



EVALUATION OF FACTORS INFLUENCING THE MANAGEMENT OF SMALL AND MEDIUM ENTERPRISES OWNED AND MANAGED BY WOMEN IN NANDI COUNTY, KENYA

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Abstract

Small and Medium enterprises play a very important role in economic growth and employment. This study was designed to evaluate the factors that influenced the management of women-owned and managed SMEs in Nandi County, Kenya. The researcher employed a descriptive study design in which the factors that were perceived to be influencing the management of women-owned and managed SMEs were described. Questionnaires were administered to 60 women in the management team of women-owned and managed SMEs. The data was collected using primary data and analyzed using SPSS. The findings indicated that the management of women owned SMEs in Nandi County was fairly good but not satisfactory (Mean rating 2.29). The management team which managed women owned SMEs in Nandi County were rarely trained but fairly well in knowledge of business management (Mean rating 1.98 and 2.11 respectively). Government policies influence on the management of women owned SMEs in Nandi County showed mean rating as 2.16. On the other hand social support was good among the women in SMEs within Nandi County. Knowledge in business management ($\rho=0.283$, $p=0.28$) and government policies ($\rho=0.275$, $p=0.033$) had a significant direct relationship with management of women-owned SME. Government policies

and training in business had a significant relationship with the performance of the management of women owned small and medium enterprises in Nandi County, Kenya. The study recommended that women engaged in SMEs be trained on business management skills and government policies.

Keywords: Capital, Enterprises, Management, SMEs, Evaluation

INTRODUCTION

Background of the Study

In biblical perspective a woman is seen in Proverbs 31 as someone who is required to be industrious who can provide for their family, and furthering career, or working to keep up with the neighbors. Her employment was secondary to true calling (Women question Ministries, 2015).

Women-owned and Managed Small and Medium Enterprises (SMEs) are business institutions whose personnel numbers fall below 10 members. Generally, Small enterprises outnumber large companies by a wide margin and also employ more people. Women-owned and managed SMEs are responsible for driving innovation and competition in many economic sectors (European Commission, 2006).

Snodgrass and Biggs (2009) assert that many country-level and microeconomic studies have assessed the importance of SMEs in the economic development and industrialization process provided the first cross-country evidence on the links of this important role they play. The study found out that there is a high connection between the country's economic growth and the high number of growing SMEs, which was a good statement by the study.

Contrary to the above paragraph, Ruth et al (2013) observed that although the general indicators reflect positive growth among women-owned businesses in terms of total business worth, turnover, still there is a problem when it comes to gross profit and number of employees, they obscured incidences of stagnation or decline in growth.

Hallberg(2011) Women-owned and managed SMEs employ up to 250 employees constituting over 60% of total employment in many countries, which shows that women-owned and managed SMEs are the emerging private sector in poor countries especially in Sub-Sahara Africa and thus form the base for private sector-led growth.

In Kenya, SMEs create employment for about 75% of the national workforce and contribute up to about 22% of the national Gross Domestic Product (GDP) (Mbithi & Mainga, 2006). But Ojera et al (2011) puts it right that due to inability to own resources such as land, low

education levels and lack of business management skills, only three out of five enterprises are able to establish themselves three years after their inception.

Statement of the Problem

Small and medium enterprises play a very important role in economic growth and employment. According to the Kenya National Bureau of Statistics (2007) over 70% of the SMEs in Kenya are prone to fail. In general SMEs play a very critical role in every economy ranging from, employment, and source of income, empowerment and alleviation of poverty. These great benefits are always realized for a short time after which SMEs experience a total stagnation or collapse.

There could many reasons as to why women owned and managed SMEs could be facing management challenges. But the present study perceived that evaluation of the women's training in business, knowledge of business management, awareness of government policies and influence of culture in management of women-owned and managed SMEs in Nandi County could solve the problem.

Research Questions

This study was guided the following research questions:

1. How are women-owned SMEs managed in Nandi County?
2. To what extent are the women entrepreneurs trained in business management in Nandi County, Kenya?
3. What is the knowledge of women entrepreneurs on business management in Nandi County, Kenya?
4. What is the evaluation rating of women entrepreneurs on the government policies that influence the management in Nandi County, Kenya?

THEORETICAL FRAMEWORK

The Theory of the Agency Cost

Agency cost theory explains the costs which are incurred due to conflicts of interest among SMEs shareholders, managers and debt holders Jensen(2011). For SMEs, conflicts between shareholders and lenders may be experienced to be influencing its management severely. SMEs are likely to have more cumulous possession and generally, the SMEs shareholders often run the firm, which decreases the conflict of interest between shareholders and managers. Therefore, no or few SMEs problems were there. As a result of that, the lower the agency problem, the lesser the debt the SMEs has in their capital structure. A study on

Ghanaian SMEs showed that short-term debt constituted a relatively high proportion of total debt of Ghanaian SMEs. SMEs with lower portions of fixed assets in their total assets are likely to encounter difficulty accessing long-term debt capital because of their inability to produce the required collateral. Thus, the ability to provide collateral still remains a determining factor for SMEs access to long-term credit in Ghana. An agency cost is an economic concept concerning the cost to a principal who may be an organization, person or group of persons, when the principal chooses or hires an "agent" to act on its behalf. Because the two parties have different interests and the agent has more information, the principal cannot directly ensure that its agent is always acting in its best interests (Joshua & Nichols, 2009).

Trade-Off Theory

Trade-off theory asserts that a firm's optimal debt ratio is determined by a trade-off between the bankruptcy cost and tax advantage of borrowing, for instance borrowing by SMEs (Scott, 2007). Higher profitability decreases the expected costs of distress and let firms increase their tax benefits by raising leverage. SMEs would prefer debt over equity until the point where the probability of financial distress starts to be important and thus the performance. The type of assets that SMEs has determines the cost of financial distress. For instance, if SMEs invests largely in land, equipment and other tangible assets, it will have smaller costs of financial distress than a firm relies on intangible assets, this is influenced by poor management leading to poor performance. So for debt financing, SMEs must provide some kind of Guarantees materialized in collateral. But SMEs see as a risky because they have higher probability of insolvency than large firms.

Conceptual Framework

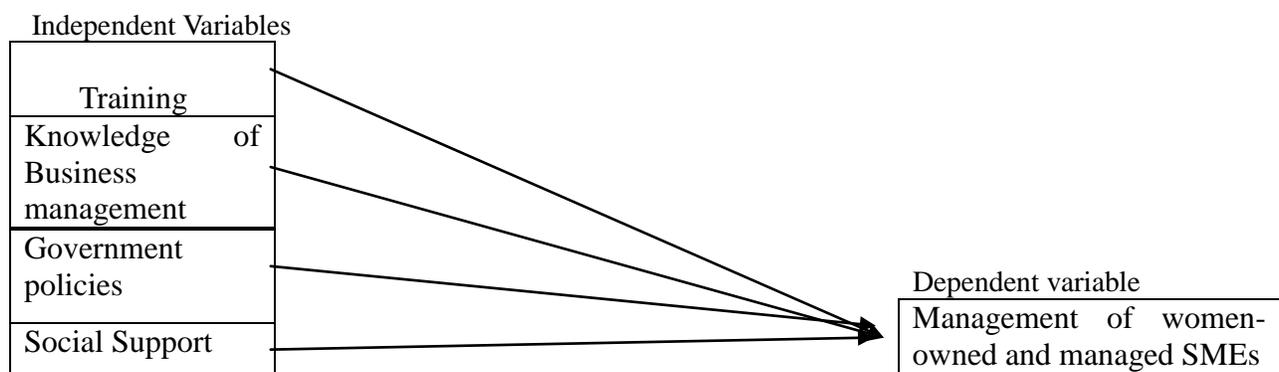


Figure 1: Conceptual framework of the study.

REVIEW OF RELATED LITERATURE

Formation of SME

The SME industry in Kenya is characterized by the employment of between 50 to 200 employees and capital assets of a substantial amount of about Ksh.2 million (excluding property). There is no standard definition of SME in Kenya. Lenders definitions vary, but typically they define SMEs as businesses with six to 50 employees or with annual revenues less than 50 million Kenyan shillings. Their size and credit demand have outgrown the capacity of microfinance institutions, which offer small, short loans via group-lending methodologies, while the capacity of the SME risk profile combined with the lenders,, lack of sophisticated risk assessment techniques makes many of them appear undesirable as credit customers for business banking (GOK, 2009).

Training of the Management

Training is an important factor in the management of SMEs. A study done in five countries outside Africa stated that a knowledge-based economy, firm-level investments in the upgrading of training and skills was thought to be one of the keys to growth. In the new economy era, fast-changing technologies and globalizing economies were putting increased pressures on firms to reorganize their structures to enhance adaptability and flexibility. That study stated that that was true for large as well as small firms, whose performance was increasingly dependent on a managerial structure, which was decentralized, participatory and adaptive. According to the study on high-growth SMEs, good management was vital for better performance Ellsrott (2007).

According to Storey(2005) training and development cut failure rates of women-owned and managed SMEs by half – all other things being equal and failure rates could fall from one in three in the first three years to one in ten where training was undertaken. The study found out those smallest firms which were the least likely to last more than five years if there was no training of its management.

In Kenya, women enterprises face a unique socio-economic obstacle in running their businesses to an extent that their enterprises are likely to perform poorer compared to those run by their male counterparts Musinga (2010) Granted this, women-run enterprises would tend to create fewer jobs and experience higher failure rate or retardation than men-run ones due to management constraints.

Furthermore, entrepreneurship training programs were too general in scope and do not offer a growth strategy orientation, and therefore did not meet the need for women-owned and managed SMEs. Many of them focus on the start-up process with very limited effort on the part

of the training providers with regard to doing any post-training follow-up. In addition, women tend not to use supporting government programs including the training programs provided (Langowitz & Minniti, 2007).

Government Policies

In Kenya, achieving gender parity and empowering women in SMEs are given emphases in the Medium Term as explained by Vision 2030 where enterprises are identified as one of the key drivers of socio economic transformation. Women Enterprise Development Fund was established in order to foster the creation of enterprises ventures among women in Kenya. While there has been slight research in Kenya that has directly considered the management of female-owned firms, that which has been undertaken provides clear evidence that female owned enterprises do not lack the competence to run successful enterprises, they simply lack the initial resources. Effort has been expended on encouraging women to engage in SMEs, an understanding of the effects of credit financing from Microfinance Institutions (MFIs) on their business performance, readiness and the challenges they face in growing their businesses become overbearing, GOK (2011).

RESEARCH METHODOLOGY

Research Design

This research employed a descriptive-correlational study design where the characteristics of women-owned and managed SMEs in Nandi County were undertaken.

Population and Sampling

(Mugenda and Mugenda, 2013) having met the required standard to participate in the study, the study used only 30% of the 70 that means 21 of the SMEs participated and accordingly three respondents from each SME are making a total of 63 respondents. The study employed simple random sampling to select 21 out of 70 SMEs to participate in the study.

Data Collection and Analysis

The data was collected using primary data where questionnaires were administered to 60 women in the management team of women-owned and managed SMEs. And, data was analyzed using descriptive and inferential statistics with the help of SPSS.

ANALYSIS AND FINDINGS

Table 1: Respondents' Age

Age	Frequency	Percent
20-29 years	14	23.3
30-39 years	18	30.0
Valid 40-49 years	19	31.7
50 years and above	9	15.0
Total	60	100.0

Table 1 shows the demographic profile of respondents who participated in the study about factors that influenced women owned and managed SMEs in Nandi County, Kenya. Sixty women participated in the study. From the data, it was revealed that 23.3 percent fell between the ages of 20-29 years, 30.0 percent fell between age brackets 30-39 years, 31.7 percent were of ages between 40-49 years and above 50 was 15.0 percent. This data concluded that majority of the women management in women-owned and managed SMEs in Nandi County were between the age brackets of 30-49 years making a cumulative percentage of 61.7 percent.

Table 2: Level of Education

	Frequency	Percent
Primary school	19	31.7
Valid High school	28	46.7
University	13	21.7
Total	60	100.0

Table 2 shows that the who women own and managed the business with the percentage of 31.7 are primary school leavers, and high school leavers are 46.7 percent and university form 21.7 percent. This showed that majority of the managers in women owned and managed SMEs in Nandi County were high school graduates and had not gone to any college of management after high school. Due to that level of education, it might have compromised their management of women owned and managed SMEs in Nandi County.

A study by Gichuki (2014) found out that all the women enterprises had attained formal education with majority (43.6%) having attained secondary education. Results also revealed that Ordinal logit regression model (OLR) had Pseudo R² of 60.2% and 49.3% which was above the statistical threshold of 20%. This implied that the selected factors: income, credit and education level of the respondents influenced positive changes in the net profits and capital of Small and medium Enterprises (SMEs). Based on the study findings, Village Saving and Credit Associations were identified as one of the effective strategies that could enable more women enterprises in the rural and urban areas to access affordable credit.

Table 3: Years in Business

		Frequency	Percent
Valid	1-2 years	4	6.7
	3-4 years	15	25.0
	5-9 years	38	63.3
	10 years and above	1	1.7
	Total	58	96.7
Missing	System	2	3.3
Total		60	100.0

Experience in management is very important in management and success of women-owned and managed SMEs. This was the reason why this study developed the items specifically to find out the experience of women management teams within Nandi County. From the data in table 3, 36.7 percent had been in business for 1-2 years, 25 percent had been in business for period between 3-4 years, while 63.7 percent had been in business for a period of 5-9 years and 1.7 percent had persisted in business for a period of over 10 years. Hence this study concluded that majority of the respondents had been in women owned and managed SMEs management in a period of 5-9 years.

In the next sections, the following scale of interpretation of the mean was used:

2.50 – 3.00	Agree/High/Excellent
1.50 – 2.49	Slightly agree/Good
1.00 -1.49	Disagree/Below average/Poor

Management of Women-owned and Managed SMEs

Research question 1. How are women-owned and managed SMEs managed in Nandi County?

Table 4: Management of Women-owned and Managed SMEs in Nandi County

Descriptive Statistics			
	N	Mean	Std. Deviation
Our SME has a management board	58	2.47	.821
Our SME board comprises of the chairman treasurer and the secretary.	60	2.78	.585
There is always a member who oversees the entire management of the enterprise	60	2.63	.610
There is a regular auditing of the transactions in our SME	57	2.30	.731
Our members usually receive a report of the progress of our SME.	58	2.17	.798
There are records of all transactions of our SME since its inception	60	2.22	.739
We have a employed an expert to help us manage our SME	56	1.96	.873
My SME keeps the records of every transaction	59	2.24	.837
My SME invites external auditors	60	1.82	.873
Valid N (list wise)	49		

The mean rating for this item was 2.47, meaning that the SMEs in Nandi County slightly agreed with the statement that they had management boards. Women management boards slightly agreed that their SMEs boards comprised of the chairpersons, treasurers and the secretaries (Mean=2.78). Suggesting the presence of the management team among women owned and managed SMEs in Nandi County. The management of the women owned and managed SMEs in Nandi slightly agreed that (mean=2.63) that there was always a member who oversaw the entire management of the enterprise. This is a sign of presence of an organized business among the women owned and managed SMEs in Nandi County. Rarely did the women engaged in women owned and managed SMEs in Nandi county had a regular auditing of the transactions in their SMEs (mean 2.3) this was a sign that irregular auditing was carried out among women owned SMEs in Nandi County, hence might have contributed to poor

management. Rarely did the members receive a report of the progress of their SMEs in Nandi County (mean=2.17). It is up to the members to find out the report by themselves and not that there is a regular report. This is an indication that there is a mismanagement of women owned SMEs in Nandi County. Rarely do the women keep the records of the women owned since its inception (mean=2.22). This is an indication that many women SMEs may be temporary because the records since inception are rarely present. Furthermore many women owned SMEs rarely employ an expert to help manage our SME (mean of 1.96). Rarely do the women managing women owned SME keep the records of every transaction. The mean rating of 2.24 again that was a sign of poor management since profit can only be realized of women owned SMEs and managed in Nandi County. The management of women owned SMEs in Nandi County rarely invited external auditors. The mean rating for this item was 1.82.

Table 5: Management of Women-Owned SME: Overall Mean

Descriptive Statistics			
	N	Mean	Std. Deviation
MANAGEMENT OF WOMEN-OWNED SME	60	2.2903	.20445
Valid N (list wise)	60		

Table 5 shows the overall descriptive statistics of the state of management of women owned SMEs in Nandi County. The data revealed that the mean rating was 2.29. Using the table of interpretation, it shows the management of women owned SMEs in Nandi County was fairly good.

Training in Business Management

Research question 2. To what extent are the women enterprises trained in business management in Nandi County, Kenya?

The descriptive statistics in table 6 shows that women rarely agreed that their SMEs comprised of women who were trained in business management with a mean rating of 1.5. This was a clear indication that women who were in SME were not trained. As evidenced in their demographic profiles, majority of the respondents were from four leavers. To add on this, women rarely attended business management trainings. The item was rated 1.95. And more on this, they rarely apply the knowledge we acquire from trainings in the management of our SME (mean was 2.33).

Table 6: Training in Business Management of Women Enterprises

Descriptive Statistics			
	N	Mean	Std. Deviation
Our SME comprises of women who were trained in business management	60	1.50	.597
I have attended business management trainings	60	1.95	.594
We always apply the knowledge we acquire from trainings in the management of our SME	60	2.33	.816
*Business management training is not important in managing our SME	60	2.03	.610
Our managers attend seminars on SME management	60	2.02	.792
Our management team carries out regularly promotion seminars to improve the number of customers.	59	2.10	.781
Valid N (list wise)	59		

They see training as something not very important to the success of the management of their SMEs. Managers also rarely attend seminars on SME management (mean rating was 2.02). The respondents did not see any importance seminars on management of SMEs. And finally they rarely carry out regular promotion seminars to improve the number of customers in their SMEs. This was a very important factor that might have contributed to poor management of women owned SMEs in Nandi County. Their management teams did not attend any seminars, lacked basic educational training and they rarely carried out promotion campaigns to improve the number of memberships on their SMEs

Table 7: Training in Business Management

	N	Mean	Std. Deviation
TRAINING IN BUSINESS MANAGEMENT	60	1.9772	.24865
Valid N (list wise)	60		

The overall descriptive statistics on training of women owned and managed SMEs management team was 1.98. This mean indicated that the management team in which manages women-owned and managed SMEs in Nandi County are rarely trained. This was a major issue revealed in this study, that negatively influenced the success of women owned SMEs and managed in Nandi County. If women who managed the business were not trained, they could not track the progress of the business and even when loses were incurred, they might not be in a position to realize in time, in order to take necessary measures to deal with losses. The exposure into world of technology requires someone who has undergone some basic training in business management. On the contrary women in women-owned and managed SMEs in Nandi County lack the basic fundamental training.

Knowledge of Women Enterprises on Business Management

Research question 3. What is the knowledge of women enterprises on business management in Nandi County, Kenya?

The third research question of the study was to find out the knowledge of women enterprises on business management in Nandi County, Kenya. Based on table 8, the data revealed that women enterprises rarely considered that it was important to keep records of every transaction, mean rate was 2.18. Sixty women in management team participated in the study.

Table 8: Knowledge of Women Enterprises on Business Management

Descriptive Statistics			
	N	Mean	Std. Deviation
It is important to keep records of every transaction	60	2.18	.813
A regular internal auditing is necessary for our SME.	59	2.29	.767
Inviting external auditors improves transparency and accountability	57	1.84	.862
Our management team is always open to show the procedure of every transaction in my SME	59	2.32	.730
Our management team adopts any new important technology that can improve the efficiency of SME management	60	2.10	.630
We know how to manage risk arising from financial mismanagement	59	1.90	.736
Valid N (list wise)	54		

Women did not see the importance of keeping the records of the transactions .That greatly affected their success as enterprises in Nandi County. A business without records is not successful business. To improve the success in Nandi County, women business knowledge awareness should be carried out. With a mean rate of 2.29, women in Nandi County did not agree strongly on the importance of regular internal in their SME. They found out that not always required to carry out an internal auditing. A business lacking internal auditing is a failed business because there are kinds of transactions which bring little profit and may not go far in success or their objectives and short lived. The same respondents agreed that inviting external auditors rarely improved transparency and accountability. They do not see any value of inviting auditors. The auditors rarely improved transparency in their business, mean rating was 1.84. The management team was rarely open to show the procedure of every transaction in women owned SME in Nandi County. Mean rating was 2.32, though the rating was a bit higher as compared to other items, still in the table of interpretation, statistically they rarely agreed with the statement. Therefore it could be concluded that the management team was not always open to the members on matters that pertain to the transactions in the business. This may create suspicion and always mistrust in business severely affecting the management and ultimately success. When asked whether the management team adopted any new important technology that could improve the efficiency of SME management, women responded with a mean rating of 2.10, indicating that they rarely adapted to the new technology. The present world is even moving to e-business and if these women take long or rarely adopt new technology; their business may be easily out-dated and end up in financial crisis. The same respondents were good on how to manage risk arising from financial mismanagement. The mean rating was 1.90.

Table 9: Knowledge on Business management

Descriptive Statistics			
	N	Mean	Std. Deviation
KNOWLEDGE IN BUSINESS	60	2.1056	.29331
MANAGEMENT			
Valid N (list wise)	60		

The average rating on knowledge in business management was 2.11. This indicated that women management teams were fairly good in knowledge of business management. They were average though majority was high school graduates.

ILO (2008) added that the key factors that affect women enterprises' performance especially in developing continents like Africa are: vulnerability of women to adverse effects of

trade reform; restraints with regard to assets (land); lack of information to exploit opportunities; and Poor mobilization of women enterprises; lack of management skills; lack of awareness among young women of 20 enterprises as a career option; conflicting gender roles; gender inequality inappropriate technology; and constraints at the legal, institutional and policy levels .

Evaluation Rating of Government Policies

Research question 4. What is the evaluation rating of women enterprises on the government policies related to the management of SMEs in Nandi County, Kenya?

Table 10: Evaluation Rating of Women Enterprises on the Government Policies Related to the Management of SMEs

Descriptive Statistics			
	N	Mean	Std. Deviation
The government of Kenya offers loans to our SME according to the policy	60	2.23	.745
Women- owned SMEs in Kenya has higher chance of access to loans and grants as per the stipulated policy.	60	2.33	.705
The government assigns auditors as per the policy to help SMEs audit their management	60	2.13	.700
The government organizes seminars and invite women to learn about policies from the government financial lending institution of women-owned SME	60	2.15	.777
Before awarding of the loans the lending institution lists all the policies and even hand a copy to women engaged in SMEs.	60	1.97	.712
Valid N (list wise)	60		

Table 11: Government Policies: Overall Mean Rating

Descriptive Statistics			
	N	Mean	Std. Deviation
GOVERNMENT POLICIES	60	2.1633	.34639
Valid N (list wise)	60		

Table 11 shows an overall statistic of all items on how government policies influenced management of women owned and managed SMEs in Nandi County. The mean rating was 2.16. This was an indication that government policies were not well stipulated or awareness of government policies were low. These policies influenced a lot on the progress of the women owned SMEs in Nandi County especially in terms of loan repayment

Social Support

Research question 5. What is the social support experienced by women enterprises in Nandi County, Kenya?

Table 12: Social Support

	N	Mean	Std. Deviation
The community I come from is in agreement with women owning a business and managing their own enterprise.	60	2.05	.675
When I borrow my loan, my husband allows me to manage and spend independently and buy what I would like to.	60	2.22	.691
*My SME business would perform well if not other responsibilities I have been assigned by my family.	60	2.08	.696
The society I live in view positively the empowerment of women through SMEs and do encourage women to participate	60	2.05	.723
My community support women to engage in SMEs activities.	59	1.75	.779
My relatives supports my husband to use our properties to be a security when I borrow loans from SMEs	60	2.10	.858
My family members are always ready to offer me technical advice on SME management.	60	2.18	.813
Valid N (list wise)	59		

Table 12 shows descriptive statistics about the social support experienced by women enterprises in Nandi County, Kenya. The researcher administered the questionnaire in Nandi County to find out their rating on the social support they receive from the community. Women tend to agree that the community they came from was in agreement with women owning a business and managing their own enterprise. The agreement to this item was not very strong but good (mean was 2.05). Additionally, the husbands allowed women to manage and spend independently and bought what they would like to (mean, 2.22) this was a fairly good rating. Women also rarely agreed that their SME business would perform well if not other responsibilities had not been added unto them like family (mean, 2.08). On the other hand, the society in which women live in, rarely view positively the empowerment of women through SMEs and do encourage women to participate (mean, 2.05). This still, tends to agree on the supported on the empowerment of women. With the mean rating of 1.75, the community they come from rarely support women to engage in SMEs activities in Nandi County. This was low rated low indicating that women received little positive support from the community. There was a fairly high rating on item about the relative's supports on husbands to use their properties to be a security when women borrow loans from SMEs. This was fairly good agreement. Indicating a good family support on the acquisition of loans, with a mean of 2.10. Finally family members were always tending to offer women technical advice on SME management (mean rating, 2.18). A good support from the family member was always available on women who engage in SMEs.

Table 13: Social Support: Overall Mean Rating

	N	Mean	Std. Deviation
SOCIAL SUPPORT	60	2.0389	.26236
Valid N (list wise)	60		

Table 13 is a summary of the descriptive statistics all the items on social support. In Summary, it can be concluded that the average mean rating was 2.04. Indicating that there was a fairly good social support received by women who are engaged in women owned SMEs in Nandi County, Kenya.

Moreover, this study differs with this study which says that the business success is depends on the support the family members extended to women in the business process and management. The interest of the family members was a determinant factor in the realization of women folk business aspirations. Another argument was that women enterprises had low-level management skills. They had to depend on office staffs and intermediaries, to get things done,

especially, the marketing and sales side of business. Here there was more probability for business fallacies like the intermediaries take major part of the surplus or profit. Marketing means mobility and confidence in dealing with the external world, both of which women have been discouraged from developing by social conditioning. Even when they are otherwise in control of an enterprise, they often depend on males of the family in this area (Penrose, 2006).

Relationship between Variables

Research question 6. Is there a significant relationship between the management of women-owned and managed SMEs and the following variables?

- a. Training in management
- b. Knowledge of business management
- c. Evaluation rating on government policies
- d. Social support

Table 14: Correlation Analysis

		TRAINING IN BUSINESS MANAGEMENT	KNOW-LEDGE IN BUSINESS MANAGEMENT	GOVERN- MENT POLICIES	SOCIAL SUPPORT
MANAGEMENT OF WOMEN-OWNED SME	Pearson	-.175	.283	.275	-.055
	Sig. (2-tailed)	.180	.028	.033	.677
	N	60	60	60	60

*Correlation is significant at the 0.05 level (2-tailed).

In the study, a correlation analysis was done to find out if there was a significant relationship between, management of women owned and managed SMEs and the following, training in business, knowledge in business management, government policies and social support. The output showed that training in business management ($r=-0.175$) and social support ($r=-0.055$) did not have a significant relationship with management of women-owned and managed SMEs. Knowledge in business management ($r=0.283$, $p=0.028$) and government policies ($r=0.275$, $p=0.033$) had a significant relationship with management of women-owned and managed SMEs. Women who had knowledge in business management and who had high evaluation rating of government policies related to the management of SMEs tend to manage their enterprises better in Nandi County, Kenya.

Roomi (2015) asserted that women experiencing stagnation in business was due to lack of access to, and control over such resources as, capital, business premises, information and technology, production inputs, appropriate childcare, qualifications, experience, training facilities and appropriate assistance from business development agencies. Non-effective accumulation and use of social capital hinders access to appropriate decision-making circles, and limits the probability of accessing critical management and financing resources, especially through the venture capital industry.

CONCLUSIONS

1. Management of women owned SMEs in Nandi County was good.
2. The management team in which women managers women-owned and managed SMEs in Nandi County were rarely trained.
3. Women management team was good in knowledge of business management.
4. Government policies were not well stipulated on awareness of government policies.
5. In addition there was a good social support received by women who were engaged in women owned SMEs in Nandi County, Kenya

RECOMMENDATIONS

1. Women who are engaged in SMEs management are advised to seek for training on management of business.
2. Government policies seem not to be meeting the demands of women who are engaged in SMEs. The policies do not address issues like related to lending or women are not aware about the policies stipulated

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