# The Strategic JOURNAL Of Business & Change MANAGEMENT

ISSN 2312-9492 (Online), ISSN 2414-8970 (Print)



www.strategicjournals.com

Volume 12, Issue 2, Article 066

INNOVATIVE PRACTICES AND PERFORMANCE OF WOMEN ENTREPRENEURS IN KIBRA, KENYA

Wagura, Faith Muthoni & Dr. Dennis Juma, PhD



Vol. 12, Iss.2, pp 1143 – 1165, May 17, 2025. www.strategicjournals.com, © Strategic Journals

# INNOVATIVE PRACTICES AND PERFORMANCE OF WOMEN ENTREPRENEURS IN KIBRA, KENYA

# Wagura, Faith Muthoni<sup>1</sup> & Dr. Dennis Juma, PhD<sup>2</sup>

<sup>1</sup> Master Student, Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya <sup>2</sup> Lecturer, Jomo Kenyatta University of Agriculture and Technology, Nairobi, Kenya

# Accepted: May 5, 2025

#### DOI: http://dx.doi.org/10.61426/sjbcm.v12i2.3256

#### ABSTRACT

This study aimed to examine the influence of innovative practices employed by women entrepreneurs and how these impact on the performance of their businesses in Kibra, Kenya. Specifically, the study sought to determine the influence of product, technological, market innovations and process innovations on the performance of women enterprises. The study was informed by four key theories which were diffusion of innovation theory, competencybased theory, and resource-based theory and the technology acceptance theory. The study will adopt a descriptive research design to collect and analyze the research data. The target population was the 116 registered women businesses in Kibra where the women managers or owners in these firms were the units of observation. A census was adopted where all the registered businesses were surveyed. A structured questionnaire was used and was administered through drop and pick method. The collected data was analyzed through quantitative approach (descriptive and inferential statics) and qualitative approach (content analysis). For the quantitative approach, the quantitative data was analyzed using SPSS software. The descriptive statics that were captured included the percentages; frequencies, means, standard deviations and Z-scores. Inferential statistics on the other hand were used to explain the statistical relationship between variables. The main inferential statistics used included ANOVA, R-Square  $(R^2)$ , regression coefficients and P-values. Content analysis will be used for qualitative data collected through open-ended questions. The regression results showed that independent variables had significant value less than 0.05 implying that they are all significant. From the results, it showed that holding all factors constant at zero, the change in performance of women enterprises would be 1.858. Further, the regression results showed that a unit change in technological innovation, on average, would lead to 0.304-unit change in performance. Further, regression results showed that a unit change in process innovation, on average, would lead to 0.131-unit change in performance. A unit change in product innovation, on average, would lead to 0.121-unit change in organizational performance and a unit change in market innovation, on average, would lead to 0.104-unit change in performance. The study recommends that product innovation should be encouraged as it can lead to enhanced quality control measures, reduced errors, and improved consistency in output. It also recommends that women businesses should harness knowledge, expertise, and resources to develop innovative solutions that solve problems, improve efficiency, drive progress, and deliver value.

**Keywords:** Market Innovation, Process Innovation, Product Innovation, Technological Innovation, Revenue enhancement.

**CITATION:** Wagura, F. M., Juma, D. (2025). Innovative practices and performance of women entrepreneurs in Kibra, Kenya. *The Strategic Journal of Business & Change Management*, 12 (2), 1143 – 1165. http://dx.doi.org/10.61426/sjbcm.v12i2.3256

## INTRODUCTION

Subedi (2021) observes that entrepreneurial performance is a construct evolved from organizational theory and strategic management. Ghiyasi (2019) suggested some positive effect variables (elsewhere, changes in employee strategic insight, behavior. energetic work environment and supportive environment) and the positive impact organizational performance variables (change in employee behavior, create a work environment filled with energy and environment protection).

Currently, the goal of every organization is to survive and maintain its entity by improving its performance. Consequently, the role of the leader in ensuring excellent organizational performance must be considered (Megawaty et al, 2022). Through the results of his empirical studies, Kasanagottu (2017) noted that the innovation dimension has the strongest effect on entrepreneurship performance, followed by the dimension, market capital dimension, the cooperation team member dimension, and the environment dimension. The hypothesized path relationships between dimensional factors and entrepreneurship performance are statistically significant. Kivuitu and Karugu (2020) noted that SMEs need to embrace the entrepreneurial orientation dimensions, innovativeness, risk taking, and pro-activeness to increase business performance. Entrepreneurs need to consider risktaking to effectively and successfully respond to the dynamic environments that require organizations to increase decision-making speed. Entrepreneurs should be innovative and develop new products ahead of their competitors.

A driving force for a competitive market in the present turbulent environment is innovation. Introducing new products and services are at the nucleus of economic growth and development. Accordingly, the values approached by innovations shows potential circumstances that uncovered new ways of doing things or new products and processes that add benefits to economic fortunes (Okechukwu & Okoronkwo, 2018). It is therefore, the importance of understanding the innovation competencies for integrated ser-vice is necessary and is becoming more relevant as an engine of economic growth under the global change (Manders, de Vries & Blind, 2016). This concept has been investigated through different approaches rang-ing from product, process, market and organization (Baker, 2016). Growing interest to innovation inclines companies to differentiate the value of existing products and services (Nybakk & Jenssen, 2015). The now prevalent view is that small and medium enterprises become industry leaders by conducting research and development (R&D) leading to innovations deployment in their production technologies or the products they provide (Gomes & Wojahn, 2017). This has led to a more particular focus on the role played by innovations deployment in relation to the productive processes and the growth of SMEs.

Effective innovation influences growth and sustains firm performance as it fosters and encourages creativity and innovative practices internally within the organization. Gereffi and Lee (2016) revealed that innovation practices had a positive effect on the performance of SMEs in Australia.

A firm's innovation performance depends on the opportunities provided by its external environment. This implies that SMEs become very competitive in an emerging market when they give importance to innovative activities that build their reputation in the market environment. Essentially, the key reason for innovativeness is the desire of firms to obtain increased business performance and increased competitive edge. According to Oke (2015), innovation affects business performance in Small and Medium-Sized enterprises (SMEs) in an up-andcoming market in Nigeria. The 200 SMEs in Nigeria adopted innovation, and the findings revealed that there was a high correlation among factors used to measure innovation and market innovations; administration innovations have positive а influence on firm performance.

SMEs adopt innovations to improve their overall performance and sustainable competitive advantage. Currently, the Kenyan government promotes the growth of SMEs due to their contribution to economic development. SMEs having small structures apply innovative strategies more easily since decision-making is easier compared to larger firms. Ngunjiri (2017) investigated the effect of innovations on the financial performance of SMEs in Nairobi County, Kenya. The study revealed that product/service innovation, process innovation, and market innovation contributed financial performance of manufacturing SMEs in Nairobi County.

Small and medium businesses have several advantages over large companies, including innovation, job opportunities, and flexibility. However, these businesses may face financial, marketing, production, research, and development constraints due to their low resource size and structural features (Megawaty *et al*, 2022).

Hajar (2015) widely defines SMEs in terms of their characteristics, which include the size of capital investment, the number of employees, the turnover, the management style, the location and the market share. The country context plays a significant role in determining the nature of these characteristics, especially the size of the investment in capital accumulation and the number of employees. For developing countries, small scale generally means enterprises with less than 50 workers and medium sized enterprises would usually mean those that have 50-99 workers (OECD, 2015).

Organizational performance refers to the actual output or results of an organization as measured against its intended goals. Performance refers to the extent to which organization's goals and objectives are achieved efficiently and effectively (Mwangi, 2019). Small business growth is a complex and multidimensional in scope and character. It includes the convergence of ambition owner/manager, competence, internal factors organization, the resources and infrastructure, external relations and networking (Sarwoko, 2013).

Performance can take many forms depending on who and what the measurement is intended for. There are various measures of performance, including financial and non-financial measures. Most of these measures make use of the financial statements. Financial statement analysis seeks to evaluate management performance in several areas, including profitability, efficiency, and risk (Tavassoli & Karlsson, 2015). Microfinance performance can take many forms depending on what the stakeholders are interested in. Different stakeholders require different performance indicators to enable them to make informed decisions.

## **Statement of the Problem**

Entrepreneurial activities are important factors in creating and increasing employment opportunities and fuelling economic growth. Entrepreneurship is an important source of job creation and opening career opportunities for both women and men. However, women are less likely to have successful enterprises or businesses than men (Aliyu et al, 2020). This has been an important topic of discussion among researchers. Loan et al (2023) evaluated the relationship between factors and the business performance of women-owned small and medium enterprises (SMEs) in Vietnam, focusing on the dimensions of entrepreneurial orientation factors such as innovation, risk-taking and proactiveness. Hanafi (2013) addressed entrepreneurial orientation and business performance of women-owned Small and Medium Enterprises in Malaysia.

Aliyu *et al* (2020) discovered that women participate more in the micro business (informal sector), constituting 42.1% of the ownership structure. Their performance constitutes 13.57% in the formal sector as against the male entrepreneurs at 86.43%. Their poor performance and contribution are a result of the constraints they face. Alene (2020) studied determinants of performance of women entrepreneurs. Alemneh

(2019) looked at factors affecting the performance of women entrepreneurs in MSEs in Ethiopia. Terefe (2020) also studied determinants of performance of women entrepreneurs in Micro and Small Enterprises in Ethiopia.

Empirical studies indicate conflicting results on the various factors that affect the performance of SMEs in the insurance sector. A study conducted by Mazviona, Dube and Sakahuhwa (2017); Kimani and Njuguna (2016) found positive correlation between entrepreneurial innovation aspects and firm performance. On the other hand, Canh, Liem, Thu and Khuong (2019) found that innovation was not a key aspect in firm performance. The review herein shows discrepancies on the role played by innovation on firm performance. Moreover, the studies have different contexts where some have focused on other industries and do not specify the aspects of innovation under consideration. It is against this backdrop that the current study seeks to fill the existing contextual, conceptual and methodological gaps by assessing the influence of innovative practices on the performance of women enterprises in Kenya.

# **Objectives of the Study**

The general objective of this study was to analyze the influence of innovative practices on the performance of women's enterprises in Kibra. The specific objectives that guided this study were:

- To determine the influence of product innovation on the performance of women's enterprises in Kibra.
- To assess the influence of technological innovations on the performance of women's enterprises in Kibra.
- To examine the influence of market innovations on the performance of women's enterprises in Kibra.
- To establish the influence of process innovations on the performance of women's enterprises in Kibra

# LITERATURE REVIEW

#### **Theoretical Review**

The study was guided by diffusion of innovation theory (DOI), resource-based view, and competency-based theory.

# **Diffusion of Innovation Theory**

Diffusion of Innovation Theory (DOI) was developed by Rogers in 1962. The Diffusion of Innovation Theory (DOI) approach has its primary focus on how potential adopters perceive an innovation in terms of relative advantage/disadvantage; hence, some of the factors of the DOI approach help form a framework: innovativeness, complexity, compatibility, and relative advantage (Anderson, 2016). The theory assumes that firms that intensely use a particular technology are often prime candidates for early adoption of the next generation of that technology, and improve competitiveness in the market.

The diffusion of innovations approach in this study is important to understanding the dynamics at play in the adoption and use of innovations in SMEs. Discourses focusing are on adoption by organizations and also by individuals (Edler & Yeow, 2016). These two types of adoption both play a role when investigating the diffusion and adoption of innovations by SMEs. After all, in SMEs many of the primary decisions are made by the owner-manager. The SMEs' decision to adopt technology becomes and intertwined with personal perceptions attitudes of the owner-manager towards that technology to improve product processing and delivery to the customer. Diffusion in SMEs is largely by way of interpersonal/inter-firm networks.

# **Competency-Based Theory**

Competency-based theory was developed by Hooley, Saunders and Piercy (2008). The theory assumes and expresses competencies as behavioral skills of individuals with technical knowledge that act as indicators of success in an organization. Competence-based Strategic Management is a way of thinking about how companies gain high performance for a substantial time (McAdam & Keogh, 2014). Advanced as a theory in the early 1990s, competence-based strategic management theory explicates how firms can develop sustainable competitive advantage structurally and systematically. It is an integrative strategy theory that integrates organizational, economic, and behavioral concerns in a context that is dynamic, systemic, cognitive and holistic (Calantone, Cavusgil & Zhao, 2013). This theory defines competence as the ability to sustain the synchronized deployment of resources in ways and means that assist enterprises in creating and distributing value to customers and stakeholders.

Organizational learning capability can be defined as the ability of an organization to process knowledge, that is the ability to create, acquire, transfer and integrate knowledge and, also, to modify the behavior to reflect the new cognitive situation, with the aim at improving organizational performance (Forés & Camisón, 2016). Organizational learning capability acts as a facilitator of organizational learning process understood as the organization tangible and intangible resources, as skills that act as a way of promoting competitive advantage, and that allows the organizational learning process (Calantone, Cavusgil & Zhao, 2012). For Hislop, Bosua & Helms, (2018), the ability of organizational learning is understood as the organization ability to absorb and transform new knowledge and apply it to the development of new products with competitive advantage and high production speed.

Most women enterprises achieve share competencies like passionate, risk-taking, confidence, determination, disciplined, visionary, decision-making, and leadership through learning culture. Learning culture influence attitudinal, behavioral, and managerial competencies in small and medium enterprises, focus on achievement or results-orientation, attainment of interpersonal and team-building, and SMES focus and achievement, planning, and power clusters and interpersonal, and enterprise personal, competencies that influence innovativeness in small and medium enterprises.

#### **Resource Based Theory**

The resource-based view (RBV) has its roots in Edith Penrose's work in the late 1950s, The RBV model was largely introduced to the field of strategic management in the 1980s (Costello, 2019). In the RBV of the firm, a firm's performance is affected by firm-specific resources and capabilities (Costello, 2019). According to the resource-based view (RBV), a firm may be perceived as an aggregation of resources, which are translated by management into strengths, and weaknesses of the firm (Ansoff, Kipley, Lewis, Helm-Stevens & Ansoff, 2019). RBV holds that companies gain sustainable competitive advantages by deploying valuable resources and capabilities that are inelastic in supply (Gurhan, Gunduz, Kemal & Lutfihak , 2013) Company resources are either tangible or intangible (Jones & Hill, 2014). Physical resources may originate returns above average levels, but are the intangible resources, developed through a unique historical sequence and having a socially complex dimension, that are able to create and sustain competitive advantage of the firm .

The level of resources may limit the range of a firm's expansion strategies internationally (Gurhan et al., 2013). This results to firm deploying innovations view, which is an extension of the resources based view, suggests that innovation are a complex bundle of skills and accumulated knowledge, exercised through organizational processes that enable firms to utilize assets and functions as key success factors, cost effectively delivering customer value and deploying resources advantageously (Clayton & Michael 2013). It has also been suggested that innovation enable firms to produce and development of new products that is competitive in the long term and may yield competitive advantage and superior performance (Teece, Peteraf & Leih, 2016). Organizational innovations had a great significant influence for innovative capabilities as it has the greatest regression coefficient with innovative performance. The results disclose that innovative firms have

higher sales. Also, higher product innovation is correlated with higher market share.

The resource-based model on innovation is based on the fundamental premise that firm resources and capabilities are those that underlie and determine a firm's capacity for innovation (Pisano, 2017). The resource-based view (RBV) underpinned the application of insurance resources in improving innovativeness in insurance SMEs Within this perspective, insurance SMEs resources tangible and intangible are taken to provide the input that in turn is combined and transformed by capabilities to achieve product innovations forms of competitive advantage to impact on performance. This research incorporated elements of resource based view to link innovations deployment and firm size context.

#### **Technology Acceptance Theory**

Technology Acceptance Theory was developed by Davis (1986). The most widely employed model of IT adoption and use is the technology acceptance model (TAM) that has been shown to be highly predictive of IT adoption and use. TAM was designed to explain computer usage through two cognitions: perceived usefulness and attitude as determinants of intention. Hajar (2015) stated the need for TAM to be integrated with other IT approaches that incorporate decision-makers' social and idiosyncratic characteristics. Though these approaches contributed to ICT/SME literature and influenced the formation of our framework, they also harbor some shortcomings. The theory was used in this study to explain technological innovations.

## **Conceptual Framework**

A conceptual framework is a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study (Kinsly, 2013). The framework presents the independent variables which are innovative practices that include; product innovation, technological innovation, marketing innovation and process innovation.



## **Product Innovation**

Dorin (2018) observed that the emphasis on innovation is one of the distinctive elements of strategies and policies implemented over the last quarter of a century, both within organizations and at national and regional levels. Innovation has diverse materializations, includes product and technology renewal, and organizational changes. Making these changes can have an impact on quality, efficiency, improving the competitiveness and sustainability of the organization.

Osullivan (2008) notes that innovation is about helping organizations grow. Growth is often measured in terms of turnover and profit, but can also occur in knowledge, in human experience, and in efficiency and quality. Innovation is the process of making changes to something established by introducing something new.

# **Technological Innovation**

Technological innovation is when inventions of new things and/or new ways of doing things are transformed into usable devices and applications to enable organizations and/or adopters to take advantage of important opportunities, to cope with problems or environmental threats. Technological innovation is an element of the complex system of technology directed to satisfy needs, achieve goals, and solve problems of adopters (Cocio, 2021).

Technological innovation is a fundamental driver of economic growth and human progress. Yet some critics want to deny the vast benefits that innovation has bestowed and continues to bestow on mankind (Broughel & Therer, 2019). Growing interest worldwide to boost innovative activity of enterprises, especially technological innovation, is intended to maintain or enhance the competitiveness of national economies, but also is a result of awareness of the effects on consumption of resources and environment impact resulted from economic activity, which requires design of new patterns of production and consumption (Diaconu, 2011).

Entrepreneurship is the new driver of modern economy. One of the most important types of entrepreneurship is the technological one, and we know that, because we are partakers of the great technological era. Technological entrepreneurship is seen as a process by some researchers, and one of the most important factors that is influencing technological entrepreneurship process from technological firms is innovation (Nacu, 2015).

#### **Market Innovation**

Purchase and Volery (2020) define marketing innovation as the implementation of new marketing practices involving significant changes in the design, distribution, promotion or pricing of a product or service. While marketing innovation is often merged with the dominant technological focus underpinning product or service innovation, there is a growing trend to consider the innovation potential offered by the development of new distribution channels, branding strategies, communication types or pricing mechanisms.

Galera (2015) addressed the issue of the contribution of innovation as well as their interaction with marketing. It stressed the importance of innovation as a tool for competitive struggle and the need for innovative marketing projects. Marketing in this respect plays an integrating function. The author notes in particular changes that occur in the interaction between marketing and innovation. Authors give particular attention to the use of knowledge in the innovation process.

Agrawal, Erramilli, and Dve (2013) study also imply that market and financial performance cannot be realized without the superior performance of judgmental/innovation. Market Innovation can facilitate insurance to generate market performance in numerous ways through helping to identify technological possibilities with improving insurance product and service quality and superior value product to the customer can help to gain new customers.

## **Process Innovation**

Process innovation is the introduction of a new method of production; one that is yet to be tested by experience in the branch of manufacture concerned. It is a process which can also exist in a new way of handling a commodity commercially (Schumpeter, 2004). Process innovation is an aspect crucial to the success of any business. It is an integrated concept that involves changes in the production process which is aimed at reducing the costs, wastes and lead time or at improving production efficiency (Terziovski, 2010).

Process innovation has a direct and immediate impact on the productivity performance of SMEs (Higgins, 2015) and due to their organizational simplicity; SMEs may be able to implement process innovation faster and at lower switching costs as compared to the larger firms. Global Competition has increased the pressure for firms to develop new and efficient processes in ways that are perceived to be legitimate. At the same time, there has been a realization that engaging with open innovation can improve competitiveness (Tsinopoulos et al, 2019). Global competition has increased the pressure for firms to develop new and efficient processes in ways that are perceived to be legitimate. At the same time, there has been a realization that engaging with open innovation can improve competitiveness.

# Performance of Women Enterprises

Matheka (2015) investigated the influence of Women Enterprise Fund (WEF) on the performance of Small and Medium Enterprises (SMEs) among women entrepreneurs in Kisasi Sub-County. This study concluded that there was poor access and utilization of WEF loans, inadequacy of WEF loans, training about WEF, unreliable markets and limited networks among the women groups which negatively influenced the performance of the women owned SMEs.

Mwaura *et al* (2015) established the influence of Entrepreneurial Group Dynamics on the Performance of Women Owned Enterprises in Kenya. Results of this study indicated that; Entrepreneurial Group Dynamics had a positive relationship and played a major role on the Performance of Enterprises as evidenced by the increase in number of employees, sales volume and assets acquisition in the business. The need for the government agencies and other stakeholders to continuously partner and create an enabling environment in terms of policies that supports Entrepreneurial Group Dynamics so that their efforts continue to bear fruits within the Women Owned Enterprises was found ideal.

Performance can also be described in terms of number of Medium enterprises being established, but for the purpose of this study the focus will be on progression and growth. Performance is also measures through competitiveness and a precondition for achievement of other financial goals of business (Reynolds, 2013). Studies have shown that young firms that grow have twice the probability of survival than non-growing firms (Gurhan, Gunduz, Kemal & Lutfihak, 2013).

Alene (2020) explored determinants that influence women entrepreneurs' performance in micro and small enterprises in Gondar city, Northwest Ethiopia. The findings of this study revealed that educational level. previous entrepreneurial experience, access to business training, access to finance, access to business information, government support, land ownership, and tax are significant in explaining women entrepreneurs' performance in one hand. On the other side, however, age, marital status, access to market, and access to physical infrastructure are found to be insignificant variables in determining women entrepreneurs' performance.

#### **Empirical Review**

Scholars have also found that there is relationship between innovations and performance. Bocquet and Musso (2017) carried out a study examining the impact of product innovations deployment on performance behavior of French manufacturing firms, with a particular emphasis on the endogeneous link between innovations and performance. Results show that engaging in product innovations deployment significantly increases the financial returns. These findings regarding the decisive role of product innovations are in line with recent theoretical models that provide a more nuanced characterization of the firm innovation process.

Gurhan et al. (2013) carried out a study on effects of Innovations deployment types on Firm Performance. Innovations deployment is broadly seen as an essential component of competitiveness, embedded in the organizational structures, processes, products, and services within a firm. The objective of this paper was to explore the effects of the organizational, process, product, and marketing innovations on the different aspects of firm performance, including innovative, production, market, and financial performances, based on an empirical study covering 184 manufacturing SMEs in Turkey. The study revealed that innovations types influence firm performance aspects and enhance organizational learning. The results reveal the positive effects of innovations on firm performance in manufacturing SMEs in Turkey.

Lager (2014), carried out a study on organizational learning, innovation and performance focusing a study of Malaysian small and medium sized enterprises. The study's conceptual framework hypothesizes that a firm's level of learning orientation contributes to innovation, which in turn impacts the firm's organizational performance. An integrative model of organizational learning, innovation and performance. This empirical study attempts to investigate the effect of organizational learning on innovation as well as the impact of innovation on company performance. The study was guided by hypotheses that there was positive impact of organizational learning on innovation and that there was a positive relationship between innovation and performance.

Gomes and Wojahn (2017) carried an assessment on influence of organizational learning capability in innovative performance and organizational performance of small and medium-sized enterprises. The study was conducted using quantitative approach, descriptive and causal, and cross-sectional survey method. The sample size constituted of 92 enterprises in the textile industry. The collected data were analyzed through the structural equation modeling technique. The findings indicated that the organizational learning capability influences the innovative performance of small and medium-sized enterprises.

# METHODOLOGY

This research study adopted a cross-sectional descriptive survey design. Pisano (2017), contends that a descriptive survey enables researchers to summarize and organize data in an effective and meaningful way. This study seeks to establish 'how' the various innovative practices influence the performance of women enterprises in Kibra, Kenya. The target population for the study included women-owned and run enterprises in the Kibra area, Kenya. There were 116 registered businesses in the area. These formed the unit of analysis for the study. The owners/managers in these enterprises formed the unit of observation for the study.

A sampling frame is the source material or device from which a sample is drawn. It is a list of all those within a population who can be sampled, and may include individuals, households, or institutions (Cooper & Schindler, 2014). For this study, a sample frame consisting of managers/owners of the registered women's businesses in Kibra, a total of 116 respondents. This study adopted the census in determining the study population, where all 116 women owners/managers will be included as the sample size for the study. The unit of analysis comprised all the registered women businesses, whereas the unit of observation was managers or owners of the firms. This population was considered to have the relevant information regarding the relationship between innovative practices and the performance of women's enterprises. The relevant information for this study was collected from primary data sources. Questionnaires were used to collect primary data and had both open and closed-ended questions.

closed-ended questions provided The more structured responses to facilitate tangible recommendations. The closed-ended questions were used to test the rating of various attributes, and this helps in reducing the number of related responses to obtain more varied responses. Data collection procedures are critical as they enhance the validity of the research process. The questionnaire package sent to the respondents an introduction comprised letter to the respondents, detailing the purpose of the study, an introductory letter from the JKUAT University, and supporting authorization. Directions on how to respond to the questionnaire and confidentiality issues were indicated at the beginning of the questionnaire. During questionnaire construction, various validity checks were conducted to ensure the instrument measures what it is supposed to measure and performs as it is designed to perform. The validity tests conducted included content validity, face validity, and construct validity. A Cronbach's alpha (Cronbach's coefficient alpha), which is based on internal consistency, will be calculated using SPSS to establish the reliability of the survey instrument. This methodology measures the average of measurable items and their correlation. Before processing the responses, the collected data was prepared for statistical analysis. Validation and checking were done after the questionnaires are received from the field. Responses were checked for clarity, legibility, relevance and appropriateness. Moreover, the questionnaires were edited for completeness and consistency. Coding will be done on the basis of the locale of the respondents. Quantitative data was analysed using Statistical Package for Social

Table 2	1:	Response	Rate
---------	----	----------	------

Sciences (SPSS Version 21) for Microsoft windows, which included descriptive analysis and inferential analysis. Descriptive analysis included percentages; frequencies, means, standard deviations and Zscores, Kurtosis and skewness.

Inferential analysis examined the relationship between innovative practices and performance of women enterprises in Kibra through the use of multivariate analysis. Furthermore, the researcher made use of the correlation coefficient to test for the significance of the association between the researches variables. The research hypotheses was also tested at 95% level of confidence in order to provide for drawing conclusions about the population from the study sample. The regression analysis model that was adopted was:

 $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ 

Where;

Y = Performance of women enterprises

X<sub>1</sub>= Product innovation

X<sub>2</sub>= Technological innovation

X<sub>3</sub>= Market Innovation,

X<sub>4</sub>= Process Innovation,

While  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$ , are coefficients of determination and  $\epsilon$  is the error term.

# FINDINGS AND DISCUSSION

## **Response Rate**

The researcher distributed 116 questionnaires, and 99 respondents filled and returned the questionnaires, making a response rate of 85.34%, as shown in Table 1.

Questionnaires	Frequency	Percentage	
Response	99	85.34	
Non-response	17	14.6	
Total	116	100%	

Table 1 indicates that 99 questionnaires were duly filled and returned, representing 85.34%. This indicated a high level of respondents' cooperation

during the exercise. For an effective representative, this response rate was sufficient. According to Mugenda & Mugenda (2013), a response rate of 50% is sufficient for analysis and reporting, 60% is good, and 70% or more is exceptional. According to the comments, the study was excellent.

#### Validity Results

Validity is the extent to which a research instrument (or such a tool) measures what it purports to measure. The study adopted both content validity and construct validity of the questionnaire. Content validity was assessed using expert opinion, i.e., supervisor opinion (s) were

# **Table 2: Reliability Results**

sought with the view of incorporating their views, criticisms, and/or suggestions in modeling the questionnaire for use in the collection of data for the main study.

# **Reliability Results**

Reliability of the questionnaire was tested using Cronbach's Alpha coefficient. This coefficient ranges from 0 to 1, and the closer it is to 1, the better the research instrument.

Variables	N of Items	Cronbach's Alpha	Comments
Product innovation	5	0.751	Reliable
Technological innovation	5	0.720	Reliable
Market innovation	5	0.711	Reliable
Process innovation	5	0.779	Reliable
Performance of	women's		
enterprises	5	0.801	Reliable
Overall Cronbach	25	0.752	Accepted

The finding presented in Table 2 showed that product innovation was measured using 5 items and had a Cronbach's Alpha of 0.751. This implied that the scale used was reliable and that all the items were correlated and measured the same thing. The results further showed that technological innovation, which was measured using 5 items, had a Cronbach's Alpha of 0.720, which was above the threshold of 0.7 adopted for this study. Similarly, other variables, market innovation, process innovation, and performance of women enterprises had Cronbach's Alphas of 0.711, 0.779, and 0.801, respectively, which were above the threshold of 0.7 adopted for this study. The overall coefficient was 0.752. These results implied that the scale used in this study was reliable and it was adequate for data collection.

# **Descriptive Analysis of Study Variables**

Descriptive analysis was conducted on the study variables to check the mean and standard deviation. The results are presented in the following tables.

## **Product Innovation**

The researcher asked respondents to rate their agreement or disagreement with the various aspects of product innovation. They were required to do this on a 5-point Likert scale where 1 represented strongly disagree, while 5 represented strongly agree. The results are presented in Table 3.

Statements	Ν	Mean	Std. Deviation
The enterprise has come up with new products apart from its original	99	3.56	.992
products			
We have brought new products that are not related to the original ones	99	3.36	1.156
We are keen to embrace any new products introduced by our competitors	99	3.51	.896
The available products have been improved to meet the customers' needs	99	4.52	1.034
Our enterprise has been keen to develop the existing products to become	99	3.75	1.027
better			

# **Table 3: Product innovation**

- 1153 -

The results in Table 3 have shown that respondents agreed to a less extent that the enterprise has come up with new products in apart from its original products, as shown by a mean of 3.56 and a standard deviation of 0.992.

Also, respondents were indifferent to the statement that they have brought new products that are not related to the original ones (mean = 3.36, std. dev = 1.156) and that they are keen to embrace any new products introduced by our competitors (mean = 3.51). In addition, results showed that respondents strongly agreed that the available products have been improved to meet the

#### **Table 4: Innovation Capability**

customers' needs, as shown by a mean of 3.52. Finally, respondents were partially in agreement with the statement that their enterprise has been keen to develop the existing products to become better, as shown by a mean of 3.75.

## **Technological Innovation**

The study respondents were asked to rate their agreement or disagreement on the various aspects of technological innovation. They were required to do this on a 5-point Likert scale where 1 represented strongly disagree, while 5 represented strongly agree. The results are presented in Table 4.

Ν	1	Mean	Std. Deviation
We have embraced a mobile platform for communicating with our clients9	9	3.95	.691
regularly.			
We have an active SMS platform for communicating and sharing9	9	3.36	1.035
information with our customers.			
We have automated some of our procedures for efficiency and9	9	3.40	.989
effectiveness.			
Alerts and reminders to our clients have been automated in our enterprise 9	9	3.22	1.174
Our communication platform allows customers to give their feedback 9	9	3.44	.789

The results in Table 4 have shown that respondents agreed to a great extent that their businesses have embraced mobile platforms for communicating with their clients regularly (mean = 3.95). Results showed that respondents were indifferent to the statement that they have an active SMS platform for communicating and sharing information with customers and that they have automated some of the procedures for efficiency and effectiveness, as indicated by a mean of 3.36 and 3.40, respectively. Respondents were indifferent to the statement that alerts and reminders to clients have been automated in their enterprises (mean = 3.22, std. deviation = 1.174).

# **Market Innovations**

The study respondents were asked to rate their agreement or disagreement with the various aspects of market innovations. They were required to do this on a 5-point Likert scale where 1 represented strongly disagree, while 5 represented strongly agree. The results are presented in Table 5.

Statements	Ν	Mean	Std. Deviation
We have embraced the easy delivery of products to our customers.	99	3.27	1.096
We have embraced digital mechanisms, including online marketing, to	99	3.35	1.215
ensure easier access to our services.			
Our enterprise has a marketing strategy to ensure expansion into new	99	3.19	1.104
and existing markets.			
We have allocated budgets for marketing purposes.	99	3.23	1.292
Customers wait for lesser time our services for than it was before.	99	3.19	1.226

#### **Table 5: Market Innovations**

The results in Table 5 have shown that respondents were indifferent to the statement that they have embraced easy delivery of products to our customers and that they have embraced digital mechanisms, including online marketing, to ensure easier access to our services, as indicated by a mean of 3.27 and 3.35, respectively. Respondents were also indifferent to the statement that their enterprises have a marketing strategy to ensure expansion into new and existing markets (m = 3.19, SD = 1.104).

Further, respondents were indifferent to the statement that they have allocated budgets for marketing purposes, and Customers wait for a shorter time for our services than it was before, as shown by a mean of 3.23 and 3.19, respectively.

#### **Process Innovation**

The study respondents were asked to rate their agreement or disagreement with the various aspects of process innovation. They were required to do this on a 5-point Likert scale where 1 represented strongly disagree, while 5 represented strongly agree. The results are presented in Table 6.

#### **Table 6: Process Innovation**

Statements	N	Mean	Std. Deviation
We always provide the required information	99	3.68	1.008
to our customers			
Our business is always ready to provide any	99	3.88	1.152
guidelines and respond to queries from any			
interested customer			
Our customers have minimal complaints	99	3.12	1.206
about the pricing of our products			
We have an active communication platform	99	3.27	1.114
where anybody can access our variety of			
products and services			
We have always renewed our pricing	99	380	1.012
framework to gain more customers			

The results in Table 6 have shown that respondents agreed with the statement that the organizations always provide the required information to customers (mean = 3.68). The respondents agreed with the statement that the business is always ready to provide any guidelines and respond to queries from any interested customers and that customers have minimal complaints on the pricing of our products, as indicated by a mean of 3.28 and a mean of 3.12, respectively. Respondents were indifferent to the statement that they have an active communication platform where anybody can

access a variety of products/services and that they have always renewed their pricing framework to gain more customers, as shown by a mean of 3.27 and 3.88.

#### **Performance of Women Enterprises**

The study respondents were asked to rate their agreement or disagreement with the various aspects of organizational performance. They were required to do this on a 5-point Likert scale where 1 represented strongly disagree, while 5 represented strongly agree. The results are presented in Table 7.

#### **Table 7: Performance of Women Enterprises**

Statements	Ν	Mean	Std. Deviation
We have strong business networks with our customers	99	2.90	.931
We receive regular customer referrals from our existing customers	99	3.67	.794
due to the quality of services we provide.			
The firm's profits have been consistent in the last two years	99	3.23	1.132
We have maintained good customer care and relations	99	3.90	.890
We have had easy access to loan facilities	99	3.10	1.225
We receive regular customer referrals from our existing customers	99	3.75	1.223
due to the quality of services we provide.			

The results in Table 7 have revealed that respondents disagreed to the statement that they have strong business networks with our customers, as shown by a mean of 2.90. Further, respondents were indifferent to the statement that the firms receive regular customer referrals from their existing ones due to the quality of services they provide (Mean=3.67) and that the firm's profits have been consistent in the last two years and that they have had easy access to loan facilities as indicated by a mean of 3.23 and 3.10 respectively. On the positive side, the respondents agreed that they had maintained good customer care/relations (m = 3.90) and that they received regular customer referrals from our existing ones due to the quality of services we provide (m = 3.75).

# **Correlation Analysis Results**

Correlation analysis was done to determine the correlation between the innovative practices and the performance of women's enterprises using Pearson's product-moment correlation analysis. The results are shown in Table 8.

		PDI	TI	MI	PI	Perf	
Product innovation	Pearson	1					
	Correlation						
	Sig. (1-tailed)						
	Ν	99					
Technological	Pearson	.418	1				
Innovation	Correlation						
	Sig. (1-tailed)	.021					
	Ν	99	99				
Market Innovation	Pearson	.176 <sup>*</sup>	.276	1			
	Correlation						
	Sig. (1-tailed)	.041	.028				
	Ν	99	99	99			
Process Innovation	Pearson	.182*	.358	.255	1		
	Correlation						
	Sig. (1-tailed)	.036	.057	.093			
	Ν	99	99	99	99		
Performance	Pearson	.459	.417*	.264	.121	1	
	Correlation						
	Sig. (1-tailed)	.010	.013	.035	.017		
	Ν	99	99	99	99	99	
*. Correlation is signi	ficant at the 0.05 l	evel (1-tailed)					

From the bivariate correlation results, it was established that product innovation had the highest

correlation with performance, as shown by a correlation coefficient of 0.459 and p-value<0.05.

# **Table 8: Correlation Results**

This was followed by the correlation between technological innovation and performance, with a correlation coefficient of 0.417 and a p-value<0.05. Correlation between market innovation and performance was significant at r = 0.264, and correlation between process innovation and performance (r=0.121) was the least correlation coefficient of all considered variables.

#### **Diagnostic Tests**

**Table 9: Normality Results** 

The study conducted diagnostic tests to ensure that the assumptions of ordinary least squares were adhered to before running the regression models, as well as to make sure that the data was suitable to be used for inferential analysis.

# **Normality Test**

The normality test was carried out in the study to ensure that the data collected was normally distributed. The regression model assumes that the data used in the analysis is normally distributed, such that it forms a linear pattern. Normally distributed data takes the form of a symmetric bellshaped curve. The Kolmogorov-Smirnov (K-S) and Shapiro-Wilk tests were used to test for normality in the study. The results are presented in Table 9 below.

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Product Innovation	.122	98	.200	.962	98	.077
Technological Innovation	.160	98	.119	.826	98	.381
Market Innovation	.160	98	.424	.895	98	.214
Process Innovation	.195	98	.106	.919	98	.126
Performance of Enterprises	.170	98	.322	.934	98	.081

As shown from the findings in Table 9, the significant values under both Kolmogorov-Smirnov and Shapiro-Wilk are above 0.05, an indication that they are insignificant. This, therefore, implies that the data is normally distributed.

The homoscedasticity test was used to determine whether the variance of errors was the same across all levels of the independent variables (homoscedasticity) (heteroscedasticity). Using the standardized predicted values, a scatter plot of the distribution of the standardized residuals (errors) was created.

# Homoscedasticity



#### **Figure 2: Homoscedasticity Test Results**

- 1157 -

Figure 2 shows that residuals or errors were randomly clustered near the trend line, indicating that they were evenly distributed.

#### Test of Multicollinearity

A multicollinearity diagnostic yielded variance inflation factors (VIF) ranging from 1.456 to 2.036,

#### **Table 10: Test of Multicollinearity**

which were within the acceptable range of 1 to 10 (Morrison, 2003). Tolerance values (TV) ranged between 0.491 and 0.687, well within the 0.2 to 1 range (Morrison, 2003). Table 10 shows the results.

	Collinearity Statistics			
Constructs	Tolerance	VIF		
Product Innovation	0.687	1.456		
Technological Innovation	0.513	1.547		
Market Innovation	0.491	2.036		
Process Innovation	0.656	1.553		

a. Dependent Variable: Performance of Women Enterprises

The results in Table 10 show that there was no multicollinearity among the explanatory variables, indicating that the requisite assumption was met.

#### **Test for Autocorrelation**

One of the basic assumptions in a linear regression model is that the random error components or disturbances are identically and independently distributed. This is what is called autocorrelation. In a regression model, therefore, it is assumed that the correlation between the successive disturbances is zero. In this study, the Durbin-Watson (DW) statistic was used to test for autocorrelation, where Ordinary Least Squares

**Table 11: Autocorrelation Test Results** 

(OLS) residuals with values ranging from 0 to 4 were adopted. If the DW value is 4, then there is negative autocorrelation, 2 means no autocorrelation, and 0 means positive autocorrelation. In the event of autocorrelation (whether negative or positive autocorrelation), the regression model will give biased results where the error term will be exaggerated. It is recommended that the DW value range from 0.9 to 2.5 for the absence of autocorrelation. In this case, the findings on Table 11 reveal that the DW values range from 1.216 to 1.614, which is within the recommended threshold, hence the conclusion drawn that there was no autocorrelation.

Model	Durbin-Watson
Product Innovation	1.526
Technological Innovation	1.614
Market Innovation	1.409
Process Innovation	1.216
Performance of Women Enterprises	1.387

#### **Regression results**

#### Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.638ª	.408	.317	.63309

a. Predictors: (Constant), product innovation, technological innovation, market innovation, and process innovation

The regression results in Table 12 showed a moderate regression between the study variables. In the model summary, the  $R^2$  is 0.408, indicating

that predictors explain 40.8 per cent change in performance of women's enterprises in Kibra, Kenya.

# Analysis of Variance (ANOVA)

# Table 13: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	16.287	4	4.072	16.158	.031 <sup>b</sup>	
	Residual	23.675	94	.252			
	Total	39.962	98				

a. Dependent Variable: Performance of Women Enterprises

b. Predictors: (Constant), product innovation, technological innovation, market innovation, and process innovation

From the Analysis of Variance results in Table 13, it was established that the significance value in testing the validity of the model was obtained as 0.031, which is less than 0.05, the critical value at a

99% significance level. Therefore, the model is statistically significant in predicting the relationship between the study variables.

# **Multiple Linear Regression Coefficients**

# **Table 14: Regression Coefficients**

				Standardized		
		Unstandardized Coefficients Coefficients				
Mode	I	В	Std. Error	Beta	t	Sig.
1	(Constant)	1.858	.905		2.053	.043
	Product innovation	.121	.055	.014	2.200	.031
	Technological Innovation	.304	.132	.231	2.295	.024
	Market Innovation	.104	.039	.082	2.667	.012
	Process Innovation	.131	.057	.028	2.298	.021

a. Dependent Variable: Performance of Women Enterprises

# The optimal regression model is:

Organizational performance =  $1.858 + .304X_1 + .131X_2 + .121X_3 + .104X_4$ 

The regression results showed that the independent variables had a significant value less than 0.05, implying that they are all significant. From the results, it showed that holding all factors constant at zero, the change in performance of women's enterprises would be 1.858. Further, the regression results showed that a unit change in technological innovation, on average, would lead to a 0.304-unit change in performance. Further, regression results showed that a unit change in process innovation, on average, would lead to a 0.131-unit change in performance. A unit change in product innovation, on average, would lead to a

0.121-unit change in organizational performance, and a unit change in market innovation would lead to a 0.104-unit change in performance.

#### **Hypothesis Testing**

The hypotheses of the study were tested for acceptance and rejection. This was done using the t-statistical tool. The coefficients of the t-test statistical analysis are presented below.

# **Hypothesis One**

**H**<sub>0</sub>: Product innovation has no significant effect on the performance of women enterprises in Kibra, Kenya

Based on t- statistics of 2.200 and p-value <0.05, product innovation was revealed to have significant effect on performance, thus, the null hypothesis is

rejected and the alternative hypothesis accepted. The study, therefore, concludes that product innovation has significant effect on performance of women enterprises.

# **Hypothesis Two**

**H**<sub>0</sub>: Technological innovation has no significant effect on performance of women enterprises in Kibra Kenya.

Based on t- statistics of 2.295 and p-value <0.05, technological innovation was revealed to have significant effect on performance, thus, the null hypothesis is rejected and the alternative hypothesis accepted. The study, therefore, concludes that technological innovation has significant effect on performance of women enterprises in Kibra Kenya.

#### **Hypothesis Three**

**H**<sub>0</sub>: Market innovation has no significant effect on performance of women enterprises in Kibra, Kenya.

Based on t- statistics of 2.667 and p-value <0.05, market innovation was revealed to have significant effect on performance, thus, the null hypothesis was rejected and the alternative hypothesis accepted. The study, therefore, concludes that market innovation has significant effect on performance of women enterprises in Kibra, Kenya.

#### **Hypothesis Four**

**H**<sub>0</sub>: Process innovation has no significant effect on performance of women enterprises in Kibra, Kenya.

Based on t- statistics of 2.298 and p-value <0.05, process innovation was revealed to have significant effect on performance, thus, the null hypothesis is rejected and the alternative hypothesis accepted. The study, therefore, concludes that process innovation has significant effect on performance of women enterprises in Kibra Kenya.

# **Discussion of Key Findings**

The first objective of the study sought to determine the effect of product innovation on performance of women enterprises in Kibra. Regression analysis conducted proved that there was a positively significant effect of product innovation and performance as indicated by the values  $\beta_1 = 0.121$ , p<0.05. The study concludes that a unit change in product innovation, on average, would lead to 0.121-unit change in performance. The results are supported by Castiro-Vergara (2020) whose results showed the importance of the creative process's different stages of creativity in SMEs. The study also showed that risk-taking serves as an enabler in the ability of SMEs to turn creativity into product innovation. It concluded by illustrating proof of the positive effect of product innovation on the performance of SMEs, a crucial issue in their competitiveness. Al Naqbi et al (2020) also came up with several key findings such as the most frequent factors that have been used by scholars to study the innovation phenomenon and how such factors influence organizational performance. The study by Ismanu et al (2022) also revealed that there is a positive relationship between innovation and business performance, and government policies have an important role as a full moderator in this relationship. The study findings concluded that the government policies are an important instrument in supporting the development of SMEs by promoting product and process innovation.

The second objective of the study sought to establish the effect of technological innovation on the performance of women's enterprises in Kenya. Regression analysis conducted proved that there was a positively significant effect of technological innovation on performance, as indicated by the values  $\beta_2 = 0.304$ , p<0.05. The study concludes that a unit change in technological innovation, on average, would lead to a 0.304-unit change in performance. The study results corroborate with those of Singhal et al (2022), who found that technological innovations have a significant and positive impact on a firm's performance. Jamilubaita and Dattijo Adhama (2022) also affirmed that innovation plays a significant role in improving SMEs' performance through employment growth.

The third objective of the study sought to investigate the effect of market innovation on the

performance of women's enterprises in Kibra, Kenya. Regression analysis conducted proved that there was a positively significant effect of market innovation on performance, as indicated by the values  $\beta_3 = 0.104$ , p<0.05. The study concludes that a unit change in market innovation, on average, would lead to a 0.104-unit change in performance. The results agree with Adeyeye (2019) with findings from their study revealing that strategic planning and marketing capability independently and jointly influence organizational performance. Also, there is positive interaction between performance variables (i.e resources availability, staff quality, productivity, sales revenue, financial strength, public image and good will).

The study sought to investigate the effect of process innovation on performance of women enterprises in Kibra Kenya. Regression analysis conducted proved that there was a positively significant effect of process innovation on the dependent variable as indicated by the values  $\beta_4$  = 0.131, p<0.05. The study concludes that a unit change in process innovation, on average, would lead to 0.131-unit change in performance of women enterprises in Kibra Kenya. Mooi et al (2020) affirm that positive (negative) divergence occurs when the observed level of process innovation is higher (lower) than expected. Process innovation has been shown to contribute significantly to organizational performance. Ali et al (2020) also noted that process and organizational innovation capabilities positively influence SMEs' operational performance. The major determinants of innovation capabilities involved availability of sufficient organizational resources, entrepreneurial orientation, knowledge development and external networks.

# CONCLUSION AND RECOMMENDATION

Descriptive statistics findings revealed that respondents agreed to the less extent that their enterprises have come up with new products in apart from its original products. This was eclipsed in nearly all the other statements such as having brought new products that are not related to the original ones and that they were keen to embrace any new products introduced by their competitors. The regression results indicated that product innovation significantly influences performance of women enterprises.

According to the descriptive analysis, it was revealed that respondents agreed to the great extent that the businesses have embraced mobile platforms for communicating to clients regularly and that they had active SMS platforms for communicating and sharing information with customers. This shows that mobile platforms were contributing a great deal to the continuity of the businesses. However, results indicated that respondents were indifferent on the fact that they had automated some of their procedures for efficiency and effectiveness. The regression results confirmed technological that innovations significantly influenced the performance of women's enterprises in Kenya.

According to the descriptive results, respondents were indifferent to the statements that they had embraced the easy delivery of products to customers. The businesses have not embraced digital mechanisms, including online marketing, to ensure easier access to their services. The enterprises have no marketing strategies to ensure expansion into new and existing markets. This is a general weakness of women's enterprises. On the other hand, the regression results showed that market innovations positively and significantly influenced the performance of women's enterprises.

According to the descriptive findings, respondents agreed to the statement that they always provide the required information to our customers and that the business is always ready to provide any guidelines and respond to queries from any interested customer. However, respondents were indifferent to the statement that customers have minimal complaints about the pricing of their products. Respondents were also indifferent to the statement that they have an active communication platform where anybody can access a variety of products and services from the women's businesses. The regression results revealed that process innovation significantly influences the performance of women's enterprises in Kibra.

The study concluded that product innovation has a significant effect on the performance of women's enterprises in Kibra. It is concluded that women's enterprises frequently scan the environment to identify new business opportunities. However, it is concluded that its unknown whether these companies devote a lot of time to implementing ideas for new products and improving our existing products, and that the company is fast in detecting major changes in their businesses.

The study concludes that technological innovation has a significant effect on the performance of women's enterprises in Kenya. It is concluded that women enterprises have partially embraced some automated systems, especially mobile phone services. The businesses have not been keen on developing new knowledge that has the potential to influence new product development.

The study concludes that market innovation has significant effect on performance of women enterprises in Kenya. Innovation in marketing is not only the incorporation of new technology but also the implementation of new, effective ideas. Innovation is essential since it helps improve your product or service. The study concludes that the introduction of new products, services, or business models that significantly alter the way markets operate is necessary. It goes beyond mere product innovation and encompasses a broader spectrum of changes that influence the dynamics of entire businesses and industries.

The study also concludes that process innovation has a significant effect on the performance of women's enterprises in Kenya. The study concludes that process innovation includes making changes to how work is performed, the sequence of activities, the utilization of resources, and the overall structure of processes. The goal of process innovation is to drive improvements, optimize operations, reduce costs, increase productivity, and deliver better outcomes.

The study recommends that product innovation should be encouraged as it can lead to enhanced quality control measures, reduced errors, and improved consistency in output. By reevaluating and redesigning products, organizations can identify areas where quality improvements can be made, resulting in higher customer satisfaction and reduced waste or rework. Additionally, it is recommended that telecommunication firms should allocate sufficient time and resources to implementing innovative ideas for new products and improving existing ones.

Based on the results, the study recommends that women businesses should harness knowledge, expertise, and resources to develop innovative solutions that solve problems, improve efficiency, drive progress, and deliver value. This is because technological innovation is a major driver of economic growth and competitiveness. It fosters the development of new industries, job creation, and increased productivity.

The study recommends that women enterprises should embrace more market innovations as they help to improve products or services and can be used to reach wider audiences. Women entrepreneurs should bring new technologies or ideas into practice so that their businesses can stand out from the competition.

The study also recommends that process innovations should be fully embraced by the women's enterprises as they can help create a culture of innovation. By optimizing processes, organizations can free up resources, reduce administrative burdens, and provide more time and space for employees to engage in creative thinking, problem-solving, and innovation efforts.

### **Suggestions for Further Research**

The scope of this study was limited to selected innovative practices and performance of women enterprises in Kibra, Kenya. The innovative practices only explained 40.8% of the change in the performance of women's enterprises. Other studies should be done to determine the other practices not factored in the current study and ascertain their effect on performance by expanding the scope to cover other economic sectors in Kenya as well. Also, future studies should include some moderating variables to assess their contribution to entrepreneurial Performance

#### REFERENCES

- Afande, O. F. (2013). Effects of strategic management practices on performance of financial institutions in Kenya: A case of Kenya Post Office Savings Bank. *International Journal of Business Management and Administration*.
- Babalora JB (2008). Strategic Planning: Development, implementation and the role of University Administrators. Educational Management Theories and Tasks. Lagos. Macmillan Nigeria publishers.
- Birinci, M. and Eren, E. (2013). The Effects of Strategic Management Practices on The Performance of The Universities in Turkey. *Journal of Global Strategic Management*.
- Calleb, O. G., Maureen, A.O. & Ibrahim, O.O. (2011). University Expansion in Kenya and Issues of Quality Education: Challenges and Opportunities. *International Journal of Business and Social Science*.Vol.2 No. 20, 203-214.
- Chacha-Nyaigotti, C. (2004). *Reforming Higher Education in Kenya: Challenges Lessons and Opportunities* URL: http://www.iucea.org/downloads/Reforming\_HE.pdf (Retrieved July 06, 2018).
- Cisca Joldersma and Vijco Winter, (2002). Strategic Management in Hybrid Organizations. *Public Management Review volume 4 issue1.*
- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches (4th ed).* Thousand Oaks: SAGE Publications.
- Fariborz Damanpour (2009). Combinative Effects of Innovation Types and Organizational Performance: A Longitudinal Study of Service Organizations. *Journal of Management Studies.*
- Finkelstein, Hambrick and Cannella (2008), *Strategic Leadership, Theory and Research On Executives*. Oxford University Press.
- Ghauri P. and K. Gronhaug (2002). *Research Methods in Business Studies: A Practical Guide*, Harlow, UK: Financial Times and Prentice Hall.
- Goedegebuure, L. (Eds.) (2004). *Higher education policy: An international comparative perspective*. Oxford: Pergamon Press.
- Grant, R. M. (1991). *The resource-based theory of competitive advantage: implications for strategy formulation.* California management review.
- Griffin, S. (2006). Effect of Strategic Issue Management on Organization Performance. *Transnational Journal* of Science and Technology.
- Hall.Bok, D. (2009). Universities in the marketplace: The commercialization of higher education. Princeton University Press.
- Johnstone, B. (2004). Challenges of financial austerity: Imperatives and limitations of revenue diversification in higher education. *The Welsh Journal of Education*.

- Kamau, S.M. (2013). *Competitive strategies adopted by private universities in Kenya*. Unpublished MBA thesis. University of Nairobi.
- Kango'ro, V. N. (2008). *The state of strategic management practices in public sector organizations in Kenya*. Unpublished MBA Dissertation. School of Business, University of Nairobi.
- Kigotho, W. (2001b). Inquiry blames poor living conditions for riots. *Times Higher Education Supplement*, 12, Jan; No. 1469.p.9.
- Kinyanjui, N.J. and Juma, D. (2014). Effects of Strategic Plans, implementation on Performance in Kenya"s State Corporations case of the University of Nairobi, *European Journal of Business Management*
- Kitonga, E. U. (2013). Challenges in Implementation of Strategic Plans in Public Secondary School in Webuye Constituency. Bungoma County, Kenya.
- Kothari, C. R. (2004). *Research Methodology: Methods & Techniques.* New Delhi: New Age International (P) Ltd.
- Lockett, A., Thompson, S. and Morgensrern, U. (2009). The development of the resource-based view of the film: A critical appraisal. *International Journal of Management Review*.
- Low, D. (2008). Performance Measurement. Canada.
- Magutu, P. O., Mbeche, I.M., Nyamwange, S. O. & Nyaoga, R.B. (2011). A Survey of Benchmarking Practices inHigherEducationinKenya:TheCaseofPublicUniversities. IBIMABusinessReviewhttp://www.ibimapublishing.com/journals/IBIMABR/ibimabr.html.
- Mbuthia, J.M. (2015). Influence of Adaptation of Strategic Management Practices on Performance by Technology Startup Companies in Kenya. Doctoral dissertation, University of Nairobi.
- Miller, B. A., & Swope, S. (2007). Assessing Organizational Performance in Higher Education. *International Journal of Educational Advancement*. San Francisco, ISBN: 978-0-7879-8640-7; pp 258.
- Mintzberg H, Quinn JB. The Strategy Process, Prentice Hall. 1991.
- Mugenda, G.A. (2008). *Social Sciences Research: Theory and Principles.* Nairobi: Applied Research & Training Services, 2008.
- Mugenda, M.O., and Mugenda, G.A. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press, 1999.
- Mukokho, A. A. (2010). The influence of strategic planning on performance of public universities in Kenya: the case of the University of Nairobi. Unpublished MBA Research Project Report, University of Nairobi, Kenya.
- Mutula, S. M. (2002). University education in Kenya: current developments and future outlook. *International Journal of Educational Management.*
- Mwangi, N.I. (2013). Survey on Strategic Management Practices and Performance Of Large Pharmaceutical *Firms in Kenya.* Unpublished MBA Research Project, School of Business, University of Nairobi.
- Mwiria, K. & Ng"ethe, N. (2006). Public University Reform in Kenya: Mapping the Key
- Njenga, N. R. (2006). *Strategic management practices at Mater Hospital*. Unpublished MBA Research Project, School of Business, University of Nairobi.

- Nyakiri, R. N. (2013). Strategic Management Practices as a Competitive Tool in Enhancing Performance of Small and Medium Enterprises in Kenya. Unpublished MBA Research Project, School of Business, University of Nairobi.
- Orodho, J.A. (2009). Elements of Education & Social Science Research Methods (2nd ed.). Maseno -
- Owich, S. (2018). The influence of strategic management procession organizational performance of listed companies at the Nairobi Securities Exchange (Doctoral dissertation, United States International University-Africa)
- Sanyal, B. C., and Martin, M. (1997). Management of Higher Education with Special Reference to Financial Management in African Institutions. *IIEP Contributions, No. 28.*
- Saunders, M., Lweis, P., and Thronhill, A. (2009). *Research Methods for Business Students*. (4th Ed.). Sussex, UK: Pearson Education Limited.
- Sifuna, D.N. (2010). Some Reflection on the Expansion and Quality of Higher Education in Public Universities in Kenya. *Research in Post-Compulsory Education Subramaniam*.
- Teferra, D., and Altbachl, P. G. (2004). *African higher education: Challenges for the 21st century*. Higher education
- Varghese, N. V. (2009). *Higher Education Reforms. Paris: International Institute for Educational Planning*. Virginia Commonwealth University
- Wambugu, W. C., and Waiganjo, E. W. (2015). Effects of strategic management practices on organizational performance of construction companies in Nairobi City County, Kenya. *International Academic Journal of Human Resource and Business Administration*.
- Wernerfelt, B. (1984). A resource-based view of the firm. Strategic Management Journal, 5, 171–180.
- Wheelen, T. L., and Hunger, J. D. (2007). *Strategic Management and Business Policy (11th ed.).* New York: Prentice Hall Inc.
- Zehir, C., Altindag, E., and Acar, A. Z. (2010). Learning, Entrepreneurship and Innovation Orientations in Turkish Family-Owned Firms. *In the Proceedings of the 6th International Strategic Management Conference, St. Petersburg-Russia.*