

**STRATEGIC ENTREPRENEURIAL ORIENTATION AND
PERFORMANCE OF SELECTED TOUR FIRMS IN NAIROBI
KENYA**

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DECLARATION

This research project is my original work and has not been submitted for examination to any university.

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SUPERVISOR'S APPROVAL

This research project has been submitted with my approval as the university supervisor

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DEDICATION

I dedicate this work to my late mother Josephine Muthili Kaseve for her love and endless support throughout my career.

ACKNOWLEDGEMENT

First and foremost I recognize and uphold my Almighty Lord whose power has enabled me to reach this far.

I would like to express my sincere gratitude to my supervisor Dr. Winnie Njeru whose patience and expertise understanding added greatly to my graduate experience. She provided me with technical support, guidance and became more of a mentor.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	-	Analysis of variance
EO	-	Entrepreneurial Orientation
KATO	-	Kenya Association of Tour Operators
RSV	-	Resource Based View
SMEs	-	Small Medium Enterprises
SPSS	-	Statistical Package for Social Sciences

ABSTRACT

The objective of this study was to establish the influence of strategic entrepreneurial orientation on the performance of selected tour firms in Nairobi Kenya. This study adopted a descriptive cross-sectional survey. The study targeted population of tour firms registered by KATO under category E. Primary data was collected and a total of 50 firms was sampled. Data was analyzed using descriptive statistics, inferential statistics and regression analysis. The findings revealed that innovativeness, risk taking and proactiveness explained performance of selected tour firms. This was supported by coefficient of determination also known as the R square of 52.3%. The study was limited only to the tourism industry meaning that the results may not be generalized to other sectors like non-governmental organizations. The study concluded that innovativeness and risk taking respectively had a significant influence on the performance of selected tour firms. The study revealed that firms willing to increase their performance have to be creative and use information technology to gather information concerning the market, customer and their competitors. Firms should also invest heavily in training their employees in order to equip them with the necessary skills and knowledge. The study recommends further research in the area of study using a different research design and a higher sample to find out if the results will still hold. The study recommends further research to address why proactiveness was insignificant in influencing the performance of selected tour firms.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In a situation of fast change and shortened item and plan of action lifecycles, the future benefit streams from current operations are uncertain and organizations need to continually search out new open doors. Along these lines, firms advantage incredibly from embracing an entrepreneurial orientation. Such firms enhance as often as possible while going for broke in their item showcase techniques (Mill operator & Friesen, 1982). Endeavors to envision request and forcefully position new item/benefit offerings regularly result in solid execution (Ireland, Hitt, & Sirmon, 2003). Along these lines, theoretical contentions recommend that EO prompts higher execution. (Ambad & Wahab 2013).

According to the resource based theory, the superior performance of the firm will depend on the specific capabilities and resources that are hard to replicate. Therefore, management should handle these key assets of the organization to better the firm performance. Organizations exhibiting more entrepreneurial introduction perform better (Wiklund & Shepherd, 2005). Entrepreneurial firms always confront turbulent outside conditions (Lumpkin & Dess, 1996) that are fruitful reason for new data and learning and subsequently give a setting that is helpful for data obtaining and scattering. The more entrepreneurial a firm is, the more proactively and broadly it takes part in ecological examining (Foolish & Weick, 1984) and the more prominent the degree to which it is engaged with data obtaining and spread (Sinkula, 1994). Besides, entrepreneurial firms

are creative and hazard tolerant, and thusly give the inside condition in which learning through investigation and experimentation is well on the way to happen (Slater & Narver, 1995).

Tourism makes a vital and expanding commitment to financial development, represents around 30% of global exchange and speaks to a standout amongst other chances to make wage and work for nations. The tourism item is one of a kind in that utilization is at the purpose of generation (Dieke, 2001). In spite of the fact that tourism has been and keeps on being a vital wellspring of income for Kenya, and a wellspring of occupation for some, its elements have changed in the wake of changing client needs and preferences, and increased rivalry (Bears, 1982).

1.1.1 Concept of Strategy

Chandler (1962) characterizes strategy as the assurance of the essential long term objectives and targets of an organization and the appropriation of game-plans and the distribution of assets important to accomplish the set objectives. John and Scholes (1999) on their part consider it to be an organization's course of action which creates an advantage for the firm or accomplish the targets of addressing the necessities of a market and satisfying the partner desires.

Strategy is a move that an organization makes to accomplish at least one of its objectives, the superseding objective being to accomplish prevalent execution (Houghe et al. 2008).

There is by all accounts assertion that one can't be key about the past. Strategies have a

tendency to be both proactive and responsive, contingent upon the economic situations and will develop after some time, as organizations try to remain in front of their rivals as far as piece of the overall industry, gainfulness and client benefit.

1.1.2 Entrepreneurial Orientation

Entrepreneurial orientation has its underlying foundations in the strategy making process writing (Mintzberg, 1973). Strategy making is an association wide process that joins arranging, examination, basic leadership, and numerous parts of an association's way of life, esteem framework, and mission (Hart, 1992). Predictable with Mintzberg, Raisinighani & Theoret (1976) who noticed that technique making is critical, as far as the moves made, the assets used, or the points of reference set speaks to the arrangements and practices that give a premise to entrepreneurial choices and activities. Subsequently, EO might be seen as the entrepreneurial technique settling on forms that key chiefs use to establish their association's hierarchical reason, manage its vision, and make focused advantage(s).

Entrepreneurial orientation conduct consist of these five measurements: self-rule (the propensity to deliver thoughts and see them through to finish), focused forcefulness (the inclination to seriously and specifically challenge matches as opposed to attempting to evade rivalry), ingenuity (the inclination to seek after clever thoughts, innovative procedures, and experimentation), proactiveness (the inclination to foresee and follow up on future open doors as opposed to depend entirely on existing items and administrations) and hazard taking (the propensity to take intense activities instead of being wary).

EO is a noteworthy component to guarantee the success of a business bearing the threats experienced when leading a circumstance that power organizations to look for new open doors. In the quickly changing commercial center portrayed by consistently changing client needs and inclinations, fast mechanical advances, globalization, deregulation of business sectors and complex aggressive scene, firms must be inventive, be more proactive contrasted with rivals in all angle and be chance arranged so as to accomplish a superior execution (Wiklund, 2005).

1.1.3 Organizational Performance

Customer satisfaction is a key measure of organization's performance, it seeks to know the customer perception through the satisfaction of the goods and services, if customers are satisfied it is a gesture that the business entity has met its expectation. Performance can also be measured in terms of the efficiency of the business processes in terms of speed and resource utilization (Venkatraman & Ramanujam, 1986).

Firms seeking to achieve superior performance and remain competitive have to foresee what their customer want and whether clients are satisfied with the services and products offered by the firm(Njeru, 2013). Firm performance is viewed as a multi-dimensional construct and should include financial, operational and customer-related performance measures. Customer satisfaction is one of the key measure of firm performance. If the clients are satisfied then the firm is likely to perform very well.

Venkatraman & Ramanujam (1986) arrange performance measures as per diverse firm levels, for example, monetary pointers (simply financial pointers), non-monetary pointers, (for example, piece of the pie), item improvement or creation proficiency and firm viability. To decide the degree at which the business is playing out, an association can gauge the execution of all advantages.

1.1.4 Tourism Industry in Kenya

The tourism industry is comprised of distinctive sorts and sizes of organizations, for example, convenience and transportation suppliers, cooking and diversion suppliers, visit firms and travel offices. Tour firms have been distinguished as the focal connection in the tourism conveyance chain and the most persuasive performers in the business (Budeanu, 2009). The tourism business in Kenya is the second biggest wellspring of remote trade income took after by farming. The nation is blessed with alluring vacationer destinations, rich culture, striking geological assorted variety and scenes extending from delightful shorelines, to creature parks and archeological locales. The fundamental vacation spots are photograph safaris through the 19 national stops and amusement saves (De Blij & Muller, 2006).

One of the most significant threats facing the Kenyan tourism sector in recent years has been security concerns. As consulates increasingly advised citizens to avoid traveling to coastal Kenya, international arrivals and industry revenues fell, prompting the government to launch a host of new measures aimed at improving security and reducing risks. These efforts have already had an impact, with international arrivals now on the

rise, despite the fact that travel warnings for several parts of the country remained in place as of 2017. In a move to improve the country's image abroad, in addition to bolstering domestic security infrastructure, the Kenyan government has invested significantly in new security mechanisms in recent years.

1.1.5 Tour Operators in Kenya

Tour operators in Nairobi are an important player in the tourism industry. Given their important role in ensuring that tourists have a good time while in Kenya, it is paramount that they devise strategies that ensure flow of tourists in the country. The strategies so devised need to ensure that in cases of low and high seasons, tourists flock the tourist destinations. This has seen some tour firms concentrate not only on the foreign market but also on the domestic market. This area of study has not received attention from scholars as it deserves. The increased customer awareness and increased rivalry for the tourism markets have likewise prompted the pertinence of entrepreneurial introduction as a vital firm methodology for the accomplishment of visit firms as they showcase and develop goals in their tourism bundles. It is imperative to build up a comprehension of visit firms' accomplishment in the Kenyan business setting.

According to the Kenya Association of Tour Operators (KATO), there are 306 experienced tour operators in Nairobi. The tour operators are grouped in five different categories which include Classification E (net yearly turnover not surpassing Kshs 10 Million), Classification D (net yearly turnover of surpassing Kshs 10 Million yet underneath Kshs 40 Million), Classification C (net yearly turnover of surpassing Kshs40

Million however beneath Kshs 80 Million), Class B (net yearly turnover of surpassing Kshs 80 Million yet underneath Kshs 120 Million) and Class A (gross yearly turnover surpassing Kshs 120 Million). Individuals from the affiliation are required to pay some membership fees and to follow the state tourism rules and regulation to the later in order to operate smoothly.

1.2 Research Problem

EO has been recognized as one of the major determinant for a company's thriving. It is associated with a high firm development unrivaled execution (Hanafi & Mahmood, 2013). High selection of inventiveness, hazard taking and proactiveness is viewed as a key fixing to accomplishment of firms (Ngugi & Mwangi, 2014). The great disappointment rate and forceful rivalry among visit administrators in Nairobi, the need to distinguish methodologies to enhance their execution is apparent. All the more along these lines, with expanded globalization, many organizations have made passage into the business 'scrambling' for clients, subsequently, pushing out organizations.

The focused condition in the tourism business is generally perceived as being complex, dynamic, and exceedingly sectioned with a suggestion that infer that piece of the overall industry is never again guaranteed. This examination is tied down on the Asset Based Perspective of the firm and The Contingency Theory. The Asset Based View advocates that a firm will outmaneuver its rivals on the off chance that it employs and controls assets that passes certain one of a kind attributes, while the contingency theory breaks down unique and successive choices at the strategic level.

Past studies have demonstrated a connection between EO and firm performance (Keh et al., 2007; Pennings & Lee, 2001; Dess & Lumpkin, 1996; Covin & Zahra, 1995). The fundamental civil argument stays inside the territory of entrepreneurial orientation explore in connection to firm performance (Covin, et al., 2006). Dess & Lumpkin (1996) did a study on the multifaceted nature of entrepreneurial introduction and firm execution connections and concluded that entrepreneurial orientation was a fit strategy to use in order to face the external environment. Tour agencies face stiff competition from their rivalry hence they have to strive hard and do whatever it takes to survive and gain sustainable competitive advantage.

Further, entrepreneurial introduction explore has been directed for the most part with regards to the United States and other developed nations and has seldom been led in developing countries. This study thus sought to address the gap by examining: What is the influence of strategic entrepreneurial orientation on the performance of selected tour firms in Nairobi Kenya?

1.3 Research Objective

The objective of the study was to establish the influence of strategic entrepreneurial orientation on the performance of selected tour firms in Nairobi Kenya.

1.4 Value of the Study

The study findings will link entrepreneurial orientation, firm performance and external environment in an integrated framework. Resource-Based Theory and The Contingency

Theory formed the basis of this research study . The study will help firms understand the dimensions and the importance of strategic entrepreneurial orientation and the external environment in order to achieve superior firm performance. The study findings will equip scholars and practitioners with an understanding of the relationship that exists between the study variables in a given framework.

The study will be of importance to the tour firms Managers in the country who will use the discoveries acquired from the investigation to set up whether vital entrepreneurial introduction hones are as of now being honed mostly or completely and if not how to fuse the EO idea in their everyday operations.

The tourism stakeholders make important policies and decisions which enable sustainability that will improve the number of tourists. These policies will eventually improve the economy of the country. The study will also be of importance to government policy makers and decision makers. Since tourism is a very important aspect of the economy constituting a big percentage of the GDP income, the effects of policies laid by the government will be known.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter outlines the theories and empirical works on strategic entrepreneurial orientation, entrepreneurial dimensions and ends with the summary of literature review.

2.2 Theoretical Foundations of the Study

The study was anchored on the resource based theory and the contingent fit theory. The resource based view theory argues that the associations' assets are the essential determinants of competitive advantage and execution and contingent view theory which concluded that strategic entrepreneurial orientation is enhanced by the alignment with the context. In overall contingent theory is aimed at ensuring the best results are achieved by a business entity by making choices and decisions that suite the company best.

2.2.1 Resource Based View Theory

The resource-based view (RBV) underlines the association's assets as the essential determinants of competitive advantage and execution. According to this theory, the superior performance of the firm will depend on the specific capabilities and resources that are difficult to imitate. It receives two suspicions in investigating wellsprings of upper hand (Barney, 1991; Peteraf& Barney, 2003). For firms to succeed they should adequately convey substantial and immaterial resources that are profitable, one of a kind, and hard to duplicate (Day &Wensley 1988).

In this asset based view (RBV) of the firm, firms utilize their physical resources, human resources, and authoritative resources for grow long haul upper hands and, thusly, accomplish prevalent firm execution (Barney, 1991). Intangible resources, for example, entrepreneurial orientation, market introduction and hierarchical learning , are especially troublesome for contenders to copy and, subsequently, prompt these maintainable favorable circumstances (Atuahene & Ko 2001; Martin, & Minnillo, 2009). Never the less, O'Cass & Weerawardena (2010), contends that an organizations' upper hand might be controlled by the vital assets it has. Firms achieve a prevalent execution, not on the grounds that exclusive they have increasingly or better assets, yet in addition on account of their particular skills permit to improve the situation utilization of them.

2.2.2 Contingency Fit Theory

According to Lumpkin & Dess (1996), successful strategic entrepreneurial orientation is enhanced by the alignment with the context hence this strategy is aimed at ensuring that the best results are achieved by a business entity. The entrepreneurial orientation should be aligned with both external and internal factors. The internal factors include the resources of the business organizations, the overall corporate strategy, the processes involved and the business structure. The top management need to set good corporate strategy which should be achievable by an organization. Good business strategy will guarantee achievement of organization objectives and gaining of competitive advantage by the business entity.

The business organizations should manage the resource prudently since they form part of the assets which propel the organizations. The business entities should ensure minimal wasteful of the resources of the business entities by ensuring efficient and effective utilization of the resources. This will curb wastefulness by the business entities. The business processes forms key part in the E.O, proper procedures should be followed in the inputs, processes and output of the processes to ensure smooth flow of processes by organization. The external factors include the market, the industry players and the external environment.

According to the contingent theory, when, entrepreneurship and context match, the performance of business organizations will improve. The vision of most tour firms is providing quality high class services to clients which in return enables firms to increase their sales and successfully thrive and achieve their mission. High performance culture can be built by the top management if they put effort in creating an organizational climate dedicated towards quality. This can be achieved by involving all the levels of work force and establishing continuing relationships with clients.

2.3 Entrepreneurial Dimensions

According to Wiklund (1999), most analysts concur that EO is a blend of three main measurements which include; innovativeness, proactiveness and risk-taking.

Innovativeness

Innovation has been seen as imperative in guaranteeing competitive advantage by association and long term dedication. Inventiveness reflects the limit of a firm to make and grow new items, better approaches for advertising and item improvement. Advancement is a fundamental technique for looking for after conditions similar to a crucial portion of an Entrepreneurial orientation (Lumpkin & Dess, 1996).

The significance of innovation as a key factor of financial development and improvement was likewise featured by Joseph Schumpeter (1934) in his Hypothesis of economic development who considered the business visionary's assignment and ability to acknowledge new mixes of the creation variables, and in this manner development, as the premise of his hypothesis. Globalization of the business sectors and expanding worldwide rivalry drive firms to look for new, creative, adaptable and inventive approaches to survive (Casals, 2011).

Risk-taking

Entrepreneurial conduct includes contributing a huge extent of assets to an undertaking inclined to disappointment. The attention is on directed and ascertained hazard taking rather than outrageous and uncontrolled hazard taking (Morris et al. 2008) however the estimation of the hazard taking measurement is that it situates the firm towards the assimilation of vulnerability instead of a deadening trepidation of it. Studies uncover that organizations that go for broke perform preferable as far as gainfulness over the individuals who don't (Bearse, 1982). Such firms are additionally anticipated that would

have better execution and a more elevated amount of hazard affinity (Leko-Simi & Horvat, 2006). A firm pursuing a new break through has both likelihoods of either succeeding or failing. This may involve directing a lot of resources to research and development of new services and products.

Pro-activeness

Pro-activeness concerns the significance of activity in the entrepreneurial procedure. A firm can make a competitive advantage by anticipating changes in the future request (Dess & Lumpkin 1996), or even shape the environment by not being a uninvolved spectator of environment pressures but rather a dynamic member in forming their own condition (Buss, 1987). Green et al. (2006) found that market introduction relates positively and significantly with firm pro-activeness techniques which thus prompt higher firm performance.

Dess and Lumpkin (1996) recommended that two additional measurements were notable to entrepreneurial orientation. Drawing on Mill operator's (1983) definition and earlier research (MacMillan & Day, 1987; Venkatraman, 1989a), they distinguished focused forcefulness and self-sufficiency as extra forms of the EO. Competitive forcefulness is the power of an association's push to beat its competitors and is described by a solid hostile stance or forceful reactions to threats. Self-sufficiency alludes to autonomous activity embraced by entrepreneurial pioneers or groups coordinated at discovering new ideas and opportunities and ensuring that the necessary measures are taken in order to succeed.

2.4 Empirical Review

Extensive studies have been conducted on entrepreneurial orientation research, entrepreneurial orientation and firm execution. These studies include: The study conducted in Malaysia by Arshad et al, (2013) on the effect of EO on execution of small medium enterprises in Malaysia. The study sought to address the influence of EO dimensions on the operations of SMEs in Malaysia. Result revealed there was a low connection between factors. This investigation likewise uncovered that creativity, proactiveness, chance taking and focused forcefulness impacted execution.

A study was conducted by Ansir & Cahyono (2014) targeting entrepreneurial introduction to firm execution identifying with 163 SME in West Java, Indonesia and discovered that EO had a critical impact on the performance of the small business enterprises. A study by Ambad & Wahab (2013) on Entrepreneurial Orientation among Malaysian big organization contributed a lot to EO. The research examined the effects of EO components on company implementation of Malaysia substantial organizations. Strategic entrepreneurial orientation was recognized as the catalyst of sustainability and development. The findings showed that hazard taking and ingenuity influence firm performance respectively. Contrarily proactiveness had no significant impact on the performance of organizations.

Piirala (2012) studied the impact of entrepreneurial orientation on firm performance: a comparative study of Finnish and German SMEs. According to his findings innovativeness was the most significant contributor to firm performance in the SMEs of

both countries, moreover the impact of innovativeness alone was greater than that of the combined EO concept. Otieno, Bwisa and Kihoro (2012) studied the effect of entrepreneurial orientation on Kenya's Assembling Firms Working under East Africa Regional Integration. The investigation utilized both qualitative and quantitative data. The investigation revealed that execution of Kenya's gathering firms are basically impacted by entrepreneurial presentation, to the extent deals, benefits and job opportunities as measures of firm execution.

A study by Macharia (2016) on effects of entrepreneurial execution on the implementation of pharmaceutical firms in Kenya inferred that ingenuity in enterprise influences the execution of pharmaceutical firms. Reception of inventive method for advertising and creation of pharmaceutical items can enhance the execution of the business. Further, the findings revealed that hazard taking can impact the execution of pharmaceutical firms. This is on account of hazard taking includes experience into new territories of business which can be more gainful.

2.5 Summary of Literature Review and Knowledge gaps

The literature review entails the theories that were discussed and they include, resource based view theory and contingent fit theory. The entrepreneurial dimensions were also discussed and they include innovativeness, pro-activeness and risk taking. The various empirical literature were reviewed and they include Otieno, Bwisa and Kihoro (2012). Arshao, Rasili and Zain (2013), Ansir and Cahyono (2014) and Macharia (2016) who came up with different conclusions on strategic entrepreneurial orientation. From the

study findings, the following research gaps are evident, the studies lacked analytical model and the criteria used to select the sample for the study was not elaborate.

Previous studies showed different outcome and findings which evidently showed that there are gaps in the area of study. Adopting EO requires resources (Slevin & Covin , 1991; Morgan & Hughes, 2007) hence there is need for more research to determine in which context EO may be beneficial. Most of the EO studies have only looked at EO as a whole and have not tested the influence of its individual dimensions and performance. A number of studies have revealed that all dimensions of EO may not always be beneficial for firm prosperity (Dess & Lumpkin, 2001).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the research design, the target population and sample of the study, the survey and data collection method and measurement and the data analysis techniques.

3.2 Research Design

A descriptive cross-sectional survey was used for this study to analyze different tour firms in Nairobi and assert the effects of EO on the performance of the firms. A descriptive study allowed for information to be collected without changing the environment while a cross sectional study involved a one-time interaction with the unit of analysis (Robson, 2002). The tour firms as the units of analysis were analyzed at the same time and gathered information necessary for the study.

The cross-sectional design is considered to be for effects of relationship studies and suitable for studies that aim to analyze a problem, phenomenon and situation attitude or issue by considering a cross-section of the population at one point in time (Mugenda, 2003). This design was considered appropriate and data was collected from the selected tour firms at a point in time.

3.3 Target Population

According to Borg et al (1996), population refers to the biggest cluster that researchers desire to study. According to Kenya Association of Tour Operators there is a total number of 306 tour operators in the country. The study targeted a population of 136 Nairobi tour operators who are members of Kenya Nairobi Association of Tour Operators (KATO) under category E.

The study population included both foreign and locally possessed registered tour firms operating in Kenya as at October 2017. To be registered with Kenya Association of Tour Operators, firms must meet the eligibility condition of a maximum annual turnover of Ksh 10,000,000 and one year membership. The register is frequently updated for public use and is considered a reliable source of information for tourism customers.

3.4 Sampling and Sample Size

The study employed random sampling. In random sampling, each unit of analysis (selected tour firms) has an equal probability of being chosen. This sampling technique is believed to be representative and is believed that the identified tour firms equally had the information that is required (Mugenda , 2006). The selected tour tour firms sampled were representative of the whole Category E.

According to Cochran (1963), a sample size is determined by the level of precision, the confidence level, and the degree of variability. For finite populations, the sample size was calculated using the following formula:

$$n_0 = \frac{N}{1 + N(e)^2}$$

$$n = \frac{136}{1 + 136(0.1)^2}$$

$$1 + 136(0.1)^2$$

$$n = \frac{136}{1 + 136(0.01)}$$

$$1 + 136(0.01)$$

$$n = \frac{136}{1.36}$$

$$1.36$$

$$n = 100$$

Where e is the precision level and N is the population size. The study used a precision level of 90% confidence level and therefore from the above formula, the calculated sample size is 100 selected tour firms (Yamane, 1967).

3.5 Data Collection

According to Dudovskiy (2016), data collection is a method of gathering data and information in a systematic manner that enables questions to be answered and outcomes to be evaluated on the subject of study. According to Gill, Stewart, Treasure, & Chadwick (2008) questionnaires comprise of both structured and unstructured data. The study used questionnaires to collect primary data from managers at the tour firms. Structured questionnaires were used to collect primary data anchored on a five point type scale ranging from strongly disagree to strongly agree.

The research instrument was self-administered through the drop and pick up later method. Follow-up telephone calls were made to the respondents to increase the response rate. Secondary data was collected from published sources such as newspapers, magazines, websites and other publicly available sources.

3.6 Data Analysis

Data was analyzed using both inferential statistics and descriptive statistics. Data was executed using Statistical Procedure for Social Sciences (SPSS). Descriptive statistics was used to analyze the effect of entrepreneurial orientation on performance of category E selected four firms in Nairobi in forms of mean, standard deviation and the population. Collected data was analyzed and processed using statistical package for social sciences (SPSS)

Multiple linear regression was conducted and results analyzed accordingly. The output of data analysis enabled the study to infer the sample characteristics to the population. The findings of the study were presented using both inferential and inferential methods. The data was presented using tables for ease of understanding.

The model for analysis was:

$$Y = S_0 + S_1x_1 + S_2x_2 + S_3x_3 + V$$

Y is the firm performance

S_0 is the constant term

S_1 , S_2 and S_3 are coefficient

x_1 is the innovativeness

x_2 is the risk taking

x_3 is the proactiveness

is the error term

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings based on the proposed methodology and procedures. The chapter is comprised of the following sub-sections: response rate, demographic information, innovativeness, risk-taking, proactiveness, performance of tour firms as well as inferential analysis.

4.2. Response Rate

The output on the response rate are as stated in Table 4.1.

Table 4.1: Distribution of Response Rate

Responses	Frequency (N)	Percentage (%)
Responded	50	50
Not responded	50	50
Total	100	100

Source: Primary Data (2017)

This study targeted 100 respondents who were anticipated to be interviewed. However, out of the estimate figure, only 50 respondents were able to respond and return the questionnaires. Thus, the projected response rate translated to 50 percent. For that reason, the response rate documented by the study was found to be fit for analysis since it is supported by Mugenda and Mugenda (2010) who advocated that any response rate of 50% and above is fair for analysis and is able to allow researcher to make conclusions

from the findings. However, the remaining respondents did not avail themselves or did not return the filled questionnaires. This could be due to their busy schedule of work.

4.3 Demographic Data

4.3.1 Respondents' Gender

The study established the distribution of gender and the results are as indicated in Table 4.2.

Table 4.2: Percentage Distribution of Respondents' Gender

Gender	Frequency (N)	Percent (%)
Male	24	48.0
Female	26	52.0
Total	50	100

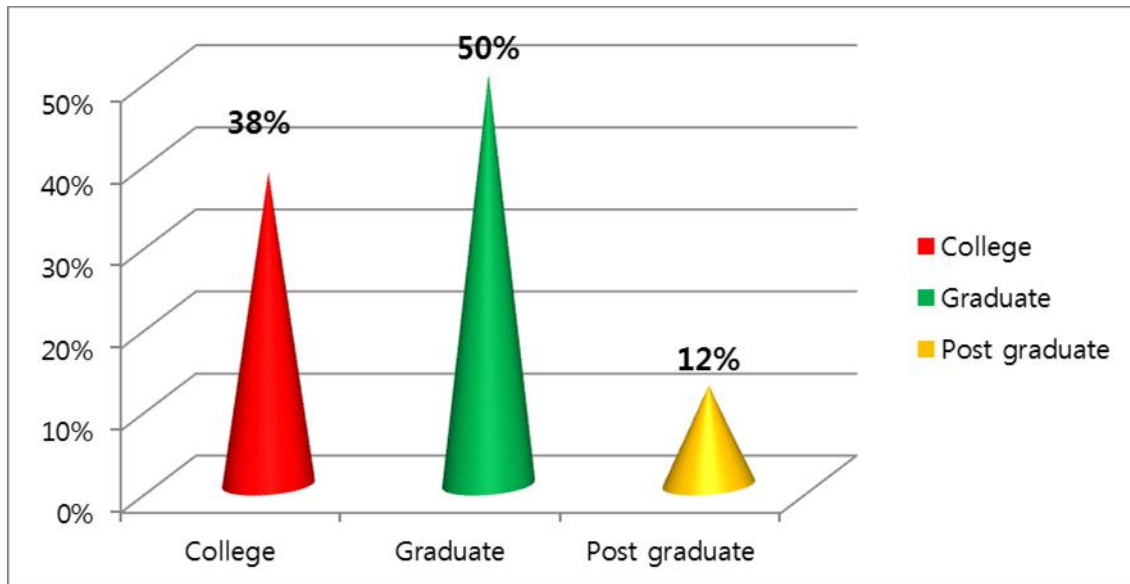
Source: Primary Data (2017)

From the outcomes given, it can be construed that 52 percent of the respondents were female. On the other hand, the male counterparts had a representation of 48 percent. This has implication that there was a fair balance in representation of respondents in terms of gender though the female gender seems to have a higher percentage.

4.3.2 Education Level

The study sought to establish the academic level of the respondents and the results are as given in Figure 4.1

Figure 4.1: Level of Education



Source: Primary Data (2017)

The findings revealed that the respondents had a relatively high level of qualification with 38% holding diplomas, 50% holding bachelors degree and 12% holding degree of master's certificates respectively. This implies that the respondents have the relevant knowledge in their areas of operation within the tour firms.

4.3.3 Duration of Work in Tourism Industry

The study established the length of time employees had worked at their respective firms.

The findings are as illustrated in Table 4.3.

Table 4.3: Number of Years Worked

Years	Frequency (N)	Percent (%)
Less than 2 years	15	30.0
3 - 6 years	17	34.0
7 – 11 years	9	18.0
Over 12 years	9	18.0
Total	50	100

Source: Primary Data (2017)

Thirty percent (30%) of the respondents indicated that they have worked in the tourism industry for less than 2 years hence this research study will be of great help to them in providing insights on how to improve their performance. Thirty four percent (34%) had served the industry for a period of 3-6 years, 18% for a period of 7-11 years and 18% for more than 12 years meaning that they have a better understanding of the industry as a whole.

4.4 Innovativeness

4.4.1 Extent of Innovativeness

Result findings in table 4.4 are the responses on the extent of innovativeness among the category E of four firms operating in Nairobi

Table 4.4: Extent of innovative adoption

Extent	Frequency (N)	Percent (%)
Great extent	20	40.0
Moderate extent	30	60.0
Low extent	0	0.0
Total	50	100

Source: Primary Data (2017)

The results revealed that most of the selected firms sixty percent firms (60%) had adopted innovativeness at moderate extent. 40% said to a great extend. The below finding justifies the fact that all tour firms have adopted some level of innovativeness. This suggests that many tour firms in Nairobi County embrace innovativeness to a moderate level.

4.4.2 Innovativeness

The study sought to establish how performance is influenced by innovativeness. The result findings were as shown in table 4.5.

Table 4.5: Innovativeness

Descriptive Statistics			
Statements on Innovativeness	N	Mean	Std. Deviation
Quality of our services has improved	50	4.64	.49
Our firm supports new ideas	50	4.52	.86
We have creative skillful employees	50	4.40	.61
Emphasis is put on development and research by our firm	50	4.18	.98
We have embrace new modern marketing procedures	50	4.18	.85
Overall Mean	50	4.38	0.76

Source: Primary Data (2017)

It can be deduced that most of the tour firms under study were found to have improved quality of their services from being innovative (Mean = 4.64, and Std = 0.49). Similarly, with a mean of 4.52 and a standard deviation of 0.86, tour firms in category E practiced innovativeness through supporting of new ideas. Respondents agreed to the statement that their firms had creative skillful employees which contributed to innovativeness. This was can be support by a mean of 4.40 and a standard deviation value of 0.61. On the same note, employees of tour firms agreed to the statements that their firm put more emphasis on research and development (Mean = 4.18, Std. 0.98). Consequently, the research revealed that respondents agreed that firms had adopted new modern ways of marketing (Mean = 4.18, and Std. 0.85).

Therefore, the findings have implication that most of the category E tour firms are innovative and this is achieved through focusing on quality services, supporting new ideas and have creative skillful employees. With the overall mean of 4.38, it means that most of the firms had given priority to innovativeness. The findings of this research corroborate with that of Piirala (2012) findings that innovativeness was the most significant contributor to firm performance in the SMEs of Malaysia. Moreover the impact of innovativeness alone was greater than that of the combined EO concept.

4.5 Risk Taking

In determination of the factors which are given priority by tour firms in risk taking, the results are as shown in Table 4.6.

Table 4.6: Risk Taking

Descriptive Statistics			
Statements on Risk Taking	N	Mean	Std. Deviation
Am a key player at supporting new company initiatives and new opportunities	50	4.30	.93
Some of our services target different market segments	50	4.22	.91
My company explores new potential areas of business	50	4.14	1.26
I am keen to minimize risks	50	3.86	1.13
My firm is willing to take risks	50	3.68	.91
Overall Mean	50	4.04	1.03

Source: Primary Data (2017)

The findings revealed that the employees who participated in this research indicated that they were practicing risk taking, since most of them agreed to the statement that they participated in supporting their respective firm's initiative when open up new businesses (Mean = 4.30, Std. 0.93). This was followed by a statement on having services that target different market segments by mean 4.22 and a standard of 0.91. Additionally, the respondents agreed to the statement that the firm from which they work explores new potential areas of business (Mean = 4.14, Std. 1.26).

On the other hand, the respondents moderately agreed that they were keen to minimize risks (Mean = 3.86, and a Std. 1.13). On whether the tour firms were willing to take risks, the respondents moderately agreed to this statement (Mean = 3.68, and a Std. 0.91). This has indication that tour forms take risk in order to better their performance and this was found to be done mostly through participating in supporting firm's initiative when open

up new businesses, having services that target different market segments, and by firm exploring new potential areas of business. The overall mean is found to be 4.04, indicating that risk taking is an essential element which can influence firm performance. This revelation is in line with Macharia (2016) study findings that hazard taking can impact the execution of firms. This was on account of hazard taking that included experience into new territories of business which were found to be more gainful.

4.6 Proactiveness

On the different aspect of assessing the influence of proactiveness on the performance of tour firms in Nairobi. The result findings are as presented in table 4.7.

Table 4.7: Proactiveness

Statements on Proactiveness	Descriptive Statistics		
	N	Mean	Std. Deviation
My firm is willing to take new opportunities	50	4.30	.89
My firm constantly studies the market in order to capture future demands	50	4.06	.94
We constantly monitors and responds to competitor strategies quickly	50	3.88	.96
We constantly embrace and pursue diverse strategies that are hard to copy	50	3.78	.93
We are among the first ones to introduce new tour destinations and services, , administrative techniques and operating technology in the market	50	3.44	.81
Overall Mean	50	3.89	0.91

Source: Primary Data (2017)

The study revealed the statement of tour firms having the will to take on new opportunities was a priority in them being proactive. This is because most of the respondents agreed to this statement (Mean = 4.30, and a Std. = 0.89). Likewise, tour firms in category E which operate within Nairobi insist on constantly studying the market in order to capture future demands (Mean = 4.06, and a Std. of .94).

Nevertheless, respondents moderately agreed that firms were found to constantly monitor and respond to their competitors' strategies quickly (Mean = 3.88, Std. = 0.96). It was also agreed moderately that tour firms constantly embraced and pursued diverse strategies that were hard to copy (Mean = 3.78, Std. 0.93). Similarly, the tour firms' employees who participated in this study moderately agreed to the statement that their respective firms are normally among the first ones to introduce new tour destinations and services, administrative techniques and operating technology in the market (Mean = 3.44, Std. = .81). Generally, proactiveness was found to influence firm performance moderately since it has an overall mean value of 3.89.

4.7 Performance of Tour Firms

To measure firm performance, each respondent from the firms under study was asked to evaluate the firm's performance relative to its major competitors with respect to customer satisfaction, employee satisfaction and efficiency.

4.7.1 Extent of Firm Performance

Result output given in Table 4.8 was the extent of firm performance.

Table 4.8: Extent of Firm Performance

Extent	Frequency (N)	Percent (%)
Great extent	12	24.0
Moderate extent	34	68.0
Low extent	4	8.0
Total	50	100

Source: Primary Data (2017)

The study revealed that majority of the firms comprising sixty eight percent (68%) of the selected tour firms perform at moderate extent. Further 24% indicated that they performed at a great extent. The below finding justifies the fact that majority of tour firms in Nairobi perform relatively well.

4.7.2 Customer Satisfaction

On different note, the study resolved to assess the performance of tour firms based on the customer satisfaction. The results are as shown in Table 4.9.

Table 4.9: Customer Satisfaction

Statements on Customer Satisfaction	Descriptive Statistics		
	N	Mean	Std. Deviation
We often receive positive feedback from our customers.	50	3.64	.53
We have repeat of customers in our firm	50	3.58	.50
Our customers are happy with our packages and charges	50	3.42	.538
We frequently get new customers	50	3.26	.694
We rarely receive complaints about services we offer	50	3.22	.76
Overall Mean	50	3.42	0.60

Source: Primary Data (2017)

From the findings given, it can be construed that most of category E tour firms operating in Nairobi satisfy their customers to a moderate extent. The aspect which is mostly to gauge customer satisfaction was found to be, firms oftenly receiving positive feedback from their customers as it provided a mean of 3.64 and a standard deviation of 0.53. This was followed by the statement firms having same customers repeatedly by a mean of 3.58 and a standard deviation of 0.50.

The next statement which was found to determine customer satisfaction in influence firm performance was found to be customers being happy with firms packages and charges (Mean = 3.42, Std. 0.54). Furthermore, firms were found to frequently get new customers to a moderate extent (Mean = 3.26, Std. 0.69). Lastly, firms were rarely receiving complaints about services offered to gauge their customers' satisfaction just to a

moderate extent (Mean = 3.22, Std. 0.76). Overall, the results show that customer satisfaction is moderately to be a measure of firm performance.

4.7.3 Employee Satisfaction

When employees are happy and motivated they always give more than what is expected of them leading to a very high firm performance. The study sought to assess performance based on employee satisfaction and the outcomes are as given in Table 4.10.

Table 4.10: Employee Satisfaction

Statements on Employee Satisfaction	Descriptive Statistics		
	N	Mean	Std. Deviation
Employees of this firm work as a team and a more centered on team agenda rather than persona interest	50	3.66	.48
Employees appreciate working for this firm	50	3.54	.65
Employees look forward to working for the firm for a long time	50	3.52	.58
The employees are attached to the company	50	3.42	.76
We have lower employee turnover than that of our competitors	50	3.14	.99
Overall Mean	50	3.46	0.69

Source: Primary Data (2017)

It is clear from the findings that employees of tour firm work as a team and are more centered on team agenda rather than persona interest. This can be supported by a high mean of 3.66 and a standard deviation of 0.49. It was as well revealed that employees

appreciate working for their respective tour firm (Mean = 3.54, Std. 0.65). Next in the rank was the issue of employees looking forward to working for their firms for a long period of time (Mean = 3.52, Std. 0.58). Still to a moderate extent, the employees of tour firms were found to attached to their respective companies (Mean = 3.42, Std. 0.76). Conversely, the statement of firms having lower employee turnover than that of their competitors had a lower mean value of 3.14 and a standard deviation of 0.99). Taken as a whole the statements used by the study on employee satisfaction as a measure of firm performance produced a mean of 3.46. This is an implication that the tour firms in category E apply these indicators of employee to a moderate extent.

4.7.4 Firm Efficiency

Efficient firms enables for low cost of operations enabling the firms to provide affordable safari packages to customers. Table 4.11 summarizes the study findings.

Table 4.11: Efficiency

Statements on Efficiency	Descriptive Statistics		
	N	Mean	Std. Deviation
We fully utilize the available financial resources	50	3.82	.48
We maximize on the use of available physical resources e.g. computers	50	3.70	.51
We maximize on the use of our staff capabilities	50	3.60	.50
High-quality administrative systems are in place for example human resources to support the efficiency of the firm	50	3.16	.71
We closely monitor our employee attendance through use of check in and checkout list	50	2.72	1.09
Overall Mean	50	3.40	0.66

Source: Primary Data (2017)

To a moderate extent, four firms efficiency most is achieved through focusing on fully utilization of the available financial resources (Mean = 3.82, Std. 0.48). This was followed by firms' maximization of the use of available physical resources like computers by a mean of 3.70 and a standard deviation of 0.51. Third in the rank of measuring efficiency of four firms is maximization of the use of staff capabilities, as it reported a mean of 3.60 and a standard deviation of 0.50. High-quality administrative systems being in place for example human resources to support the efficiency of the firm was ranked fourth in the measurement of efficiency with a mean of 3.16 and a standard deviation of 0.71. However, the idea of firms closely monitoring their employee attendance through use of check in and checkout list was affecting efficiency of firms to a

small extent. In general, the study reported an overall mean of 3.40, which means that all the aspects used by this study to gauge firms' efficiency were able to influence performance to a moderate extent.

4.7.5 Summary of the Descriptive Statistics

Table 4.12 presents a summary means of the independent variable (strategic orientation) proxied by innovativeness, risk taking and proactiveness, as well as and dependent variable of the study (firm performance) represented by customer satisfaction, employee satisfaction and efficiency.

Table 4.12: Summary of the Descriptive Statistics

Variables	Descriptive Statistics		
	N	Mean	Std. Deviation
Strategic Entrepreneurial Orientation			
Innovativeness	50	4.38	0.76
Risk taking	50	4.04	1.03
Proactiveness	50	3.89	0.91
Average	50	4.11	0.90
Firm Performance			
Customer satisfaction	50	3.42	0.60
Employee satisfaction	50	3.46	0.69
Efficiency	50	3.40	0.66
Average	50	3.43	0.65

Source: Primary Data (2017)

4.8 Regression Analysis

The study used of inferential analysis to test the influence of strategic EO on performance of selected tour firms in Nairobi. Independent variables were explored to test whether their existed any significance influence of these variables on the dependent variable.

4.8.1 Model Summary

The findings on the regression model summary are given in Table 4.13.

Table 4.13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.723 ^a	0.523	0.507	0.366

a. Predictors: (Constant), Innovativeness, Risk Taking, Proactiveness

Source: Primary Data (2017)

The study provided a model summary with an R^2 of 0.523 which could imply that the independent variables used in this model namely, innovativeness, risk taking, and proactiveness can explains 52.3% of the variations in the performance of the selected tour firms in Nairobi. This means that there are other factors which affect performance of the selected tour firms which are excluded in the model.

4.8.2 ANOVA

Table 4.14 shows the results on the analysis of the variance.

Table 4.14: ANOVA

	Model	Sum of Squares	df	Mean Square	F	Sig.
	Regression	12.679	3	4.226	16.837	0.000 ^b
1	Residual	11.543	46	0.251		
	Total	24.222	49			

a. Dependent Variable: Firm Performance

b. Predictors: (Constant), Innovativeness, Risk Taking, Proactiveness

Source: Primary Data (2017)

This was to establish whether there was any significance in the variables used in the model. The ANOVA results provided an F – statistics of 16.837 supported by strong significant evidence indicating a p – value of 0.000. This means the study is in agreement with the statement that innovativeness, risk taking, and proactiveness together do have influence firm performance.

4.8.3 Beta Coefficients

Table 4.15 contains results of the beta coefficients of the independent variables, t values as well as their significance level (p – values). The study was based on the confidence interval of 95%. Therefore, leaving a threshold of 5 percent, where $p < 0.05$ is an indication of strong evidence while $p > 0.05$ indicate weak evidence.

Table 4.15: Beta Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.203	0.165		7.275	0.000
1 Innovativeness	0.345	0.062	0.456	5.575	0.000
Risk taking	0.299	0.054	0.441	5.560	0.000
Proactiveness	0.047	0.040	0.090	1.172	0.244

a. Dependent Variable: Firm Performance

Source: Primary Data (2017)

Beta coefficients findings in table 4.15 reveals that innovativeness and performance of selected tour firms are positively and significantly related since it provided a coefficient value of 0.345 and p –value of 0. 000. The table again indicates that risk taking and performance of selected tour firms are positively and significantly related with a coefficient value of 0.299 and p – value of 0.000. On contrary, proactiveness was found to have an insignificant relationship towards firm performance where it gave a coefficient value of 0.047, and weak $p > 0.05$.

The regression model:

$$\text{Performance of selected tour firms in Nairobi} = 1.203 + 0.345\text{Innovatiness} + 0.299\text{Risk taking} + 0.047\text{Proactiveness}$$

The above model shows that the performance will increase by 0.345 units if company embrace innovativeness. Likewise performance will increase by 0.299 units if the firm embrace. These findings are in line with Ambad and Wahab (2013) who concluded that ingenuity and hazard taking influence firm execution respectively, and that proactiveness

had no significant impact on firm performance. The positive constant (1.203) represents other factors that can increase the performance of selected tour firms that are excluded in the model.

4.4 Discussion of Findings

The results revealed that innovativeness and risk-taking respectively had a significant influence in the performance of selected tour firms in Nairobi. Contrary the findings revealed that proactiveness did not have a significant influence on the performance of selected firms. The finding was in agreement with the study done by Piirala, (2012) on the impact of EO on the performance of SMEs in Germany.

The study also revealed that proactiveness did not have a significant influence on the performance of selected tour firms. These findings are in line with Ambad and Wahab (2013) who concluded that ingenuity and hazard taking influence firm execution respectively, and that proactiveness had no significant impact on firm performance. Companies should be more active in gathering and sharing the information in the external environment in order to capture the growing needs and preferences of clients.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the major findings of the study, discussion on theory and practice and conclusions.

5.2 Summary of Findings

The study objective was to establish the influence of innovativeness, risk-taking and proactiveness on the performance of selected tour firms in Nairobi. This study employed a cross-sectional survey design. The study targeted a population of 136 tour firms registered by KATO under category E. The Study targeted a sample size of 100 firms but only 50 firms were interviewed. Questionnaires were developed in line with the subject of the study and later dropped to the respective respondents. The findings revealed that innovativeness and risk taking had an influence on performance of selected firms, however proactiveness did not have a significant influence on the performance of selected tour firms.

Innovativeness had the highest influence on firm performance, the finding was in agreement with the study done by Piirala, (2012) on the impact of EO on the performance of SMEs in Germany. Another study by Ambad & wahab,(2013) also concluded that proactiveness did not have a significant influence on the performance of firms in Malaysia. According to the study findings therefore firms that are more creative in developing new services, products and modern operational procedures are likely to

perform better. Firms that desire to perform better should be fast in technology adoption in order to improve performance.

5.3 Conclusion of the Study

Based on the findings of this study and studies done previously, this research study came up with a number of conclusions. The objective was reviewed and conclusions provided which contributed to the body of knowledge and business practise as well. The study concluded that innovativeness and risk taking had a significant influence on the performance of selected tour firms. Adopting creative and modern way of marketing and execution of safari packages can improve the performance of firms.

Firms should seek to improve performance through research and development in order to adopt modern ways of operations and meet growing customer needs and preference. Adventure into new areas of business can improve the performance of the firm hence managers should not be scared of taking risk. Further the study concluded that proactiveness had very low influence on the performance of selected tour firms. Therefore in order for tour firms to improve their performance they have to be innovative and risk takers.

5.4 Recommendations of the Study

This research revealed that EO influences the performance of selected tour firms. Tour firms should therefore invent methods and channels of gathering enough resources for research and development. This will enable the tour companies to offer new modern services and products that meet the changing client needs and preferences. Research and development is one of the key to increasing the company profitability hence leading to high performance.

Tour firms should also invest heavily in training and development of their employees knowledge and skills in order to improve performance in their current roles. Firms should also become more proactive and aggressive in scribbling for the new opportunities and markets offered by the external environment. This will enable to gain sustainable advantage and perform extremely better than their competitors. Since tourism is seasonal firms should look for other different opportunities in order to boost their performance most especially during high season.

5.5 Suggestion for Further Research

The study was done in Nairobi county hence more studies can be repeated in other counties in Kenya to find out whether the findings will still be the same . The study can also be replicated to other sectors like hotels, travel agencies, corporate companies and other industrial firms to give a better view on what degree strategic entrepreneurial orientation influence firm performance. Most studies on EO have been done in developed

countries hence this study suggest further studies to be carried out in developing countries most especially in Africa.

Further research can also be done using a different study design like longitudinal study or a larger sample to find out if the results will still be the same. Another research is also recommended to address the reason as to why proactiveness has no significant influence on the performance of firms. The study also suggested that there are other factors that influence the performance of the firm hence further research can be done to seek those other factors in order for the performance of the firm to improve.

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APPENDIX

Appendix 1: Questionnaire to the Management Team

Section A: Demographic data

1. Specific Gender Female [] Male []
2. Education level?
 - I. Post graduate []
 - II. Graduate []
 - III. College []
3. Number of years worked in the Tourism sector?
 - I. Less than 2 []
 - II. 3 - 6 []
 - III. 7 – 11 []
 - IV. Over 12 []

Section B: Innovativeness

4. Your firm has embraced innovativeness to what extent?
Low extent [] Moderate extent [] Great extent []
5. The segment outlines the effects of innovativeness on performance of Category E tour firms in Nairobi County. Kindly mark () in the box that perfectly defines your disagreement or agreement on the statements stated below. The alternatives given include: Agree Strongly, Neutral, Disagree, Agree and Disagree Strongly.

No	Statement	Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
		i.	ii.	iii.	iv.	v.
i.	Our firm does modern new marketing ways					
ii.	Our Employees are skillful and creative					
iii.	Services and product quality has improved					
iv.	New ideas are greatly supported by our company					
v.	A lot of effort is put in research and development					

Section C: Risk-taking

6. The area outlines influence that risk taking has on the performance of category E Tour firms in Nairobi County. Kindly mark () in the box that perfectly defines whether you are in disagreement or in agreement with the statement. The choices given are: Disagree Strongly, Agree, Disagree, Neutral and Agree Strongly.

No	Statement	Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
		I.	II.	III.	IV.	V.
i.	I ensure risk is minimized keenly					

ii.	Am a key player at initiating new businesses in our firm					
iii.	Some of our services target different market segments					
iv.	Firm is ready to embrace risk					
v.	We research current available opportunities					

Section D: Proactiveness

7. The area outlines influence that proactiveness has on the performance of category E Tour firms in Nairobi County. Kindly mark () in the box that perfectly defines whether you are in disagreement or in agreement with the statement. The choices given are: Disagree Strongly, Agree, Disagree, Neutral and Agree Strongly.

No	Statement	Disagree Strongly	Disagree	Neutral	Agree	Agree Strongly
		i.	ii.	iii.	iv.	v.
i.	My firm is willing to take new opportunities					
ii.	We constantly monitors and responds to competitor strategies quickly					
iii.	We are among the first ones to introduce new tour					

	destinations and services, administrative techniques and operating technology in the market					
iv.	We constantly embrace and pursue diverse strategies that are hard to copy					
v.	My firm constantly studies the market in order to capture future demands					

Section E: Performance of Tour firms in Nairobi

8. Your firm performs to what extent?

Low extent [] Moderate extent [] Great extent []

9. The segment purposes to outlining the performance of Tour firms in Nairobi County registered under KATO Category E. In each of the three performance measures kindly indicate performance range for the past 3 years.

Customer Satisfaction

Description	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
(i) We have repeat of customers in our					

firm					
(ii) We often receive positive feedback from our customers.					
(iii) We rarely receive complaints about services we offer					
(iv) We frequently get new customers					
(v) Our customers are happy with our packages and charges					

Employee satisfaction

Description	Not at all	To a small extent	To a moderate extent	To a large extent
i) Employees of this firm work as a team and a more centered on team agenda rather than persona interest				
ii) The employees are attached to the company				
iii) Employees appreciate working for this firm				
iv) Employees look forward to working for the firm for a long time				
v) We have lower employee turnover than that of our competitors				

Firm Efficiency

Description	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
(i) We maximise on the use of our staff capabilities					
(ii) We maximise on the use of available physical resources e.g. computers					
(iii) We fully utilize the available financial resources					
(iv) We closely monitor our employee attendance through use of check in and check out list					
(v) High-quality administrative systems are in place for example human resources to support the efficiency of the firm					

Appendix 2: List of companies under Category E

The tour firms under category E include the following:-

No.	Company	Category
1.	Aardwolf Africa Adventure Safaris Ltd,	E
2.	Absolute Adventure Africa Safaris Limited,	E
3.	Access Africa Safaris LTD,	E
4.	Adventure African Jungle Ltd,	E
5.	Affable Tours & Safaris (E.A),	E
6.	Africa Bound Safaris (K) Ltd,	E
7.	Africa Journeys Escapes,	E
8.	Africa Partners in Safari Ltd,	E
9.	Africa Untamed Wilderness Adventures Ltd,	E
10.	Africa Visa Travel Services Ltd,	E
11.	African Dew Tours & Travel Ltd,	E
12.	African Eco Safaris,	E
13.	African Grand Expeditions Ltd,	E
14.	African Home Adventure Ltd,	E
15.	African Road Safaris,	E
16.	African Safari Destinations Ltd,	E
17.	African Sermon Safaris,	E
18.	All Time Safaris Ltd,	E
19.	Animal World Safaris Ltd,	E
20.	Anste Tours & Travel Limited,	E
21.	Aramati Safaris,	E

22.	As You Like It (Safaris) Ltd,	E
23.	Asili Adventure Safaris Ltd,	E
24.	Australken Tours & Travel Ltd,	E
25.	Avenue Service Station,	E
26.	Baisy Oryx Tours Travel & Safaris,	E
27.	Bellafric Expeditions Ltd,	E
28.	Benroso Safaris Ltd,	E
29.	Bestway Holidays Ltd,	E
30.	Brogibro Company Ltd,	E
31.	BushBlazers Tours Travel & Safaris Ltd,	E
32.	Bushbuck Adventures Ltd,	E
33.	Bushtroop Tours & Safaris,	E
34.	Call of Africa Safaris,	E
35.	Campofrio Safaris Ltd,	E
36.	Catalyst Travels Ltd ,	E
37.	Centurion Travel & Tours Ltd,	E
38.	CKC Tours & Travel,	E
39.	Cosmic Safaris Ltd,	E
40.	Cotts Travel & Tours Ltd,	E
41.	Custom Safaris,	E
42.	Designer Tours & Travel,	E
43.	DK Grand Safaris & Tours Ltd,	E
44.	Duma Africa Treks & Safaris,	E
45.	Earth Tours & Travel Ltd,	E
46.	East Africa Adventures Tours & Safari,	E

47.	East African Eagle (K) Ltd,	E
48.	East African Shuttles & Safaris,	E
49.	East African Wildlife Safaris,	E
50.	Easy Go Safaris Ltd,	E
51.	Elite Travel Services Ltd,	E
52.	Essenia Safari Experts Ltd,	E
53.	Explorer Kenya Tours & Travel,	E
54.	Fairways Solutions Tours & Travel Ltd,	E
55.	Favour Tours & Safaris Ltd,	E
56.	Flight & Safaris International Ltd,	E
57.	GAT Safaris,	E
58.	Gofan Safaris,	
59.	Golden Holidays & Travel Company,	E
60.	Grand Edition Tours,	E
61.	Ideal Tours & Travel,	E
62.	Impact Adventure Travel,	E
63.	Imperial Air Services,	E
64.	Incentive Travel Ltd,	E
65.	Inclusive Holidays Africa,	E
66.	JMAR Safaris Ltd,	E
67.	Jungle Beach Safaris Ltd,	E
68.	Karisia Limited,	E
69.	Kenan Travel & Tours,	E
70.	Kenor Safaris Ltd,	E
71.	Kent Tours & Travel Ltd,	E

72.	Kisima Tours & Safaris,	E
73.	Kuja Safaris,	E
74.	Long Ren Tours & Travel Ltd,	E
75.	Lowis & Leakey Ltd,	E
76.	Marble Travel,	E
77.	Maridadi Safaris Ltd,	E
78.	Mathews Safaris,	E
79.	Mighty Tours and Travel Ltd,	E
80.	Nahdy Travel & Tours,	E
81.	Naked Wilderness Africa,	E
82.	Napenda Africa Safaris,	E
83.	Nappet Tours & Travel Ltd,	E
84.	Nature's Wonderland Safaris,	E
85.	Pal-Davis Adventures Kenya,	E
86.	Peaks & Safaris Africa,	E
87.	Penfam Tours & Travel,	E
88.	Phoenix Safaris,	E
89.	Preps Safaris International Ltd,	E
90.	Prima Vera Tours,	E
91.	Safaris & Travel Ltd,	E
92.	Raptim Humanitarian Travel (Jet Travel Ltd),	E
93.	Raylenne Tours & Safaris,	E
94.	Right Choice Tours & safaris,	E
95.	Safari Mania Ltd,	E
96.	Safari Services East Africa Ltd,	E

97.	Safari Trails Limited,	E
98.	Safari Travel Kenya Ltd,	E
99.	Saleva Africa Tours Ltd,	E
100.	Scenic Treasures Ltd,	E
101.	Selective Safaris,	E
102.	Senator Travel Services,	E
103.	Serene East Africa Safaris Ltd,	E
104.	Shades of Africa Tours & Safaris,	E
105.	Shian Tours & Travel Ltd,	E
106.	Silverbird Adventure Tours & Travel,	E
107.	Silverbird Travel Plus Ltd,	E
108.	Skyview Of Africa Ltd,	E
109.	Soin Africa Safaris,	E
110.	Speedbird Travel & Safaris,	E
111.	Sportsmen's Safaris & Tours,	E
112.	Spurwing Travel & Tours Ltd,	E
113.	Steenbok Safaris & Car Hire,	E
114.	Supreme Safaris Ltd,	E
115.	Tano Safaris Ltd,	E
116.	Tekko Tours & Travel,	E
117.	The Scott Travel Group Ltd,	E
118.	Tobs Kenya Golf Safaris,	E
119.	Top Notch Luxury Safaris,	E
120.	Topcats Safaris Ltd,	E
121.	Trails of Africa Tours & Safaris,	E

122.	Travel Care Ltd,	E
123.	Travel Connections Ltd,	E
124.	Travel Wild East Africa Ltd,	E
125.	Trevaron	E
126.	Travel & Tours Ltd,	E
127.	Tripple Tours & Travel Ltd,	E
128.	Ulf Aschan Safaris Ltd,	E
129.	Visit Africa Ltd,	E
130.	Waymark Safaris Ltd,	E
131.	Wild Destinations Ltd,	E
132.	Wild Vision Adventures ltd,	E
133.	Wildebeest Travels ltd,	E
134.	Woni Safaris Ltd,	E
135.	World Explorer Safaris Ltd	E
136.	Zirkuli Expeditions Ltd.	E

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