
B14	Do you apply any other strategies to make your firm grow? Please make one choice you may explain with a comment such as mentioning the strategies if you selected yes **Yes ( )** **No ( )** ……					

	……..					
	INCREASEDGROWTHOPPORTUNITIES					
B15	Please rate your level of agreement with the following statements; 1=StronglyDisagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree					
	STATEMENT	1	2	3	4	5
	We have had to retrench workers within the past three years.					
	Our firm has witnessed an increase in the number of employee's in the past three years.					
	We will have to employ more people on a full-time basis in this coming financial year.					
	Our firm plans to enter additional markets with its products and/or services.					
	INTERVENING VARIABLES					
	Please rate your level of agreement with the following statements; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree Please choose only one per statement.					
	Statement	1	2	3	4	5
	The increase in the inflation rate in Kenya (general rise in the cost					

	of goods and services locally) greatly affects the growth of this firm					
	Prevailing apprehension about the upcoming elections will not affect the growth of this firm					
	Increases in Water and Electricity tariffs do not affect our ability compete in the export market					
	Local ethnic and religious tensions do not affect the day-to-day running of our firm.					
	Depreciation of the Kenyan Shilling against major world currencies (US Dollar, Sterling Pound, and Euro) does not affect the growth of our firm.					
	The current American government repeals the African Growth Opportunity Act (AGOA) it will negatively affect the growth of our firm.					
	If the current British government effects its intention to leave the European Union (EU) it will not					

	affect the growth of our firm.					
	We have trouble exporting our products and/or services because has not put in place enabling policies and conditions.					
SECTION C:SALES AND MARKETING This section may be responded to by the respondent of the previous section and/or the Sales & Marketing Manager of the firm.						
C1	**When does your financial year end?** June 30th ( ) 31st December ( )					
	MARKETINGSTRATEGY					
C2	Please rate your level of agreement with the following statements; 1=StronglyDisagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree					
	STATEMENT	1	2	3	4	5
	Our products and/or services are unique and difficult for competitors to copy.					
	The price of our products and/or services afford us a significant advantage over those of our competitors.					
	Our firm undertakes product development to increase market share.					
	Our firm applies product diversification to expand the					

	market potential.					
	Our products and/or services target a very specific type of customer.					
C3	Does your firm promote your products in target markets? Please choose only one. Yes ( ) Uncertainty ( ) No ( )					
	Statement	1	2	3	4	5
	Advertising through electronic media					
	Advertising through newspapers					
	Advertising through billboards					
	Participation in trade fairs					
	Participation in trade exhibitions					
	Providing free gifts					
	Providing special offers					
	Others(Please specify)					
C5	Please explain how participation in trade exhibitions or fairs in your target market have contributed to the growth of your firm. Please answer only if your firm employs either or both of the marketing strategies (participating in trade fairs or exhibitions). …… ……					
C6	Please explain how advertising using brochures and/or giving special offers have contributed to the growth of your firm.					

	Please answer only if your firm employs either or both of the marketing strategies (using brochures or special offers) …… ……					
C7	Which of the following strategies, if any, influence (make your firm grow) the growth of our firm. You may select more than one. Please specify if you select "Other 1 Low cost of raw materials ( ) 2 High Pricing of finished product ( ) 3 High quality of products ( ) 4 Low overhead costs ( ) 5 Low pricing of finished products ( ) 6 others ( )					
C8	Please rank (from most influential to least influential) the mentioned strategies in terms of the role they play in your firm's growth. Please answer only if you selected at least one choice in question above 1 Low cost of raw materials ( ) 2 High Pricing of finished product ( ) 3 High quality of products ( ) 4 Low overhead costs ( ) 5 Low pricing of finished products ( ) 6 others					
C9	Please rate your level of agreement with the following statements;					
	Statement	1	2	3	4	5
	Packaging of products can make your firm grow.					

	Offering warranty on products can make your firm grow.					
	Improving the design of products can make your firm grow.					
	Clear labelling of products can make your firm grow.					
C10	Which of the following contribute to the growth of your firm? You may select more than one. 1 Packaging of products as required by target market ( ) 2 Availability of products as required by target market and potential consumers. ( )					
C11	Please explain how packaging of products as required by target market contributes to the growth of your firm …… …… ……					
C12	Please explain how availability of products as required by target market and potential consumers contributes to the growth of your firm. …… …… ……					
C13	Please rate the extent to which the below mentioned distribution	1	2	3	4	5

	Channel shave made your firm to grow in terms of					
	Statement					
	Direct selling to customers					
	Selling through distributors					
	Having sales representatives in a target market					
	Selling through the Internet					
	Using multi-channel selling					
	SALES VOLUMES & INCREASED INCOME					
	C14. What is the annual sales volume for the last financial year?			C15.What is the annual sales value for the last financial year?		
	Up to KES 10 Million					
	KES 10 Million - 25 Million					
	KES 25 Million - 50 Million					
	KES 50 Million - 100 Million					
	KES 100 Million - 150 Million					
	Over KES 150 Million					
		C16. What is the		C17.What is the annual		

		annual sales volume for two financial years ago?	sales value for two financial years ago?
	Up to KES 10 Million		
	KES 10 Million - 25 Million		
	KES 25 Million -50 Million		
	KES 50 Million - 100 Million		
	KES 100 Million - 150 Million		
	Over KES 150 Million		
		C18.What is the annual sales volume for three financial years ago?	C19.What is the annual sales volume for three financial years ago?
	Up to KES 10 Million		
	KES 10 Million - 25 Million		
	KES 25 Million - 50 Million		
	KES 50 Million - 100 Million		
	KES 100 Million - 150		

	Million					
	Over KES 150 Million					
	Please rate your level of agreement with the following statements; 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree Please choose only one per statement.					
	Statement					
	We have achieved our sales objectives in each of past three years.					
	Our firm has experienced a steady increase in sales within the past three years.					
STRATEGY MARKETING MIX						
C21	Our ability to track changes in customer wants and needs is good. True ( ) False ( )					
C22	Wemakeeffortstoovercomecustomerdissatisfactionwithexistingproductsorservices True ( ) False ( )					
C23	Which are some of the leading strategies you have adopted to help your export firm to gain a competitive advantage over competitors? You may select more than one. If you select 'Other' please specify 1 networking ( ) 2 risk taking ( ) 3 Innovation ( ) 4 Other ( )					
C24	What is the level of adoption of the following marketing/sales strategies					

	by your firm? 1=Never,2=Rarely,3=Sometimes,4=Usually,5=Always					
	Statement	1	2	3	4	5
	Promotion					
	Pricing					
	Place					
	Product					
C25	Please rate how risk taking propensity has made your business grow; 1 = No Effect, 2 = Minor Effect, 3 = Neutral, 4 = Moderate Effect, 5 = Major Effect Please					
	Statement					
	High risk taking					
	Medium risk taking					
	Low risk taking					
C26	Please rate how risk taking propensity has made your business grow; 1 = No Effect, 2 = Minor Effect, 3 = Neutral, 4 = Moderate Effect, 5 = Major Effect Please choose only one per statement.					
	Statement	1	2	3	4	5
	Product innovation					
	Process innovation					
C27	Does understanding promotion, advertising for your products increase your sales and revenue? Yes ( ) Uncertainty ( ) No ( )					
C28	Does your firm use social media to advertise and promote your products?					

	Yes ( ) Uncertainty ( ) No ( )
C29	Explain how the use of social media has affected the number of customer conversations, sales of products and brand awareness. …… …… ……
C30	Does your firm give out free samples of your products? Yes ( ) No ( )
C31	Has giving out free samples helped in retaining your customers and increasing sales? Yes ( ) No ( )

Thank you for your participation in this study

APPENDIX II: Personal Letter of Introduction

Joyce Achola Ogundo

Kabarak University, School of Business

Private Bag, Nakuru, Kenya

1st September 2017

To whom it may concern

Dear Sir/Madam,

EFFECT OF STRATEGIC ENTREPRENEURIAL ORIENTATION ON GROWTH OF SELECTED KENYAN EXPORT FIRMS

I am a Doctor of Philosophy (PhD) student in the School of Business and Economics, Kabarak University. It is a requirement that I undertake an academic research, on a relevant topic, to complete my studies. I am to conduct research on Effect of Strategic Entrepreneurial Orientation on Growth of Selected Kenyan Export Firms. I selected you as a key respondent to in this study. I therefore humbly request you to participate, by responding to the questions contained in the attached questionnaire. Information provided will be treated with the utmost confidentiality and used only for academic purposes. I look forward to your cooperation and support, which will be highly appreciated.

Yours sincerely,

Joyce A. Ogundo.

PhD Student

Email: joyceachola@yahoo.com. Cell, Telephone No. +254722704764

Appendix III : Research Authorization Letter

INSTITUTE OF POST GRADUATE STUDIES

Private Bag - 20157
KABARAK, KENYA
E-mail: directorpostgraduate@kabarak.ac.ke

Tel: 0773265999
Fax: 254-51-343012
www.kabarak.ac.ke

7th November, 2017

Ministry of Higher Education Science and Technology,
National Council for Science, Technology & Innovation,
P.O. Box 30623 – 00100,

Dear Sir/Madam,

RE: RESEARCH BY JOYCE ACHOLA OGUNDO– GDB/M/1089/09/12

The above named is a student at Kabarak University taking PHD Degree in Business Administration(Entrepreneurship).She is carrying out research entitled "***Effect of Strategic Entrepreneurial Orientation on Growth of Selected Kenyan Export Firms.***"

The information obtained in the course of this research will be used for academic purposes only and will be treated with utmost confidentiality.

Please provide the necessary assistance.

Thank you.

Yours faithfully

KABARAK UNIVERSITY
DIRECTOR
POST GRADUATE STUDIES
7 NOV 2017
PRIVATE BAG - 20157, KABARAK

Dr. Betty J. Tikoko
DIRECTOR - (POST-GRADUATE STUDIES)

Kabarak University Moral Code
As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)

Appendix IV: Research Permit from NACOSTI

CONDITIONS

1. The License is valid for the proposed research, research site specified period.
2. Both the Licence and any rights thereunder are non-transferable.
3. Upon request of the Commission, the Licensee shall submit a progress report.
4. The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.
5. Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.
6. This Licence does not give authority to transfer research materials.
7. The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.
8. The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.

REPUBLIC OF KENYA

NACOSTI

National Commission for Science, Technology and Innovation

RESEARCH CLEARANCE PERMIT

Serial No.A 17062

CONDITIONS: see back page

THIS IS TO CERTIFY THAT:
MS. JOYCE ACHOLA OGUNDO
of KABARAK UNIVERSITY , 877-200
Nairobi,has been permitted to conduct research in *Kiambu , Mombasa , Nairobi, Nakuru , Uasin-Gishu Counties*

on the topic: *EFFECT OF STRATEGIC ENTREPRENEURIAL ORIENTATION ON GROWTH OF SELECTED KENYAN EXPORT FIRMS*

for the period ending:
5th January,2019

Applicant's Signature

Permit No : NACOSTI/P/18/80692/20693
Date Of Issue : 5th January,2018
Fee Recieved :Ksh 2000

Director General
National Commission for Science, Technology & Innovation

APPENDIX V: List of Export Firms

1. AAM Resources
2. ABC Bank
3. Access Alliance Ltd
4. Ace Motors Ltd
5. ACME Containers Ltd
6. Acquila Development Co.Ltd
7. Adafric Communications Ltd
8. ADEC Kenya Services (EPZ) Ltd (An ADEC INNOVATIONS Company)
9. Adpack Ltd
10. Adpak International Ltd
11. Africa Apparel EPZ Ltd.
12. Africa Pvc Industries Ltd
13. Africa Spirits Ltd
14. African Banking Corporation Limited (ABC Bank)
15. African Cotton Industries Ltd
16. African Marine & General Engineering Co. Ltd
17. African Retail Traders
18. Africote Ltd
19. Afro Plastics (K) Ltd
20. Agri Pro-Pak Ltd
21. Agriner Agricultural Development
22. Agro-Irrigation & Pump
23. Alamdar Trading Company Ltd
24. Alexander Forbes Risk Insurance Brokers

25. All Fruit EPZ Ltd
26. Alliance one tobacco kenya ltd
27. Allied East Africa Ltd
28. Alloy Steel Castings Ltd
29. Allpack Industries
30. Alltex EPZ Ltd
31. Alltex EPZ Ltd.,
32. Almasi Beverages Limited
33. Alpha Fine Foods Ltd
34. Alpha Grain Millers
35. Alpha Knits Ltd
36. Alpha Logistics EPZ Ltd
37. Alpha Medical Manufacturers Ltd
38. Alpharama Ltd
39. Alpine Coolers Ltd
40. Amedo Centre Kenya Ltd
41. Ammar EPZ Ltd
42. Andest Bites Ltd
43. Apex Steel Ltd-Rolling Mill Division
44. Aquamist Ltd
45. Arkay Industries Ltd
46. Arvind Engineering Ltd
47. Asano International Ltd
48. Asante Gifts & Souvenirs EPZ Ltd
49. Ascent Capital Advisory Services

50. Ashton Apparel EPZ Ltd
51. Ashton Apparel EPZ Ltd,
52. Ashut Engineers Ltd
53. ASKADOC
54. ASL Ltd
55. ASP Company Ltd
56. Assaabloy East Africa Ltd
57. Associated Battery Manufacturers (E.A) Ltd
58. Associated Vehicle Assemblers Ltd
59. Associsated Paper & Stationery Ltd
60. Athi River Mining Ltd
61. Athi River Steel Plant Ltd
62. Athi River Tanneries Ltd
63. Aucma Digital Technology Africa Ltd
64. Auto Ancilliaries Ltd
65. Auto Industries Ltd
66. Auto Springs Manufacturers Ltd
67. Autofine Filters & Seals Ltd
68. Autolitho Ltd
69. Autosterile (EA)
70. Avenue Fresh Produce EPZ Ltd,
71. Avery (East Africa)Ltd
72. Avery Dennison
73. Aviano East Africa Ltd
74. Avo Health (EPZ) Ltd

75. Bag And Envelope Converters Ltd
76. Bakers Corner Ltd
77. Bakex Millers Ltd
78. Bakex Millers Ltd
79. Balaji EPZ Ltd
80. Bamburi Cement Ltd
81. Bamburi Special Products Ltd
82. Banbros Ltd
83. Barnes EPZ Ltd
84. Basco Products (K)Ltd
85. Basf East Africa Ltd
86. Bata Shoe Co(K) Ltd
87. Baumann Engineering Ltd
88. Bayer East Africa Ltd
89. Beberavi Collections Ltd
90. Beiersdorf East Africa Ltd
91. Belat EPZ Ltd.,
92. Belfast Millers Ltd
93. Benmed Pharmaceuticals Ltd
94. Beta Healthcare International Ltd
95. Betatrad (K) Ltd
96. Beverage Services (K)Ltd
97. Bhachu Industries Ltd
98. Bidco Africa Ltd (Formally Bidco Oil Refineries Ltd)
99. Bio Food Products Ltd

100. Biocorn Products EPZ Ltd.,
101. Biodeal Laboratories Ltd
102. Biogas Power Holdings (EA) Ltd
103. Biopharma Ltd
104. Blue Nile Wire Products Ltd
105. Blue Ring Products Ltd
106. Blue Sky Films EPZ Ltd.,
107. Blue Sky Industries Ltd
108. Bluekey Software Solutions (K) Ltd
109. BMG Holdings Ltd
110. Bobmil Industries Ltd
111. BOC Kenya Ltd
112. Booth Extrusions Ltd
113. Botanical Extracts EPZ Ltd.,
114. Boyama Building Materials
115. Brand ID Technologies (EA) Ltd
116. Brand Printers
117. Breakfast Cereal Company (K) Ltd
118. Brilliant Garments
119. Brilliant Garments EPZ Ltd
120. British American Tobacco Kenya Ltd
121. Broadband Communication Network Limited
122. Broadway Bakery Ltd
123. Broadway Bakery Ltd
124. Brollo Kenya Ltd

125. Brookside Dairy Ltd
126. Brown Biashara Limited
127. Brush Manufacturers
128. Budget Furniture
129. Budget Shoes Ltd
130. Buffalo Millers Ltd
131. Bunge East Africa Ltd
132. Bureau Veritas Kenya Ltd
133. Buuri Millers Enterprises
134. Buyline Industries Ltd
135. Buzeki Dairy Ltd
136. C & P Shoes Industries Ltd
137. C.Dormans Ltd
138. Cadbury Kenya Ltd
139. Caffedel Duca Ltd
140. Candy Kenya Ltd
141. Canonchemicals Ltd (Former United Chemicals Ltd)
142. Capel Food Ingredients
143. Capital Industrial Park EPZ Ltd.,
144. Capwell Industries Ltd
145. Carton Manufacturers Ltd
146. Celebrity Fashions K. EPZ Ltd.
147. Central Africa Trading EPZ Ltd
148. Central Glass Industries Ltd
149. Centrofood Industries Ltd

150. Centurion Systems Ltd
151. Ceven Limited
152. Chai Trading Company Ltd
153. Chalange Industries Ltd
154. Chandaria Industries Ltd
155. Chemicals And Solvents(EA) Ltd
156. Chirag Kenya Ltd
157. Choda Fabricators Ltd
158. Chrysal Africa Ltd
159. Chryso East African Limited
160. City Engineering Works Ltd
161. Cityscape Trends Services Ltd
162. CMC Motors Group Ltd
163. Coastal Bottlers Ltd
164. Cocorico Investiment Ltd
165. Coffee Agriworks Ltd
166. Cofftea Agencies
167. Colour Labels Ltd
168. Colour Packaging Ltd
169. Colourprint Ltd
170. Commercial Bank Of Africa
171. Complast Industries Ltd
172. Complulynx Ltd
173. Conix Industries Ltd
174. Consumer Options Ltd

175. Contact person: MD :Nicolas Spangenberg
176. Control Risk East Africa
177. Cook N' Lite Ltd
178. Cooper K-Brands Ltd
179. Coral Paints Ltd
180. Corn Products Kenya Ltd
181. Corporate Facilities
182. Corrugated Sheets Ltd
183. Cosmos Ltd
184. Crop Nutrition Laboratory Services Ltd
185. Crown Beverages
186. Crown Paints (Kenya) Ltd
187. Crystal Industries Ltd
188. Darfords Enterprises Ltd
189. Dawa Ltd
190. De La Rue Currency and Security Print EPZ Ltd.
191. Decase Chemicals (Ltd)
192. Del Monte Kenya Ltd
193. Delegation Of Germany Industries
194. Desbro Kenya Ltd
195. Development Kenya Ltd
196. Devki Steel Mills Ltd
197. Dharamshi & Co. Ltd
198. Diamond Industries Ltd
199. Digital Hub Limited

200. Digitech East Africa Ltd
201. Dodhia Packaging Ltd
202. Dodi Autotech (K) Ltd
203. Doinyo Lessos Creameries Ltd
204. Doshi Enterprises Ltd
205. DPL Festive Ltd
206. Dune Packaging Ltd
207. Dutch Water Ltd
208. Dynaplas Ltd
209. E Management Africa
210. Earth Oil Kenya Proprietary EPZ Ltd.,
211. East Africa Halal Industries (EPZ) Ltd
212. East Africa Packaging Industries Ltd
213. East Africa Spectre Ltd
214. East African Breweries Ltd
215. East African Cables Ltd
216. East African Glassware Mart Ltd
217. East African Malt Ltd (EAML)
218. East African Paper Mills
219. East African Portland Cement Company Ltd
220. East African Sea Food Ltd
221. Eastern Chemicals Industries Ltd
222. Edible Oil Products Ltd
223. Eldoret Farm Machinery
224. Eldoret Grains

225. Elegant Printing Works Limited
226. Elekea Ltd
227. Elex Products Ltd
228. Elgon Kenya Ltd
229. Elite Offset Ltd
230. Elite Tools Ltd
231. Ellams Products
232. Elle Kenya Limited
233. Elys Chemicals Industries Ltd
234. Emrok Tea Factory (EPZ) Ltd
235. Enviro-Hub Holdings Ltd
236. Erdemann (EPZ) Ltd.
237. Erdemann Co.(K) Ltd
238. Eslon Plastics Of Kenya Ltd
239. Essential Manufacturing
240. ET Elasto Tech (EPZ) Ltd.,
241. Ethical Fashion Artisons EPZ Ltd
242. Euro Packaging Ltd
243. Europack industries ltd
244. Excel chemicals ltd
245. Exotic EPZ Ltd
246. Fairoils EPZ Ltd
247. Fantex (K) Ltd
248. Farm refrigeration & electrical systems ltd
249. Farmers choice ltd

250. Fertilizers Co. Ltd
251. Fine engineering
252. Fine wood works ltd
253. Finlay brushware ltd
254. Five star industries ltd
255. Flair kenya ltd
256. Flamingo tiles (Kenya) Limited
257. Flora Printers Ltd
258. FM :Hendrik Coetzee
259. Forces equipment (Kenya) ltd
260. Fortunes printers @ stationers ltd
261. Foton east Africa ltd
262. Franciscan Kolbe press
263. Fresh produce exporters association of Kenya
264. Friendship Container Manufacturers Ltd
265. Furniture International Ltd
266. Future Garments EPZ Ltd.
267. Galaxy Paints & Coating Co. Ltd
268. Garsen Holding EPZ Ltd.
269. GE East Afrika Services Ltd
270. General Aluminium Fabricators Ltd
271. General Mills East Africa Limited
272. General Motors East Africa Ltd
273. General Plastics Ltd
274. General Printers Ltd

275. Giloil Company
276. Ginger Ink Films EPZ Ltd.
277. Githunguri Dairy Farmers Cooperative Society
278. Glaciers Products (Amor Mia Diaryland, Mio)
279. Glaxo Smithkline Kenya Ltd
280. Global Apparels Ltd
281. Global Apparels (K) EPZ Ltd
282. Global Fresh Ltd
283. Global Tea & Commodities (K) Ltd
284. Gokal Beverages (EPZ) Ltd.
285. Gold Crown Beverages (K) LTD
286. Gold Crown Foods (EPZ) Ltd
287. Gold Crown Foods EPZ Ltd.
288. Gonas Best Ltd
289. Gone Fishing Ltd
290. Grain Bulk Handlers
291. Grain Industries Ltd
292. Green Forest Foods Ltd
293. Green Pencils Ltd
294. Greif Kenya Ltd
295. Growth Point Warehousing EPZ Ltd
296. Haco Tiger brands East Africa Ltd
297. Halai Brothers (EPZ) Ltd
298. Halliday Finch Ltd
299. Hantex Garments EPZ Ltd

300. Hantex Garments EPZ Ltd
301. Harveer Bas Body Builders Ltd
302. Heavy Engineering Ltd
303. Henkel Kenya Ltd
304. Henkel Polymer
305. Heritage Foods Kenya Ltd
306. Highchem East Africa
307. Highland Canners Ltd
308. Highland Mineral Water Co. Ltd
309. Holman Brothers (E.A)Ltd
310. Honey Care Africa Ltd
311. HR: Charles Korir
312. Hui Commercial EPZ K. Ltd
313. Igo Holdings Ltd
314. Imani Flowers Ltd
315. Imperial Teas (EPZ) Ltd
316. Indu Farm EPZ Ltd.
317. Industrial & Commercial Development Corporation
318. Industrial and Scientific Support Services
319. Industrial Promotion Services
320. Insight Kenya
321. Insight Management consultants Ltd
322. Insta Products EPZ Ltd.
323. Insta products Ltd (EPZ) ltd
324. Insteel Ltd

325. Institute of Packaging Professionals
326. Interconsumer Products Ltd
327. International Energy Technik Ltd
328. International Green Pastures Manufacturing Kenya Ltd
329. International Paper and Board Supplies
330. International Supply Chain Solutions Ltd
331. Intersoft Ltd
332. Intertek International Ltd
333. Intertek Testing Services (EA)(PTY)Ltd
334. Intraspeed Arcpro
335. Iron Art Ltd
336. Italian Gelati And Food Produce Ltd
337. Ivee Aqua EPZ Ltd.
338. Ivee Infusions Epz Ltd
339. Jambo Biscuits (K) Ltd
340. Jamlam Industries Ltd
341. Jay Giriraj Industries
342. Jetlak Foods Ltd
343. JohnsonDiversey East & Central Africa Ltd
344. Juja Coffee Exporters
345. Juja Pulp & Paper Ltd
346. Jumbo Chem
347. Jumbo Quality Products
348. Jungle Cashshews EPZ Ltd
349. Jungle Group Holdings

350. Jungle Macs EPZ Ltd
351. Just Plastics
352. Kaizen Institute Africa
353. Kaluworks Ltd
354. Kaluworks Ltd
355. KAM Industries Ltd
356. Kamba Manufacturing (1986) Ltd
357. Kamili Packers Ltd
358. Kamyn Industries Ltd
359. Kankam Exporters Ltd
360. Kanku Kenya Limited
361. Kappa Oil Refineries Ltd
362. Kapric Apparels EPZ Ltd.
363. Karirana Estate Ltd
364. Kartasi Industries Ltd
365. Katchy Kollections EPZ Ltd
366. Kedsta Investment Limited
367. Kel Chemicals Ltd
368. Kema E.A Ltd
369. Kemia International Ltd
370. Kemu Salt Packers
371. Ken Nat & Chemicals Ltd
372. Kenafric Bakery
373. Kenafric Diaries Manufacturers Ltd
374. Kenafric Industries Ltd

375. Kenblest Ltd
376. Kenbro Industries Ltd
377. Kencall EPZ Ltd.
378. Kenchick Ltd
379. Ken-Knit (Kenya) Ltd
380. Kenpoly Manufacturers Ltd
381. Kenrub Ltd
382. Kens Metal Industries Ltd
383. Kensil Ltd
384. Kensis EPZ Ltd
385. Kentainers Ltd
386. Kentaste Products
387. Kenwest Cables Ltd
388. Kenya Breweries Ltd
389. Kenya Builders & Concrete Ltd
390. Kenya Coach Industries Ltd
391. Kenya Fire Appliances Company Ltd
392. Kenya Fluorspar EPZ Ltd.
393. Kenya General Industries Ltd
394. Kenya Knit Garment (EPZ) Ltd
395. Kenya Marine Contractors EPZ Ltd.
396. Kenya Nut Company Ltd
397. Kenya Petroleum Refineries Ltd
398. Kenya Shirts Manufacturers Company Ltd
399. Kenya Stationaries Ltd

400. Kenya Suitcase Manufacturers Ltd
401. Kenya Sweets Ltd
402. Kenya Tea Development Agency
403. Kenya Tea Packets Ltd (KETEPA)
404. Kenya Tents Ltd
405. Kenya Trading EPZ Ltd.
406. Kenya Vehicle Manufacturers Ltd
407. Kenya Wines Agencies Ltd
408. Kenya Wood Ltd
409. Kerio Valley Development Authority
410. Kevian Kenya Ltd
411. Khetshdharamshi& Co.Ltd
412. Kibo Africa Ltd
413. Kikoy Co.Ltd
414. Kikoy Mall EPZ Ltd
415. Kikoy Mall EPZ Ltd.,
416. Kim-Fay East Africa Ltd
417. King Finn Kenya
418. Kinpash Enterprises Ltd
419. Kip Melamine Co. Ltd
420. Kipevu Inland Container EPZ Ltd.
421. Kirinyaga Flour Millers
422. Kitchen king ltd
423. Knights & Apps Limited
424. Koba Waters Ltd

425. Koto Housing Kenya Ltd
426. Krish commodities ltd
427. Kuguru Food Complex Ltd
428. Kurawa industries ltd
429. Kuza project
430. Kwale International Company
431. Kwality Candies & Sweets Ltd
432. L.A.B international kenya ltd
433. L.G. Harris & Co.Ltd
434. L'Oreal East Africa Ltd
435. Label Converters
436. Labh Singh Harnam Singh Ltd
437. Laboratory & Allied Ltd
438. Lakhiri Plastics Ltd
439. Laminate Tubes Industries
440. Laneeb Plastic Industries Ltd
441. Lean Energy Solutions Ltd
442. Leather Industries Of Kenya Ltd
443. Leatherlife EPZ Ltd.
444. Leena apparels ltd
445. Le-Stud Ltd
446. Libya Oil Kenya Ltd.(Formely Mobiloil Kenya)
447. Lifesciences Consultants EPZ Ltd.
448. Load Trailers
449. Longyun garments

450. Longyun Garments Kenya EPZ Ltd
451. Louis dreyfus kenya ltd
452. Lowdan Exporters (EPZ) Ltd
453. Lycan (EPZ) Enterprises Ltd
454. Lynxbits Global Limited
455. Mabati Rolling Mills Ltd
456. Machinery And Equipment Consultants
457. Macquin shoes ltd
458. Mafuko Industries Ltd
459. Magnate Ventures Ltd
460. Mahee Flowers
461. Mainport Training And Inspection Kenya Limited
462. Makindu motors ltd
463. Malindi Saltworks Ltd
464. Malplast Industries Ltd
465. Mama Millers Ltd
466. Manchester Outfitters
467. Manda Bay SEZ EPZ Ltd
468. Manji Food Industries Ltd
469. Mann Manufacturing Co.Ltd
470. Manufacturers & Suppliers (K) Ltd
471. Maridadi Seasons Handcraft Ltd
472. Marine Crafts
473. Maroo Polymers Ltd
474. Marshall Fowler (Engineers) Ltd

475. Marubeni Corporation Nairobi Office
476. Marvel Lifestyle Ltd
477. Master Fabricators Ltd
478. Mastermind Tobacco (K) Ltd
479. Mayfeeds Kenya Ltd
480. Medivet Products Ltd
481. Mega Garment Industries Kenya (EPZ)
482. Mega Garments EPZ Ltd
483. Megatech Ltd
484. Megh Cushion Industries Ltd
485. Meghraj Capital Limited
486. Melvin Marsh International
487. Meru Greens Horticulture Ltd
488. Metal Crowns Ltd
489. Metlex International Ltd
490. Metoxide Africa Ltd
491. Metro Plastics Kenya Ltd
492. Metsec Cables Ltd
493. MFI Ultra Print Ltd
494. Midco Textiles (EA) Ltd
495. Middle East Texco EPZ Ltd.
496. Millennium Management Consultants
497. Mills Industries
498. Milly Fruit Processors Ltd
499. Milly Glass Works Ltd

500. Mini Bakeries (Nbi) Ltd
501. Miritini Kenya Ltd
502. Mitsubishi Corporation Liaison Office
503. Mitsui & Co. Europe PLC
504. Mjengo Ltd
505. Mobius Motors
506. Modern Lithographic (K) Ltd
507. Modulec Engineering Systems Ltd
508. Mohazo EPZ (K) Ltd
509. Mombasa Apparels
510. Mombasa Apparels EPZ Ltd
511. Mombasa Cement Ltd
512. Mombasa Maize Millers Ltd
513. Mombasa Polythene Bags Ltd
514. Monwalk Investments Ltd
515. Morani Ltd
516. Mount Kenya Bottlers Ltd
517. Mugama Containers EPZ Ltd
518. Mukafa EPZ Ltd
519. Multivac North Africa Kenya
520. Munyiri Special Honey Ltd
521. Muriu Mungai & Company
522. Murphy Chemicals Ltd
523. Mustek East Africa
524. Mzuri Sweets Ltd

525. Nails & Steel Products Ltd
526. Nairobi Bottlers Ltd
527. Nairobi Flour Mills Ltd
528. Nairobi Plastics Ltd
529. Nampak Kenya Ltd
530. Napro Industries Ltd
531. NarcolAluminium Rolling Mills Ltd
532. Nationwide Electrical Industries Ltd
533. Naushad Trading Company Ltd
534. Ndalex Digital Technology
535. Negawatt Limited
536. NesFoods Industries Ltd
537. Nestle Foods Kenya Ltd
538. New Kenya Co-Operative Creameries Ltd
539. New Wide Garments (K) EPZ Ltd
540. New Wide Garments kenya EPZ Ltd
541. Newline Ltd
542. Ngecha Industries Ltd
543. Niceynicey Maize Millers
544. Nicola Farms Ltd
545. Nodor Kenya EPZ Ltd.
546. Norbrook Kenya Ltd
547. Norda Industries Ltd
548. Novastar Ventures
549. Odex Chemicals Ltd

550. Oilfields Logistics Services Africa EPZ Ltd (OLSA)
551. Oilzone (E.A) Ltd
552. Olivado EPZ
553. Olivado EPZ Ltd.
554. Ombi Rubber Rollers Ltd
555. Optimum Lubricants Ltd
556. Orbit Chemical Industries Ltd
557. Orbit Engineering Ltd
558. Orbit Enterprises Ltd
559. Organic Growers and Packers EPZ Ltd
560. Oriental Mills Ltd
561. Origicheck Company Limited
562. Orion EPZ Ltd.
563. Osho Chemicals Industries Ltd
564. Oss.Chemie (K)Limited
565. P.O.Box 85246 Mombasa
566. Packaging Industries Ltd
567. Packaging Manufacturers (1976) Ltd
568. Packaging Masters Limited
569. Palmhouse Diaries Ltd
570. Panal Freighters Ltd
571. Panesar's Kenya Ltd
572. Paper House Of Kenya Ltd
573. Paperbags Limited
574. Passion Profit Limited

575. Patco Industries Ltd
576. Patnet Steel Makers Manufacturers
577. Patronics Services Limited
578. Pctl Automation Ltd
579. Pearly Industries Ltd
580. Pearly LLP
581. Pembe Flour Mills Ltd
582. Penny Galore Ltd
583. Pentagon Agencies
584. Pernod Ricard Kenya Ltd
585. PG Bison Ltd
586. Pharm Access Africa Ltd
587. Pharmaceutical Manufacturing Co.(K) Ltd
588. Phillips EA Ltd
589. Pipe Manufacturers Ltd
590. PJ Dave EPZ Ltd.
591. PKF Consulting
592. Plastic Electricons
593. Plastics & Rubber Industries Ltd
594. Platinum Distillers Limited
595. Polly Propelin Bags Ltd
596. Polucon Services (K) Ltd
597. Polyblend Ltd
598. Polychem East Africa Ltd
599. Polyflex Industries Ltd

600. Polythene Industries Ltd
601. Pontact Productions EPZ Ltd.
602. Powerex Lubricants
603. Premier Food Industries Ltd
604. Premier Industries Ltd
605. Premium Machinery Distributor EPZ Ltd.
606. Pressmaster Ltd
607. Pride Industries Ltd
608. Printing Services Ltd
609. Printpak Multi Packaging Ltd
610. Printwell Industries Ltd
611. Pristine International Ltd
612. Procter & Gamble East Africa Ltd
613. Proctor & Allan (E.A.) Ltd
614. Promasidor
615. Promasidor (Kenya) Ltd
616. Propack Kenya Limited
617. Property Vision (EPZ) Ltd
618. Prosel Limited
619. Protea Chemicals Kenya Ltd
620. Protel Studios
621. Punchlines Ltd
622. Pure Fry EPZ Ltd
623. Pwani Oil Products Ltd
624. Pyramid Packaging Ltd

625. PZ Cussons EA Ltd
626. Qplast Industries Ltd
627. Questa Care Ltd
628. Quite Bright Films Lifestyle (EPZ) Ltd
629. R.T.(East Africa) Ltd
630. Raffia Bags (K) Ltd
631. Rafiki Millers Ltd
632. Raiplywoods (Kenya) Ltd
633. Raiser Resource Ltd
634. Raka Milk Processes
635. Ramco Printing Works Ltd
636. Razco Ltd
637. Re- Suns Spices Ltd
638. Real Beverages EPZ Ltd.
639. Reckitt Benckiser (E.A.)Ltd
640. Red Dot Distribution EPZ Ltd
641. Red Lands Roses Ltd
642. Redington EPZ Ltd
643. Regal Pharmaceutical Ltd
644. Regal Press Kenya Ltd
645. Reliable Concrate Works Ltd
646. Reliable Electricals Engineers (Nrb) Ltd
647. Reltex Tarpaulins Africa EPZ Ltd.
648. Rentco East Africa Limited
649. Repelectric (K) Ltd

650. Revital Healthcare (EPZ) Ltd
651. Revital Healthcare EPZ Ltd.
652. Revolution Stores Ltd
653. Ricardo EPZ International Co. Ltd.
654. Richfield Engineering Ltd
655. Rift Valley Bottlers Ltd
656. Rodl & Partner Ltd
657. Rodwell Press Ltd
658. Rok Industries Ltd
659. Rosewood Furniture Manufacturers Ltd
660. Royal Garment Industries Ltd
661. Royal Garments EPZ Ltd
662. Rubber Products Ltd
663. Ruidu (Kenya) Company Ltd
664. Rumorth EA Ltd
665. Rupa Cotton Mills EPZ Ltd.
666. Rupa Mills Ltd
667. Rutuba Bio Agri & Organic
668. Sadolin Paints (E.A.) Ltd
669. Safalmitek Ltd
670. Safaricom Ltd
671. Safechem (K) Ltd
672. Safepak Ltd
673. Saj Ceramics Ltd
674. Sajan Trading EPZ Ltd.

675. Salim Wazarani Kenya Company Ltd
676. Samco Holdings Ltd
677. Sameer Africa EPZ Ltd
678. Sameer Africa Ltd
679. Sameer Agriculture & Livestock (Kenya) Ltd
680. Sameer Industrial Park EPZ Ltd
681. Sandblasting & Coatings (Kenya) Limited
682. Sandstone Africa Ltd
683. Sandton Park EPZ Ltd.
684. Sanergy
685. Sanpac Africa Ltd
686. Savannah Cement Ltd
687. Savannah Saw Mills
688. Saw Africa EPZ Ltd.
689. SBA Kenya Export Export (EPZ) Ltd
690. SBC Kenya Ltd
691. SC Johnson And Son Kenya
692. Scales & Software (K)Ltd
693. Scania East Africa Limited
694. Selecta Kenya Gmbh&Sons.KG
695. Shiv Enterprises (E) Ltd
696. Shreeji Chemicals Ltd
697. Silafrica Kenya
698. Silpack Industries Ltd
699. Silvercoin Imports

700. Silverspread Hardware
701. Simba Apparel EPZ Ltd
702. Singh Retreated (K) Ltd
703. Sintel Security Print Solutions Ltd
704. Skanem Interlabels Nairobi Ltd
705. Sketchers Design Promoters Ltd
706. Sky Foods
707. Skylight Chemicals Ltd
708. Skyline Holdings Limited
709. Smart Properties EPZ Ltd
710. Soko EPZ Ltd
711. Soko International EPZ
712. Solitaire Gems EPZ Ltd.
713. Sollatek Electronics (Kenya) Ltd
714. Soroya Motors Spares
715. Southern Engineering Co.Ltd
716. Soyana Industrial Park (EPZ) Ltd
717. Space & Style Ltd
718. Spartan Relief EPZ Ltd.
719. Specialized Engineering Co. (EA) Ltd
720. Specialized Power Systems Ltd
721. Spectrum Network Ltd
722. Spinners & Spinners Ltd
723. Squaredeal Uniforms Centre Ltd
724. St. Theresa Industries

725. Standard Rolling Mills Ltd
726. Suman Shakti EPZ Ltd
727. Summit Fibres Ltd
728. Sunland Roses Ltd
729. Sunny Processors Ltd
730. Superfoam Ltd
731. Supply base (EPZ) Ltd
732. Sweet Rus Ltd
733. Synergy Gases
734. T.S.S Grain Millers Ltd
735. Tailormade Jeanswear (EPZ) Ltd
736. Talab EPZ Ltd
737. Tana River Quarrying
738. Tarmal Wire Products Ltd
739. Taurus EPZ Ltd.
740. Techno Relief Services EPZ Ltd.
741. Thika Cloth Mills Ltd
742. Timber Treatment International Ltd
743. Top Pak Ltd
744. Top Steel Kenya
745. Transfleet EPZ Ltd.
746. Transoceanic Project Ltd
747. Transtrailers Ltd
748. Tricepts Management Solutions
749. Trust Feeds Ltd

750. Trust Flour Mills Ltd

751. Turea Ltd

752. Umoja Maintenance Centre (K) Ltd

753. Umoja Rubber Products Ltd

754. Uneeco Paper Products Ltd

755. United Aryan EPZ Ltd.

756. Unity Beverages (EPZ) Ltd

757. Universal Corporation Ltd

758. Vallem Construction Ltd

759. Vectus Kenya Ltd

760. Vermont Flowers EPZ Ltd

761. View Finders EPZ Ltd.

762. Vinepack Ltd

763. Wanainchi Marine Products(K) Ltd

764. Warengndovu Enterprises 2005

765. Wild Life Works EPZ Ltd.

766. Wildlife Works (EPZ) Ltd

767. Wold Of Kikoys

768. Wondernut International (EPZ) Ltd

769. Zeverchand Punja Ltd