ENTREPRENEURIAL TRAINING, ORIENTATION, SIZE, AND PERFORMANCE OF SELECTED GOVERNMENT-FUNDED YOUTH GROUPS ENTERPRISES IN TAITA-TAVETA COUNTY, KENYA

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A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF DOCTOR OF PHILOSOPHY IN BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI

NOVEMBER 2022

DECLARATION

I, Mwagandi Shadrack Mwakio, hereby declare that this thesis is my original work and has not been presented for a degree in any other university.

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To the love of my life, Mbulia.

To my children, Mwagandi, Wakio, and Mghoi.

To my parents, the Late Mwagandi, and the Late Mghoi.

ACKNOWLEDGEMENTS

I thank the Lord God Almighty for His favor upon me, guidance, nourishment, provision, and protection throughout the journey of this PhD.

My special thanks go to my supervisors, Professors Bitange Ndemo, Zachary Awino and Dr. Victor Ndambuki for their guidance, advice, encouragement, patience, and constructive criticism. They kept me on my toes and held my hand.

I am very grateful to Pelagi Mwanyolo, the County Credit Officer of the Youth Enterprise Development Fund Board, Taita Taveta, for making the data collection exercise seamless. I also appreciate my research assistants Kelvin Malalo, Paul Kimiri, and George Nyatta for a job well done, and the respondents for their time and the data provided.

My heartfelt gratitude goes to my wife, Mbulia; son, Mwagandi; daughters, Wakio, and Mghoi for their unwavering support.

May the Lord God bless you all.

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ABBREVIATIONS AND ACRONYMS

DV: Dependent Variable

ET: Entrepreneurship Training

EO: Entrepreneurial Orientation

KMO: Kaiser-Meyer-Olkin

IV_1: Independent Variable

IV_2: Intervening Variable

MSE: Micro and Small Enterprise

MV: Moderating Variable

NACOSTI: National Commission for Science, Technology, & Innovation

OP: Organizational Performance

OS: Organizational Size

SDG: Sustainable Development Goal

SME: Small and Medium Enterprise

YEDF: Youth Enterprise Development Fund

ABSTRACT

The study is about entrepreneurial training, orientation, size and performance of youth group enterprises that are funded by the government in Taita-Taveta, Kenya. The government, in its bid to reduce the soaring levels of unemployment among the youth, created and implemented the Youth Enterprise Development Fund. This fund provides finance and entrepreneurship training to youth and disadvantaged groups to enable them to start and run their enterprises. It, however, seems not to have delivered the expected impact. It is, therefore, pertinent to establish the effects of the entrepreneurial training and funds provided to the youth for enterprise development. The intention of this study was to establish the following with respect to youth group enterprises: effect of entrepreneurial training on organisational performance; the output of entrepreneurial orientation on the association between entrepreneurship training and organizational performance; the effect of the size of an organisation on the nexus between entrepreneurial training and organizational performance; and the joint effect of entrepreneurial training, orientation, and size on organizational performance. A survey design that was cross-sectional in nature was employed. Out of the 156 youth group enterprises that were targeted for data collection, 62 percent responded positively. Questionnaires that were personally administered by the researcher and research assistants were used to collect the data. Characterizing statistics, correlation, and regression analyses were then performed on the data. The study established that training in entrepreneurship has a significant effect on the performance of an organization; entrepreneurial orientation does have a significant mediating effect on the relationship between entrepreneurial orientation and organizational performance; the size of an organization does also have a significant moderating effect on the relationship between entrepreneurship training and performance, and; entrepreneurial training, orientation, and size do have a significant joint effect on organizational performance. The results suggest that policymakers in the area of youth entrepreneurship should endeavor to make youth entrepreneurs become entrepreneurially oriented. It is recommended that financiers of youth enterprises be involved in entrepreneurship capacity enhancement programmes and skew them towards proactiveness, innovativeness, and risk-taking. There is also a need to put in place measures that enhance the size of youth group enterprises, for instance, their amalgamations. This study has added to the existing body knowledge by empirically confirming size, entrepreneurial training, and orientation theories. The study was mainly limited by the fact that it relied heavily on the memory of the respondents, which may have been negatively affected by the passage of time. Suggestions for further research include using the longitudinal research design and adding other variables into the equation that have the potential to affect performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Entrepreneurial training (ET), being activities that inculcate an entrepreneurial mindset in an individual, has a positive effect on organizational performance (OP) (Mayuran, 2016). De Mel, McKenzie and Woodruff (2012) posit that this kind of training produces in its subjects, entrepreneurial orientation (EO), which is a 'strategic posture' by the decision-makers of a firm. Activities that are entrepreneurial, for instance, innovativeness and proactivity, do boost organizational performance (Chen, Tzeng, and Ou & Chang 2007). The influence of entrepreneurial training on organizational effectiveness is enhanced by an increase in organizational size (Abbasi & Malik, 2015). This implies that the provision of instruction, whose nature is entrepreneurial has a direct impact on organizational performance through mediation by EO while being moderated by organizational size (OS).

The study is founded on three theories: The Entrepreneurship Training Model, Entrepreneurial Orientation Theory, and Baumol's Theory of organizational size and performance. It is anchored on the Entrepreneurship Training Model, which proposes that motivation, business, and entrepreneurial skills directly affect the performance of an enterprise (Van Vuuren & Nieman, 1999). Entrepreneurial Orientation Theory states that 'strategic disposition' in entrepreneurship is directly connected to the profitability of the company and its growth (Ireland, Covin, & Kuratko, 2009). That is, the more advanced the EO is, the healthier the performance of the organization (Rauch, Wiklund, Lumpkin & Frese, 2009). Baumol's Theory predicates that the rate of return earned by an organization follows the same direction with as its size in as far as magnitude is concerned.

In the year 2015/2016, 38.9% of the population of Taita Taveta County experienced food poverty compared to the national average of 32% then (Kenya National Bureau of Statistics [KNBS], 2018). Poverty is positively related to unemployment, therefore, the percentage reported is most likely caused by low entrepreneurship levels. The total labour underutilization in Kenya in 2017 was 26.4 percent, with the highest rates of underutilization being observed in the age groups 15-29 (Kenya National Bureau of Statistics [KNBS], 2018).

The context of this study was the empowerment of youth. Empowerment refers to people's acquiring control over what they deem good to be done politically, socially, and economically in their lifestyle so as to boost their living standards (Zimmerman, 2000). Governments and social enterprises are the mostly-used means for empowerment. For instance, the intention of social entrepreneurship in the church is to improve the social and economic statuses of its members (Mwakio & Bundi, 2019). Youth are persons who are over 18 but below 35 years of age (Kenyan Constitution, 2010). The Kenyan government, in Sessional Paper no. 2 of 2005, pledges to support funds that give youths resources for creating self-employment opportunities as well as entrepreneurial skills development. The government has also established a Youth Enterprise Development Fund (YEDF) as a flagship project (Vision 2030, 2007). It is mandated to output opportunities for employment of young people through entrepreneurship by financially supporting youth-owned enterprises and providing business development services like training to them (Youth Enterprise Development Fund [YEDF], n.d.). This fund is present in all the 47 counties in the Country. The study was proposed for and implemented in Taita Taveta County and targeted the youth groups that have benefited from YEDF.

1.1.1 Entrepreneurship Training

Entrepreneurship training refers to the activities that are intended at inculcating an entrepreneurship mindset, attitude, and skills in addition to covering a variety of aspects, including generation of ideas, innovation, starting and growing a business (Ediagbonya, 2013). It is the process where personality traits are imparted and shaped, making it possible for the person to create a business endeavour (Nyello, Kalufya, Rengua, Nsolezi & Ngirwa, 2015). The success of businesses, especially small enterprises, may be enhanced by training in entrepreneurship. In their study on training for entrepreneurship for South Africa's small and medium enterprises that are emerging, Ladzani and Van Vuuren (2002), emphasised that an ET programme that is comprehensive is a prerequisite for excellent performance by the enterprises.

Drucker (1985) posits that entrepreneurship does not have anything to do with genes. He sees entrepreneurship as a discipline like any other, and thus it is possible for one to learn it. Going by this impression of entrepreneurship, it appears that training has the potential of playing a tremendous role in its development. Training is part of raising young upcoming entrepreneurs and building up the capacities of existing businessmen to develop their skills to a more remarkable platform of achievement (Henry, Hill & Leitch., 2003). European Commission (2006) indicates that the idea of entrepreneurial training ought to develop business minds that can benefit economies by cultivating inventiveness, advancement, and promotion of self-dependence. Kutzhanova, Lyons and Lichtenstein (2009) identified four main dimensions of skills that can be learned to enhance entrepreneurship. These are personal maturity, managerial, technical, and entrepreneurial skills.

Cooney (2012) recognized three fundamental skills necessary for a business to succeed. These are technical, management, and entrepreneurship skills. This study was guided by the latter. The efficacy of this entrepreneurship training content can be improved by the use of psychological approaches to deliver the same. This view was propounded by Frese, Gielnik, and Mensmann (2016). They introduced an approach to training that is action-regulated and focuses on active entrepreneurial behaviour. The psychological approaches are aimed at inculcating personal initiative in its subjects, more so in entrepreneurs from developing countries.

1.1.2 Entrepreneurial Orientation

Anderson et al. (2015) delineate that Entrepreneurial Orientation is accepted as a concept that refers to a kind of 'strategic posture' by the decision-makers of a firm. It denotes the processes of devising strategies that are capable of providing firms with a foundation upon which decisions can be made (Wiklund & Shepherd, 2003). It can thus be said that entrepreneurial orientation demonstrates the strategy style that enterprises apply (Lumpkin and Dess, 2001). Entrepreneurs possess different orientations that guide their decision making and ultimately their actions.

Miller (1983) conceptualized EO dimensions as being three-fold. These are innovation, risk-taking, and being proactive. Innovativeness can be termed as the willingness to deviate from the traditional knowhow or practices in support of the present state of the art (Covin, Green & Slevin, 2006). Risk-taking indicates the readiness for conferring enormous assets to circumstances characterized by high probabilities of not succeeding (Wiklund & Shepherd, 2003). Proactiveness involves the conviction and foreboding of a firm to seize opportunities, even if it will not take the position of leadership in those spheres (Lumpkin & Dess, 1996). This view was supported by Hansen, et al., (2011).

Competitive aggressiveness and autonomy were proposed and included in EO by Lumpkin and Dess in 1996. They thought these were salient to it. Some researchers have however questioned the inclusion of competitive aggressiveness as a component on its own. Hough and Scheepers (2008) argue that it needs to be classified in the pro-active dimension. Earlier studies by Covin and Slevin (1989) posited that EO could be perceived as a construct that is one-dimensional, with the various dimensions affecting firm effectiveness in the same way. Later studies by Stetz, Howell, Stewart, Blair and Fottler (2000) indicate that measurements of EO associate distinctively with the effectiveness of the companies that were the target of their study. This study adopted the Entrepreneurial Orientation construct as propounded by Miller (1983).

1.1.3 Organizational Size

Organizational size denotes the extent of the production capacity in the possession of an organisation (Shaheen & Malik, 2012). It refers to the amount and range of products that an organisation is able to make available to its customers. Demirguc-Kunt, Laeven, and Levine (2008) define organisational size as connoted by production technologies that are specific to industries, like capital intensities. The concept of size brings about the categorisation of enterprises into those that are considered micro, those seen as small, those perceived to be medium, and the ones seen as large. The Act of 2012, No. 55 by the Kenyan Government on Micro and Small Enterprises, defines a micro-enterprise as an industry, commerce, company, or commercial activity whose annual revenue is less than five hundred thousand Kenya shillings and engages less than ten persons in its employment. It also defines a small enterprise as an industry, commerce, company, or a commercial activity that posts an annual revenue of not more than five million but greater than five thousand shillings and whose number of employees ranges from ten to fifty.

The size of an organisation is paramount to the development of the economy of a country. Essentially, the development of a sustainable structure of management that can allow for suitable departmentalisation requires OS that is large enough to do this. Theodore (2009) studied the work of OS in the evolvement and size enhancement of enterprises in economies that are developing, a case of Ecuador. The study established that most of the ventures in the study area did not meet the threshold of the size that would enable the development of a sustainable organisational structure, and could therefore not contribute effectively to microeconomic development.

The size of an organization does have a positive ramification on its fiscal performance. This is made possible through the exploitation of economies of scale (Liargovas & Skandalis, 2010). Therefore, as size increases, so does performance (Doğan, 2013). However, Radipere and Dhliwayo (2014) did not observe a statistically significant link between the two. It has also been reported that the abating impact of size on the association between management of supply chain practices and long-term performance by OS is significant (Wang, Zhang, & Goh, 2018).

There exist various parameters that may be used to indicate the size of an organisation. Liargovas and Skandalis (2010) used the total number of employees to measure size while Kartikasari and Merianti (2016) measured it using total assets and total sales. Money capital may also depict organisational size (Baumol, 1959). Manojlović (2016) indicated organisational size using the number of staff engaged by the organisation and its total budget. This study employed the dimensions of the number of employees and money capital to measure the size of the youth group enterprises. Money capital made it possible for the researcher to make use of the element of government funding of the youth group enterprises.

1.1.4 Organizational Performance

Organizational performance may be annotated as a working construct encompassing earnings as well as satisfaction (Lumpkin & Dess, 1996). It may also be denoted as organizational effectiveness, which, according to Daft (2007) assesses the degree to which numerous goals are accomplished. Daft further postulates that customary tactics of assessing effectiveness evaluate the different parts of an institution and measures the pointers that have a connection with outputs, inputs as well as internal activities. Manojlović (2016) defines performance as the attainment of anticipated outcomes and outputs with respect to the means used to realise them. This definition brings to the fore the effectiveness and efficiency elements of the performance of organisations.

A broad spectrum of performance parameters has been utilized to deliberate organizational performance. Much of the time, performance is seen to be multidimensional, and in this manner, integrates different subjective and target measures for its (performance) estimation (Lumpkin & Dess, 1996; Combs, Crook & Shook, 2005). Further, at the level of the abstract, one can recognize expansion measures and measures of financial effectiveness (Combs et al., 2005). They also contend that while these ideas are hypothetically related, there are additionally vital contrasts between them; for instance, organizations may hugely invest for long-haul development, thereby giving up short-run benefits.

The balanced scorecard, by Kaplan and Norton, consolidates a few markers into a solitary system, adjusting the conventional monetary measures with operational measures identifying with the company's basic achievement components (Daft, 2007; & Rasula, Vuksic, & Stemberger, 2012). This scorecard proposes a combination of ephemeral indicators confined to the accompanying viewpoints: money related execution, client administration, inner procedures and advancement, and learning (Kaplan & Norton, 1992). In their measurement of performance, Small and Medium Enterprises (SMEs), more often than not, place more emphasis on metrics that are financial than those that are not because of time and resource constraints (Perera & Baker, 2007).

1.1.5 Youth Enterprise Development Groups in Taita-Taveta County

The total labour underutilization in Kenya in 2017 was 26.4 per cent, with the highest rates of underutilization being observed in the age groups 15-29 (Kenya National Bureau of Statistics [KNBS], 2018). Amongst the ways of dealing with unemployment and underemployment is the empowerment of the affected group of people. Empowerment denotes people's acquiring control over their political, social, and even the economic part of their lives to enable them to boost their living standards (Zimmerman, 2000).

In Kenya, youth are persons who are 18 years and over but below 35 years of age (Kenya Constitution, 2010). The Government of Kenya supports funds that give youths resources for creating self-employment opportunities as well as entrepreneurial skills development (Sessional Paper No. 2 of 2005). It is in this regard that, the government established a Youth Enterprise Development Fund (YEDF) as a flagship project within the social pillar of Vision 2030 (Vision 2030, 2007).

YEDF was established on the 1st of February 2007 as a corporation of the state in the Ministry of Public Service, Youth & Gender Affairs. It is mandated to output opportunities for employment of young people through entrepreneurship by financially supporting youth-owned enterprises and providing business development services to them. Amongst the services offered is training in entrepreneurship (Youth Enterprise Development Fund [YEDF], n.d.). It is present in all the 47 counties of the Country. This study was implemented in Taita Taveta County, which comprises four sub-counties, namely: Mwatate, Voi, Taveta, and Wundanyi. The position of this county on the map of Kenya is shown in appendix (ii). As of April 2019, there were 262 groups registered with the Youth Enterprise Development Fund of Taita Taveta County.

In the year 2015/2016, 38.9% of the population of Taita Taveta County experienced food poverty compared to the national average of 32% then (Kenya National Bureau of Statistics [KNBS], 2018). Poverty is positively related to unemployment, therefore, the percentage reported is most likely caused by low entrepreneurship levels. A memorandum presented to the Cabinet Secretary, Ministry of Devolution and Planning by the Youth Agenda and County Leaders Convention on youth unemployment in 2013 reported that among the main reasons for unemployment in Taita Taveta County is a lack of capital to start businesses and inaccessibility of funds meant for the youth ("Recommendations on how to solve youth unemployment at the County level", 2013)

1.2 Research Problem

Entrepreneurial training makes it possible for its beneficiaries to positively impact the performance of an organization (Mayuran, 2016). Usually, entrepreneurship training transforms its target audience to become entrepreneurially-oriented individuals (De Mel et al., 2012). It is this EO, which is a predisposition to found and scale a business, that brings about enhanced OP (Chen, Tzeng, Ou & Chang 2007). The foregoing relationship depends on the size of the organization. Size has been seen to moderate relationships between factors affecting performance and performance. For instance, between organizational growth and performance (Abbasi & Malik, 2015). Therefore, in a nutshell, ET is expected to output entrepreneurial orientation on its subjects, which consequently has a bearing on organizational performance (OP). However, this relationship does not always hold. There are instances where ET is not effective (Karlan & Valdivia, 2011). Further, large size is not a guarantee of excellent performance (Radipere & Dhliwayo, 2014), and EO does not always translate to entrepreneurial activities (Messersmith & Wales, 2013).

This study was planned and executed in the context of youth empowerment by governments, a case of Kenya, specifically empowerment via the loaning of financial capital and training to youth by the government through the Youth Enterprise Development Fund. This fund was founded on the 1st of February 2007 as a corporation of the state in the Ministry of Public Service, Youth & Gender Affairs. It is mandated to output opportunities for employment of young people through entrepreneurship by financially supporting youth-owned enterprises and providing business development services to them. Amongst the services offered is training in entrepreneurship (Youth Enterprise Development Fund [YEDF], n.d.).

The Economic Survey of the year 2018 by the Kenya National Bureau of Statistics reports that, in 2017, 20.4 % of the employed persons in the working-age population were under-employed. This rate is higher than 15.2 and 18.7 % in 2009 and 2005/06 respectively, and most of the underutilized were aged 15-19. The largest unemployment rate was recorded in the age grouping of 20 to 24 years at 19.2 %. The foregoing situation indicates that the fund is yet to achieve one of its main goals despite being in existence for over ten years. The commitment of the government in empowering the youth is seen in the making of the YEDF a strategic project in the Vision 2030, anchored on the social pillar. Consequently, it is pertinent to establish the effects of the entrepreneurial training and funds provided to the youth.

On a global scale, of all the studies reviewed, most were found to have focused on 'youth and entrepreneurship' and not 'government-funded youth enterprise groups'. Others had entrepreneurship by women as their main area of interest. For instance, Kasim, Zulkharnain, Hashim, Ibrahim and Yusof (2014) carried out a study in Malaysia that focused on the regeneration of the development of youth through entrepreneurship. Using a survey, interviews, observations, document analysis, workshop, and focus group, they proposed that youth from marginalized communities need to be empowered to develop themselves.

Jennings, Shore, Strohminger and Allison (2015) studied entrepreneurial development for the United States youth who are unstably housed and homeless. They carried out a qualitative inquiry and found out that there is a need to target low-income marginal youth with the integration of health and entrepreneurial development programs. Bhattacharyya and Saxena (2009) analysed data from three industries in India, the electronics, steel, and electronics. The data was taken related to the period 2004-05 to 2006-07. The results therefrom showed that profitability is positively and negatively impacted upon by size in the Steel and Electrical & Electronics respectively.

Idrus, Pauzi, and Munir (2014) conducted a research on the efficacy of a model for training women in entrepreneurship in Malaysia. They collected data from a sample of 50 entrepreneurs that were recorded in the Small and Medium Industries Development Corporation. Characterisation analysis was then carried out on the data. The findings showed that entrepreneurship training programmes are instrumental in the conception and founding of enterprises, and enhancement of the performance of the existing ones, and therefore, the generation of new opportunities for employment.

Regionally (in Africa but not in Kenya), the researcher did not come across studies that focused on government funding. He did, however, find studies that considered funding and ET as factors affecting the performance of youth enterprises. Awogbenle and Iwuamadi (2010), using secondary data, evaluated the impact of the programme in development of entrepreneurship as an intervention for the unemployment of youth in Nigeria, and found out that such initiatives are not effective if they are not accompanied by some form of start-up financial assistance to the trainees.

Okurut and Ama (2013) appraised aspects affecting youth and women micro-entrepreneurs in Botswana and found out that youth micro-enterprises were not able to access credit and training programmes from government institutions. Their study embraced both quantitative and qualitative approaches. Kojo (2010) complemented desk research with questionnaires and interviews to appraise the degree of fiscal literacy among youth entrepreneurs in South Africa and reported that the know-how of managing finances contributes meaningfully to entrepreneurship skills.

Locally (in Kenya), studies conducted in the territory of youth entrepreneurship have not focused on entrepreneurial training, entrepreneurial orientation, organizational size and performance combined. For example, Okeyo (2013) used cross-sectional survey design to study EO, business influencers, and the success of manufacturing SMEs in Kenya. He ascertained that EO does not influence the efficacy of partnerships/composites, though it significantly influenced performance at the level of individual parameters. Using survey questionnaires, Odera et al (2018) collected data on the felt input of the YEDF on enterprises that are youth-based in Kenya and performed multiple linear regression analyses on it. Their study deduced that the YEDF did not have a significant effect on youth enterprises and advised an increase in the count of financial agents.

Gachugia, Mulu-Mutuku and Odero-Wanga (2014) used the ex post facto research design to determine the part played by YEDF in restraining youth unemployment in Kenya. Their study did show that group-owned enterprises provided more jobs to youth as juxtaposed to enterprises owned by individuals. It also recommended the training of youth on financial and general business management. Njuki et al (2013) used descriptive survey to study factors influencing the performance income-generating initiative by youth in Taita and found that the main drivers of performance are properly concentrated training programmes and adequate operational funds.

The studies reviewed indicate that no study has been done to show how the study concepts (ET, EO, OS and OP) relate when combined. There is also a knowledge gap in the sphere of government-funded youth group enterprises with regards to the mentioned concepts. This study delved into answering the question, "What effects do entrepreneurial orientation and the size of an organisation have on the association between entrepreneurial training and OP of government-funded youth group enterprises in Taita Taveta County, Kenya?"

1.3 Research Objectives

The general objective of the study was to establish the effects of entrepreneurial training, orientation, and organisational size on performance of government-funded youth group enterprises and the mediation and moderation effects of entrepreneurial orientation and organizational size on the relationship between entrepreneurial training and organisational performance respectively. The associated specific objectives were to:

(i) Establish the effect of entrepreneurship training on organizational performance of government-funded youth group enterprises.

(ii) Determine the effect of entrepreneurial orientation on the relationship between entrepreneurship training and organizational performance of government-funded youth group enterprises.

(iii) Establish the effect of organizational size on the relationship between entrepreneurial training and organizational performance of government-funded youth group enterprises.

(iv) Establish the joint effect of entrepreneurial training, orientation, and size on organizational performance of government-funded youth group enterprises.

1.4 Value of the Study

The outcomes of this study have informed theory, particularly the Entrepreneurship Training Model and the Entrepreneurial Orientation Theory. The findings have made clear the relationships and effects among entrepreneurial training, orientation, organizational size, and performance of youth group enterprises. In addition, it has formed a foundation for advanced research by academicians.

Secondly, the findings are invaluable to the government with respect to ensuring the efficiency and productivity of the funds that they disburse to youth. An understanding of how organizational size affects the nexus between entrepreneurial training of youth group enterprises that are funded by governments and their performance is pertinent to the development of business funding policies by the government. Further, the results are instrumental in the attainment of goals 1 and 2 of the SDGs and the realization of the social pillar of Vision 2030.

Lastly, this study is invaluable to the management and members of the youth groups that benefit from funding by governments. By understanding the relationship between ET and performance, the groups will be able to point out areas that require training to enhance their performance. Knowing the value of the EO construct will also push them into seeking ways of taking calculated risks and enhancing innovation. In addition, they are inclined to profit from understanding the effect of OS on the relationship between ET and the achievements of their initiatives. Other disadvantaged groups (women and the disabled) stand to benefit from these findings in the same way as the youth. The products of this research will, in addition be beneficial to organizations that have an interest in youth enterprise groups, for instance, non-governmental organizations, financial institutions, and training organizations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section makes a presentation of the theoretical foundations of entrepreneurial training, orientation, and organizational size as important factors in influencing the performance of youth group enterprises. The explanation of these concepts and how they relate to each other is also done here. Furthermore, this chapter endeavours to review the literature relevant to the topic with the aim of establishing knowledge gaps. The output (summary of knowledge gaps) is thereafter presented.

The theoretical foundation discusses the theory on which the study is anchored as well as supporting theories. It looks at the Entrepreneurship Training Model, as the anchoring theory, and Entrepreneurial Orientation Theory and the Baumol's Theory as the supporting theories. These theories are also critiqued here, and the corresponding submissions made. The relationships between and among ET, EO, OS, and OP are conceptualized towards the end of the chapter. These associations are further diagrammatically represented. Also in this chapter, the conceptual hypotheses to be tested are developed and presented.

2.2 Theoretical Foundation

The study is steered by three theories, these are the Entrepreneurship Training Model, Entrepreneurial Orientation Theory and Baumol's theory. It is anchored on Entrepreneurship Training Model as posited by Van Vuuren and Nieman (1999). This theory states that motivation, entrepreneurial and business skills cause entrepreneurial performance. Consequently, the acquisition of skills, knowledge, and competencies that are of entrepreneurial nature by nascent and practising entrepreneurs is directly associated with the performance of their enterprises.

The study is underpinned by Entrepreneurial Orientation Theory, which postulates that the strategic orientation of the company is favourably related to its level of growth as well as profitability (Ireland et al., 2009). The larger the entrepreneurial orientation, the healthier the organization's performance (Rauch et al., 2009). The study is further under-propped by the Baumol's (1959) theory of size and performance. The chances of ET positively impacting on performance are contingent upon its size (Bayyurt, 2007).

2.2.1 Entrepreneurship Training Model

The proponents of the entrepreneurship training model are Vuuren and Nieman. In the year 1999, they conjectured that motivation, entrepreneurial and business skills have a direct linear relationship with entrepreneurial performance. Kuratko (2005) stipulated that entrepreneurship can be instructed or energized by training. ET programs can be powerful and yield critical advantages for prospect entrepreneurs (Henry et al, 2003). Like academic entrepreneurship, ET is a process that involves a progression of events (Wood, 2011).

Kutzhanova, et al (2009) specified four major skills that can be learned to enhance entrepreneurship. These include specialized skills, administrative skills, entrepreneurship abilities and personage development abilities. Cooney (2012) recognized three fundamental skills necessary for a business to succeed: technical, business and interpersonal skills.

Technical skills incorporate communication, surroundings monitoring, issue solving, technology use, and interpersonal abilities. Managerial skills include arranging, objective setting, choice-making, mankind assets management, clients' need identification and satisfaction, funding, accounting, client relations, quality checking mechanisms, reaching agreements, growth management and abiding by the laws of the land. Finally, included in personal entrepreneurial skills are poise and discipline, anger management, innovation, persistence, leadership, progress management, system building and vital intuition.

The efficacy of this entrepreneurship training content can be improved by the use of psychological approaches to deliver the same. This view was propounded by Frese, Gielnik, and Mensmann (2016). They introduced a training approach that which has actions regulated and focuses on active entrepreneurial behaviour. The psychological approaches are aimed at inculcating personal initiative in its subjects, more so in entrepreneurs from developing countries. This training methodology was considered as being bottom-up.

The positive effect of entrepreneurship training on the performance of an organisation, as posited by the theory, is supported by research. For instance, according to the findings of a study conducted by Ubeda-Garcia et al (2013), training has a positive impact on the achievement of goals by an organisation. This association holds true not only for objective results measures like financial performance and productivity, but also for subjective measures of performance. Entrepreneurship and business management training does increase turnover, productivity, and profitability (Botha, Nieman, & Van Vuuren, 2007).

Though entrepreneurship training generally augments business performance, some studies have found the contrary. Cho and Honorati (2013) found out that training in facets of entrepreneurship does not have any effect on the fiscal proceeds of an organisation. A research paper done by Martinez et al., (2016) revealed that ET registered a very small increase in the financial aspect of business performance. They, however, found out that ET enhances the application of good business practices by entrepreneurs. ET for practising entrepreneurs is not as efficacious as it is for students (Cho & Lee, 2018). When a comparison is made between the aftermath of training in entrepreneurship on performance by young women and men is juxtaposed, that of women was reported to be less effective (Brixiová, Ncube, & Bicaba, 2015). Brixiová, et al (2015) did also establish that training youth on matters of business is only effective for entrepreneurs that are driven by profits, it was not operative for those whose motivation was not income.

2.2.2 Entrepreneurial Orientation Theory

Business growth and profitability are positively associated with EO (Ireland et al 2009). The organization will have better performance if it becomes more entrepreneurial (Rauch et al., 2009). Miller (1983) characterized a firm that is entrepreneurially oriented as one that embraces market and product innovations, is first to think of 'proactive' advancements and involves itself in businesses whose outcomes are uncertain, shattering their competitors. The expression EO is utilized here to demonstrate the strategy style that enterprises apply (Lumpkin and Dess, 2001). This theory is paramount as it aids in linking ET to OP.

Entrepreneurial orientation comprises five facets, which are autonomy, pro-activeness, risk-taking, innovativeness, and competitive aggressiveness (Lumpkin & Dess, 1996). Innovativeness can be termed as the willingness to deviate from traditional technologies or practices in support of the present state of the art (Covin, Green & Slevin, 2006). Schumpeter (1934) sees the entrepreneur as an economic man who is aiming at maximizing his gains by creating innovation in any of these fields; initial products, innovative production techniques, unexploited markets, or new organization forms. A creative predisposition relating to ways the firm executes its competitive advantage will aid the firm to expand its probability of benefiting from its strength over other firms and exploit embryonic opportunities in the market, leading to enhanced money-related outcomes (Kreiser, Marino & Weaver, 2002).

Risk-taking indicates the readiness for conferring enormous assets to circumstances characterized by high chances of failure (Wiklund & Shepherd, 2003). As per Lumpkin and Dess (1996), taking risk penchant shows behavioural measurements of an entrepreneurial-oriented setting of seeking available opportunities. Pro-activeness is the predisposition of a firm to strive at being the first to notice and seize opportunities, notwithstanding whether it will take the position of leadership or not in those spheres (Lumpkin & Dess, 1996). Competitive aggressiveness, the fourth dimension, intimates a posture where an organization leans towards ardently challenging competitors so as to be able to make inroads into new markets and /or enlarge its share on the market and even attaining industry leadership. In other words, it is the firm's responsiveness coordinated towards accomplishing an upper hand (Lumpkin & Dess, 2001). The last dimension, autonomy, is described as a self-directed activity concerning delivering a thought (Lumpkin & Dess, 2001).

Hult, Hurley and Knight, 2004; and Wiklund and Shepherd, 2003 discovered that entrepreneurs who adopted EO post better performance than those who did not. Brouthers, Nakos and Dimitratos, (2015) found out that organization-level EO is connected with greater international performance. However, the predictive ability of EO on OP is not true for some contexts. A study by Messersmith and Wales (2013) demonstrates that the nexus between EO and growth is not significant in firms that are technologically advanced. Lumpkin and Dess, 2001, and Dimitratos, Lioukas, and Carter, 2004 discovered that the correlation existing between EO and OP is very low. In addition, the three mentioned categories of EO have varying associations with performance (Kreiser, Marino, Kuratko & Weaver, 2013). Okeyo (2013) ascertained that EO does not influence the performance of partnerships/composites, though it significantly influenced performance at the level of individual parameters.

2.2.3 Baumol's Theory

In 1959, Baumol postulated that the rate of return posted by an organization goes up with the going up of its size. He argued that the amount of financial capital held by an organization has the potential to positively affect profitability as well as earnings on investment. This is made possible by the fact that large organizations have the capacity to seize opportunities because of the huge resources at their disposal compared to small organizations (Bayyurt, 2007). Baumol argues that high amounts of money capital may put the respective organisation at a higher pedestal of imperfectly competing groups which has a positive bearing on financial indicators of performance. He further contends that large organisations have at their disposal all the options of smaller ones and more. They are able to do what small enterprises can do as well as what they cannot do, for instance, investing in product lines that are out of the financial reach or capabilities of the small firms.

The size of an organisation is vital to the economic development of a country. Essentially, an ample organisational size is a precondition for the development of viable management structures; with about three levels of hierarchy and proper departmentalisation. Theodore (2009) studied the role of OS in the advancement and growth of enterprises in less advanced countries, a case of Ecuador. The study established that a large number of the outfits in the area of research did not meet the threshold of the size that would enable the development of a sustainable organisational structure, and could therefore not contribute effectively to microeconomic development.

This theory has been corroborated by some scholars. Among them is Vijayakumar and Tamizhselvan (2010), and Liargovas and Skandalis (2010). They uncovered a positive nexus that is significant between the size of an organisation and effectiveness of firms operating in South India and Greece respectively. However, some studies, like the one by Radipere and Dhliwayo (2014) contradict the foregoing findings. They did not detect a significant linkage between business size and achievement of its goals. Abbasi and Malik (2015) observed an effect that is negative and weak of size on the growth of an organisation.

Organizational size does as well have an influence on associations between some variables and performance that is moderative in nature. It has been seen that the moderating impact on the association between the practices of administering supply chain and long-term effectiveness by organisational size is significant (Wang, Zhang, & Goh, 2018). This effect of size is as well observed in the association between organizational growth and performance (Abbasi & Malik, 2015). It is, therefore, safe to expect that the size of an enterprise has the potential to moderate the nexus between entrepreneurship training and the attainment of goals set by an organisation.

There exist various parameters that may be used to indicate the size of an organisation. Liargovas and Skandalis (2010) used the total number of employees to measure size while Kartikasari and Merianti (2016) measured it using total assets and total sales. Money capital may also depict organisational size (Baumol, 1959). Manojlović (2016) indicated organisational size using the number of staff engaged by the organisation and its total budget.

2.3 Empirical Studies and Research Gaps

This section discusses the observations that have been made by researchers on the correlation between ET and OP. It further debates the role (biased on mediation) of EO in the nexus between ET and organisational performance. The moderating role of organizational size on this association is also discussed here.

In addition, this section aims at unveiling the knowledge gaps that exist in the area of study. This was achieved by reviewing the studies conducted by other scholars in these spheres. The differences between these previous studies and the current one are also brought out here. To do this, the research lenses of contextual, methodological, as well as conceptual gaps were be applied.

2.3.1 Entrepreneurship Training and Organizational Performance

Policymakers believe that ET is key to achieving expansions in entrepreneurship (European Commission, 2006). Mayuran (2016) gathered data from sixty staff members of small enterprises in Sri Lanka and utilized correlation and regression statistics to analyse it. It did show a significant affirmative impact of training in entrepreneurship on the performance of small enterprises. While the study supports the notion of an affirmative association between ET and OP, it is noted that the geographical context was Sri Lanka and that the circumstances there may be different from those in Kenya.

Tambwe (2015) studied how provision of instruction and guidance on maters entrepreneurship impacts the realisation of goals of MSEs in Tanzania. The study was longitudinal in design and zeroed in on vendors of food. Its findings showed the association between training in entrepreneurship and the performance of the enterprises was positive. The skills that were found to be instrumental in the realisation of the missions of the enterprises in question included fiscal, marketing, communication, and sector-specific technical skills. It can be noted that the factors at play in Tanzania may be different from the ones at play in Kenya.

Idrus, Pauzi, and Munir (2014) conducted research on the effectiveness of a training model for entrepreneurship by women in Malaysia. They collected data from a sample of 50 entrepreneurs that were recorded in the Small and Medium Industries Development Corporation. Descriptive analysis was then carried out on the data. The findings showed that entrepreneurship training programmes are instrumental in the creation of enterprises, and enhancement of the performance of the existing ones, and therefore, the generation of new opportunities for employment. Their study differs from this one in the geographical context and the variables studied. Theirs did not take into account the effect of entrepreneurial orientation and organizational size. It was also not conducted in Kenya.

Using the survey research design, Linguli (2015) ascertained that the performance of agro-based enterprises that are run by youth is positively affected by training in aspects of entrepreneurship. He executed the study in Ngoliba, Kiambu County in Kenya. The study considered the relationship of entrepreneurial skills, competencies, training, and financial management on performance. It, however, did not include entrepreneurial orientation.

The conception that delivery of entrepreneurial content to persons in business or prospect entrepreneurs betters the performance of their ventures is not watertight. Some studies have posted results that are contrary. Karlan and Valdivia (2011) measured the marginal effect of adding training in business to women micro-entrepreneurs in Peru. They used randomized control and did not find any proof of deviations in key result areas like business proceeds, net incomes, or employee recruitment.

2.3.2 Entrepreneurship Training, Orientation and Organizational Performance

Entrepreneurship training is expected to cause its subjects to become entrepreneurially oriented. This orientation should then impact positively on organisational performance. Al-Awlaqi, Aamer, and Habtoor (2021) made use of a quasi-experimental design of the sharp regression discontinuity to test the association between entrepreneurial training and orientation. They analysed data taken from a sample of 1330 micro-sized firms. The study established that training in entrepreneurship has a significant affirmative and causal influence on EO. This effect is replicated on the various dimensions of EO, being innovativeness, risk-taking, and innovativeness. The study further propounds that it is better to consider EO as a multi-dimensional construct.

A study by Olugbola (2017) examined the result of ET on the readiness of young people to undertake activities related to conception, birth, and advancement of enterprises. It made use of structural equation modelling on a sample of 490 students in Malaysia. The findings intimated that ET does develop entrepreneurial ability. While the study explores the relation between ET and entrepreneurial readiness, its geographical context is different from the one in this study.

Extant research shows that entrepreneurial mindsets enhance organizational performance. Gupta and Batra (2016) collected data from 198 SMEs in India and subjected it to correlation and regression analysis. They did find the existence of a nexus between EO and OP that is strong and positive. The factors at play in India are likely to be different from those at play in Kenya. Also notable is that the correlation between EO and OP is not always positive. Messersmith and Wales (2013) used cross-sectional design to demonstrate that the connection between EO and enterprise advancement is not significant for young firms that are technology-oriented.

2.3.3 Entrepreneurship Training, Organizational Size and Performance

Doğan (2013) demonstrated that there exists a positive association between measures of organizational size and the profitability of an organisation. He collected data from 200 companies that were active in Istanbul Stock Exchange in the years between 2008 and 2011 in Turkey. It was then analysed using multiple regression and correlation methods. The aspect of entrepreneurship training was not included in this study. They also differ in terms of geographical context.

Pervan and Višić, (2012) used data from the website of Croatian Financial Agency and from the database of Amadeus to study the influence of firm size on the success of medium and large enterprises. They reviewed data for the period between the years 2002 to 2010 and observations made on an average of 2050 firms per year. Correlation analysis between the variables was performed on the data. The findings indicated a positive association between size and performance, albeit weak. This relationship was attributed to economies of scale and the power to negotiate better financing terms. This study differs from the proposed one with respect to the geographical context.

The nexus between growth and performance is moderated by the size of the organization. This was shown by Abbasi and Malik (2015) in their study on firms listed on the Karachi Stock Exchange, 50 in number. They applied regression on secondary cross-sectional data. In addition to the contextual difference between their study and this one, there is a conceptual gap in the sense that entrepreneurial training was not included. The size of an organisation does not seem to have a positive effect on the entrepreneurial performance culture of the organisation in the subject. This is evidenced by Gray, Densten, and Sarros, (2003) in their study on the effect of the size of organisations in Australia. The sample size from which the data was gathered was 1918. It was indicated by the findings that, when juxtaposed with medium and large organisations, the small ones were significantly more innovative, competitive, and performance-oriented.

A study carried out by Ali et al., (2016) on manufacturing firms in Kenya revealed that the size of an organization has no moderating impact on the link between functional integration and performance. Its data was gathered from 176 firms that are in the business of manufacturing products in Nairobi and surrounding areas. Correlation and multiple regression were then applied to it. This study did not incorporate entrepreneurial orientation.

2.3.4 Entrepreneurship Training, Orientation, Organizational Size and Performance

The discussions on parts 2.3.1 through to 2.3.3 indicate that entrepreneurship training has the potential to cause entrepreneurial orientation in the individuals exposed to it. On its part, entrepreneurial orientation has the potential to bring about good organizational performance. The strength of these relationships is enhanced by OS. Of all the studies reviewed, none has presented these concepts together.

A study that captures all but one of the variables in this study is one by Cho and Lee in 2018. They analysed 180 survey questionnaires from nascent and start-up entrepreneurs in Korea with regard to the association among EO, entrepreneurial training, and performance. They ascertained that innovative progressiveness positively impacted non-financial business performance and that both the fiscal and non-fiscal business performances were unaffected by risk-taking proclivity. It also posted that entrepreneurship training did not have any association with either entrepreneurial orientation or the performance of the business. Mwakio, Ndemo, Bolo, and Ndambuki (2020) reviewed literature on the effects of ET, EO, OS and OP, and summarised their findings as conceptual thinking of the concepts in the subject. The conceptual thinking indicated that training in entrepreneurship can have an effect on the performance of an organisation that is direct in nature. This relationship can also be moderated by the size of that organisation. It does also show that OS may relate positively with OP. The ET-OP relationship may be mediated by entrepreneurial orientation. The dimensions of EO do also have the ability to individually influence this relationship and also in different ways.

2.3.5 Summary of Research Gaps

The author's name of the literature reviewed, the study's focus, the research methodology used, the study's findings, emerging research gaps, and how the study addressed the gaps are all outlined in the summary mentioned above. These details are captured in table 2.1.

Table 2.1: Summary of Knowledge Gaps

Author/s	Focus	Methodology	Findings	Knowledge gap	Focus of this study
Al-Awlaqi et al, 2021	Entrepreneurship training on entrepreneurial orientation	Quasi-experimental design of the sharp regression discontinuity	Training in entrepreneurship has a significant positive and causal effect on entrepreneurial orientation	Effect of EO on performance was not considered	Considered effect of EO on OP
Cho & Lee, 2018	Entrepreneurial orientation, training and OP	Survey	ET did not have any link with EO or OP	The influence of OS was not part of the study	The study included the moderating effect of organizational size
Gielnik, Uy, Funken, & Bischoff, 2017	Enhancing and bolstering desire: A long-run view on the impacts of ET	Field experiment	Sustaining an intense desire after training ultimately leads to starting of a firm	To collect data, the study used field experiment only	The made use of a cross-sectional survey design
Olugbola, 2017	The moderating role of ET on readiness for entrepreneurship by youth	Survey	ET does develop entrepreneurial ability	The study was conducted in Malaysia	The study was done in Kenya

Table 2.1 …cont…

Ali et al., (2016)	Moderating effect of size on performance of manufacturing firms in Kenya	Descriptive survey	Size of an organization does not have a moderating effect on the link between functional integration and performance	Study did not consider effect of ET on OP. Context is manufacturing firms	Study considers effect of ET on OP Context is government-funded youth group enterprises
Gupta & Batra, 2016	EO and OP	Survey	There is a strong positive linkage between EO and OP	The link between ET and EO and geographical context being India	The study established the link between ET and EO, and the geographical context was Kenya
Shan, Song, & Ju, 2016	Is the rate of innovation the absent link between EO and OP?	Cross sectional design	The higher the speed of innovativeness the higher the OP	This study focussed on EO and performance only	The study showed effect of entrepreneurship training on EO

Table 2.1 …cont……

Linguli, 2015	Entrepreneurship aspects that influence the effectiveness of agro-based enterprises that are run by youth in Ngoliba ward, Kiambu county, Kenya	Survey research design	The performance of agro-based enterprises run by youth is highly affected by entrepreneurial training	The population that was targeted by the study was youth run agro based enterprises	The population that was targeted by the study was government funded youth groups
Tambwe (2015)	Entrepreneurship training impacts on the performance of micro and small enterprises in Tanzania	Longitudinal design	The association between training in entrepreneurship and performance of the enterprises is positive	The study was conducted in Tanzania	Study area is Kenya
Doğan, M. (2013).	Organizational size and profitability.	Cross-sectional design	There is positive relationship between measures of organizational size profitability	The study has not highlighted the effect of ET	The study showed the effect of OS on ET-OP relationship
Messersmith, & Wales, 2013	The role of personnel management on EO and the performance of start-ups	Cross-sectional design	The relationship between EO and enterprise advancement is not significant	This study does not show the relation between ET and EO	Association between ET and EO was shown in the study

Table 2.1 …cont……

Njuki et al, 2013	Factors influencing the performance income generating initiative by youth in Taita, Kenya	Descriptive survey	The variables influencing performance of YGIGP are: Properly concentrated training programmes, and adequate operational funds	The study only focussed on factors affecting performance	The study focused on how EE affects performance of government funded youth groups
Okeyo, 2013	EO, business environment and the success of manufacturing SMEs in Kenya	Cross-sectional survey design	Entrepreneurial orientation does not influence performance of partnership/composite and construct level, but it significantly influenced performance at individual parameter level	The population of the study was small and medium manufacturing firms	The population of the study was government funded youth groups

Table 2.1 …cont……

Okurut & Ama, 2013	Evaluating the issues impacting women and youth micro-entrepreneurs in Botswana	Both quantitative and qualitative approaches	Youth were not able to access available credit from government institutions and capacity building programmes	The study was conducted in Botswana	Study was conducted in Kenya
Pervan & Višić, 2012	The influence of firm size on the success of medium and large enterprises in Croatia	Secondary data	There is a weak positive association between size and performance	The study used secondary data. Geographical context is Croatia	This study used primary data and was conducted in Kenya

Source: Researcher (2021)

Table 2.1 indicates that, of the studies reviewed, none has been done to show how ET, EO, OS, and OP relate when combined. It also shows a knowledge gap in the context of government-funded youth enterprise groups with regard to the mentioned concepts.

2.4 Conceptual Framework

This study conceptualizes ET and OP as the independent and dependent variables, respectively. OS and EO have been hypothesized as moderating and mediating variables in that order. The relationships among all of them are depicted in the schematic diagram, figure 2.1.

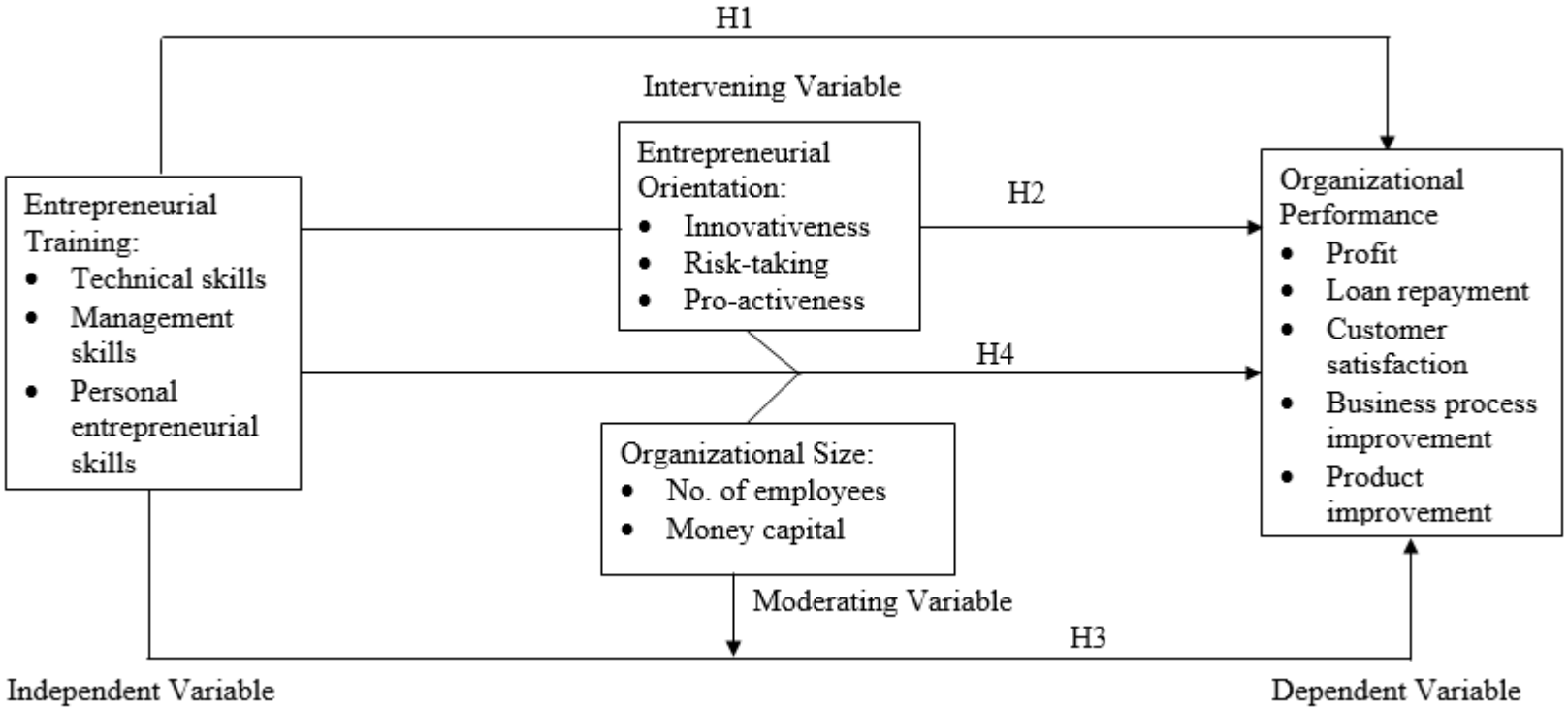

Figure 2.1: Conceptual Framework

Source: Researcher (2021)

Figure 2.1 depicts that organizational performance is a function of entrepreneurship training. Policymakers are of the belief that the peak of entrepreneurship can only be attained through learning and particularly through ET (European Commission, 2006). Entrepreneurial training makes it possible for its beneficiaries to positively impact the performance of an organization (Mayuran, 2016). Therefore, the construct of ET has been shown to have a direct relationship with organisational performance.

Usually, entrepreneurship training transforms its target audience to become entrepreneurially-oriented (De Mel et al., 2012). Volery, Mueller and von Siemens (2015) proposed that diverse aptitudes might be required to effectively embrace thought acknowledgement of entrepreneurial conduct (Karlan & Valdivia, 2011). Consequently, the influence of training in entrepreneurship on the performance of an organisation is caused through entrepreneurial orientation (Bakotic & Kruzic, 2010). It is thus conceptualised that entrepreneurial orientation mediates the relationship between ET and OP.

Organisations will be brought into existence if financial and people resources are made available. Thus, the relation between the concepts of entrepreneurial training, orientation, and organisational performance will manifest only when the two are acquired. These two resources constitute organisational size. In the case of government-funded youth groups, ET, EO, and OP become active only when the funds are made available to the youth by the government. The level of the activity in an enterprise may depend on the amount of finances and the number of people working in it. Subsequently, it has been conceptualized that this ET-EO-OP relationship is moderated by organizational size.

2.5 Conceptual Hypotheses

The following null hypotheses were developed:

$H_0$1: There is no significant effect of entrepreneurship training on organizational performance of government-funded of youth enterprise groups – objective 1.

$H_0$2: Entrepreneurial orientation does not have a significant intervening effect on the relationship between entrepreneurship training and organizational performance of government-funded youth enterprise groups – objective 2.

$H_0$3: Organizational size does not have a significant moderating effect on the relationship between entrepreneurship training and organizational performance of government-funded youth enterprise groups – objective 3.

$H_0$4: There is no significant joint effect of entrepreneurship training, entrepreneurial orientation, and size on the organizational performance of government-funded youth enterprise groups – objective 4.

The hypotheses highlighted are supported by the literature reviewed. Entrepreneurial training makes it possible for its beneficiaries to positively impact the performance of an organization (Mayuran, 2016). Usually, entrepreneurship training transforms its target audience to become entrepreneurially-oriented (De Mel et al., 2012). It is this EO, which is a predisposition to found and scale a business, that brings about enhanced OP (Chen, Tzeng, Ou & Chang 2007). The foregoing relationship depends on the size of the organization. Size has been seen to moderate relationships between factors affecting performance and performance. For instance, between organizational growth and performance (Abbasi & Malik, 2015).

The hypotheses submitted are based on the understanding that organizational performance is a function of entrepreneurship training, and that this relationship is caused through entrepreneurial orientation. Further, the association between ET, EO, and OP is moderated by OS. However, the relationships highlighted do not always hold. There are instances where ET is not effective (Karlan & Valdivia, 2011). Further, large size is not a guarantee of excellent performance (Radipere & Dhliwayo, 2014), and EO does not always translate to entrepreneurial activities (Messersmith & Wales, 2013). It is, therefore, imperative to have the hypotheses presented tested. The hypotheses testing were used to establish the direction and significance of the effects of the variables.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter makes a presentation of the methods of research used for the research. It expounds on the philosophy of the research, the design of the research, and the research population. It further discusses the collection of data, the operationalization of the fundamental variables of the research, the reliability and validity of the research instruments, and the analysis of data.

The discussion on philosophy will present the researcher's view of the world. The arguments about the population and sampling explain the elements for which the study is targeted. The research findings are generalized to it. This is also where an indication of the respondents will be given.

The data collection section discourses the methods and tools that were employed to collect the data. Details about the parameters that were captured in the questionnaire are found here. Finally, the various statistical tests and models used in the testing of the hypotheses are presented.

3.2 Research Philosophy

Saunders, Lewis and Thornhill (2007) view the philosophy of research as the advance of the background of research, knowledge of research and its nature. They present positivism and phenomenology as the main philosophies that underpin business research. Their features were summarised by Mwangi (2014) as shown in table 3.1.

Table 3.1: Features of Positivism and Phenomenology

Aspect	Positivism	Phenomenology
Beliefs	Science is free from value attachment	Science is influenced by human interests.
	The researcher is independent.	The researcher is part of what is being studied.
	For studying social reality, objective measures are employed.	In measuring reality, the researcher may introduce bias.
	Single external reality	No single external reality
Research objectives	Empirical testing of theories.	Understanding the actions of human beings.
	Focus on generalization and abstraction	Focus on specific and concrete issues
	Concentration is on descriptions and explanations	Concentration is on understanding and interpretations
Research methods	Surveys	Case study
	Use of questionnaires to collect data	Use of observations and interviews to collect data
	Use of statistical models to analyse data	Use of qualitative data analysis techniques.
Researcher's role	Detached external observer	To experience what they are studying
	There is a clear distinction between reason and emotion.	Allows feelings and logic to guide actions
	Differentiates between the research and personal experience	Accepts personal and scientific experience as sources of inspiration
Respondent's role	Provide the information required by the researcher.	Explain their experiences and concepts of the world.

Source: Adopted from Mwangi (2014)

Phenomenology sees situations as socially constructed and is predominantly concerned with producing their connotations. It is mainly used for theory building. Since the aim of this study was to test hypotheses, it was not guided by this philosophy. It was guided by positivism. It is argued by Aliyu, Bello, Kasim and Martin (2014) that positivism could be viewed as a technique of research that is engrained in the ontological belief that reality is free and is not dependent on the observer. They further postulate that a positivist researcher has a view that the world abides by enduring and inflexible rules of causality. The researcher relates to this paradigm because it is expected that ET will translate to better organizational performance through entrepreneurial orientation and that entrepreneurial orientation is born by entrepreneurship training. The positivist approach is good for hypotheses testing and when gathering data from a huge population (Saunders, Lewis & Thornhill, 2007)

The moderating effect of organizational size may also be taken as being predictable. Stated in other words; there is a universal truth about the relation between entrepreneurial training and organizational performance through entrepreneurial orientation as well as the moderation of it by the size of the organization. The researcher maintained objectivity by separating himself from the study while endeavouring to reason deductively during the investigation.

3.3 Research Design

Research design has been delineated by Cooper and Schindler (2006) as a master plan for attaining research objectives. It is a blueprint for collecting, measuring, and analysing data. A research design is the glue that holds the research project together. (Trochim & Donnelly, 2005). It is the investigation strategy devised to find answers to research questions or problems (Kumar, 2011).

This study adopted the cross-sectional survey design, which means that data was collected from the respondents only once. It, therefore, makes a representation of one snapshot (Cooper & Schindler, 2006). It concerns getting some elements from the population of interest and determining their features only once (Kumar, 2011). The study fits this design because it is assumed that the interventions have already been administered and it is meant to measure the outcomes. To enhance the objectivity of the data collected, the respondents were assured of confidentiality before the commencement of data collection.

Further, the study was correlational. This kind of study aims at discovering the existence of a relation between two or more facets of a condition (Kumar, 2011). This approach was adopted because the study intended to determine the associations among entrepreneurial training, orientation, organisational size and performance of youth enterprise groups.

3.4 Population of the Study

Mugenda and Mugenda (1999) denote the population of a study as a representation of the whole case or objects with most of the common features that researchers want to make a generalization concerning the results of the study. It refers to the entire set of elements from which one wishes to draw conclusions (Cooper & Schindler, 2006). It is from the population that a sample is drawn. Therefore, the target population of this study is all government-funded youth enterprises in Taita Taveta County.

Hu S. (2014) delineates a study population as a subset of the target population from which the sample is actually selected. Consequently, the population of the study was all youth enterprise groups that have received business development support from the Youth Enterprise Development Fund. This study considered its sampling frame as all the youth enterprise groups that were registered with the YEDF for Taita Taveta County. As of April 2019, there were 262 registered groups. The list of the youth groups registered with the YEDF is provided in appendix ii.

3.5 Sampling Method and Sampling Size

Sampling entails selecting and analysing a comparatively small number of units so as to determine something about the whole population from which they are chosen (Mugenda & Mugenda, 1999). Out of the 262 groups, a sample size of 156 was targeted. Subjects of the sample were drawn randomly, using excel software, so as to provide an equal chance of being selected. This figure was reached through the application of the formula by Krejcie and Morgan (1970), and is demonstrated below:

$$S = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)} = \frac{1.96^{2*}262*0.5(1-0.5)}{0.05^2(262-1)+1.96^{2*}0.5(1-0.5)} = \mathbf{156}$$

Where:

S = Required Sample size

X = Z value (1.96 for 95% confidence level)

N = Population Size

P = Population proportion (expressed as decimal, assumed to be 0.5)

d = Degree of accuracy (5%), expressed as a proportion (.05); It is margin of error

3.6 Data collection

The study made use of primary data. This is a form of data that is collected with a definite purpose (Saunders et al., 2007). It can be collected using questionnaires, checklists, interviews, observation, and focus groups, among others (Herbst & Coldwell, 2004). Structured questionnaires, whose questions had a choice of fixed answers for the respondent to choose from, were employed by the researcher. The questions, which were closed, focused on entrepreneurial training, orientation, organizational size, and performance.

Questions about entrepreneurship training related to venture-specialised skills, business administrative skills and personal entrepreneurial skills. Those about entrepreneurial orientation captured innovativeness, risk-taking, and pro-activeness. The size of the organisation was deduced using questions regarding the number of employees and money capital. Lastly, the part of organizational performance on the questionnaire was broken down into questions pointing at fiscal, client, processes, and advancement aspects.

The researcher and his assistants distributed the questionnaires in person. The advantage of this approach was that it allowed for clarification of questions because some of the respondents possessed low levels of formal education. The respondents that were targeted were the office bearers of the self-help groups. These were either the chairman, or the secretary, or the treasurer. Prior to the fieldwork, the National Commission for Science, Technology, & Innovation granted the researcher permission to conduct the study (appendix V), which was facilitated by the University of Nairobi's introductory letter (appendix IV). At the County level, authorisation was obtained from the office of the Youth Enterprise Development Fund (appendix VI).

3.7 Reliability and Validity Tests

The tests for validity and level of reliability could be applied to help in improving the level of accuracy as well as reliability of the data collected (Tavakol & Dennick, 2011).

3.7.1 Reliability Test

Twycross and Shields (2004) say that reliability is the consistency as well as the steadiness of the rate of repeating the results. It is the extensiveness to which a research tool is expected to output the same outcomes on repeated usage and is most effective where Likert scales are employed (Robinson, 2010). The assumption here was that there were no major changes with respect to the environment of measurement (Carmines & Zeller, 1979).

The researcher pre-tested the questionnaire by distributing it to five representatives of the self-help groups. The level of reliability was then computed using the results thereof. The Statistics Package for Social Sciences was used to derive Cronbach Alpha Coefficient to measure reliability.

3.7.2 Validity Test

Thatcher (2010) defines validity as the level at which instruments deliver what they are designed to measure. It is the breadth to which the tool captures that which it was intended to. Validity may be determined by tapping into professional judgment (Carmine & Zeller, 1979). This judgement can be based on the literature reviewed and discussions with colleagues, including experts in the area of study. The other way is to use a team to gauge the importance of the questions in the questionnaire (Saunders et al, 2007).

The average congruency percentage (ACP) may also be used to establish content validity. In this case, experts compute the ratio of questions considered to be appropriate and then the mean is computed. The questionnaire is valid if the percentage is greater than 90 (Popham, 1978). The validity of this study's questionnaire was determined by sending the constructed items to experienced researchers, being supervisors from the School of Business at the University of Nairobi, for their personal opinion.

3.8 Operationalization of Key Study Variables

The dimensions of the constructs of the study are shown in table 3.2. The table shows the type of variable, its nature, indicators of the same, its measurement, scale, supporting literature, and the corresponding section in the questionnaire.

Table 3.2 Operationalization of Key Study Variables

Variable	Nature of variable	Operational indicators	Measurement	Scale	Supporting Literature	Question section
Entrepreneurial Training	Independent Variable	Type of skill: Technical Management Personal entrepreneurial	Extent to which the respondents agree to have been trained in these areas.	Likert-type scale	Cooney (2012) Kutzhanova, et al (2009)	Section B
Entrepreneurial Orientation	Intervening Variable	Innovativeness Risk-taking Pro-activeness	Extent to which the respondents agree to have embraced these aspects in their groups	Likert-type scale	Hansen, et al., (2011) Miller (1983)	Section C
Organisational Size	Moderating Variable	Number of employees Money capital	Extent to which the respondents agree that these elements are adequate	Likert-type scale	Liargovas and Skandalis (2010) Baumol (1959)	Section D
Organisational Performance	Dependent Variable	Profit Loan repayment Customer satisfaction Process improvement Product improvement	Agreement on the extent of achievement or non-achievement of these facets.	Likert-type scale	Rasula, Vuksic, and Stemberger, (2012) Kaplan and Norton (1992)	Section E

Source: Researcher (2021)

The constructs were measured in the manner depicted in table 3.2. The study made use of the Likert-type scale. Entrepreneurship training was operationalized through management skills, personal entrepreneurial skills, and technical skills. Proactivity, innovativeness, and risk-taking were used to assess entrepreneurial orientation. The number of employees and the amount of money invested in the organization were used to determine its size. The balanced scorecard was used to guide the measurement of the performance of the groups.

3.9 Data Analysis

Descriptive, correlation, and regression analyses were performed on the data collected. To achieve this, it was necessary to use the Statistical Package for Social Sciences software. Before the analyses were carried out, the data were tested for normality, multicollinearity, linearity autocorrelation, and homoscedasticity to establish its ability to provide valid results. The normality test was meant to determine whether the data was obtained from a population that is normally distributed, and this was achieved using the Shapiro-Wilk test and the normal probability plot of regression standardized residuals. Variance Inflation Factors of the variables were used to test multicollinearity. To check the absence of heteroscedasticity, a scatterplot of the residuals was derived and confirmed using the Koenker test. Durbin Watson test was used to check autocorrelation and linearity tested using correlation of the study variables. Table 3.3, exhibits, in a summarised way, the research objectives, hypotheses, data analytical models and matching with it, the analytical interpretations.

Table 3.3 Summary of Research Objectives, Hypotheses and Data Analytical Models

Objective	Hypotheses	Analytical Models	Hypotheses Tests and Interpretation of Results
To determine the effect of ET on OP	H1: There is no significant effect of ET on OP	$OP = \beta_0 + \beta_1 ET + \mathcal{E}$	r-value: strength and direction (±) of the correlation. R^2: The proportion of the variability of the DV explained by the explanatory variables p-value: the statistical significance level; reject Ho if p≤.05
To determine the intervening effect of EO on the relationship between ET and OP	H2: EO does not have a significant intervening effect on the relationship between ET and OP	$OP = \beta_0 + \beta_1 ET + \varepsilon$ $EO = \beta_0 + \beta_1 OP + \varepsilon$ $OP = \beta_0 + \beta_1 ET + \beta_2 EO + \varepsilon$	r-value: strength and direction (±) of the correlation. R^2: The ratio of the variation of the DV explained by the explanatory variables p-value: the statistical significance level; reject Ho if p≤.05 The IV_1 should have an effect on the DV; The OP should have an effect on EO; The IV_1 and IV_2 should have an effect on the DV
To establish the moderating effect of OS on the relationship between ET and OP	H3: OS does not have a significant moderating effect on the relationship between ET and OP	$OP = \beta_0 + \beta_1 ET + \beta_2 OS + \beta_3 ET*OS + \varepsilon$	r-value: strength and direction (±) of the correlation. R^2: The ratio of the variability of the DV explained by the explanatory variables p-value: the statistical significance level; reject Ho if p≤.05
To establish the joint effect of ET, EO and OS on OP	H4: There is no significant joint effect of ET, EO and OR on OP	$OP = \beta_0 + \beta_1 ET + \beta_2 EO + \beta_3 OS + \mathcal{E}$	r-value: strength and direction (±) of the correlation. R^2: The ratio of the variability of the DV explained by the explanatory variables p-value: the statistical significance level; reject Ho if p≤.05

Source: Researcher (2021)

The symbols and abbreviations used in the analytical models are explained below:

β_0 –is the intercept

β_{xy} – coefficients

ε - is the error term that describes unexplained variations

OP – Organizational Performance

ET – Entrepreneurial Training

EO – Entrepreneurial Orientation

OS – Organizational Size

The descriptive statistics techniques that were used in the study include mean, standard deviation, coefficient of variation, percentages, and frequency distributions. Regression analysis, using the Statistical Package for Social Sciences, was carried out. Denoted as 'r', this coefficient is a measure of the strength of a linear association between two variables. The value of 'r' lies between +1 to -1 (Kothari, 2004).

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the response rate, the outputs of the analysed data, and the findings of the study. These are discoursed commensurate with the objectives of the study. It further gives the decisions that were made with regard to the hypotheses that were developed.

4.2 Response Rate

Out of the 156 youth group enterprises that were targeted for data collection, 97 responded positively. This represents a response rate of 62 percent. Success rates of approximately 60 percent for data collection from a sample are considered acceptable for a survey-research designed study (Fincham, 2008).

In her research work on the performance of insurance companies and commercial banks in Kenya, Munjuri (2013), worked with a response rate of 61 percent. Mwangi (2014) used 67 percent for this particular rate for a study on the characteristics and efficiency of savings and credit cooperatives, also in Kenya. The response rate for this study (62 percent) is slightly higher than the acceptable rate of 60 percent (Fincham, 2008) because the questionnaires were administered face-to-face, by the researcher and research assistants. The non-responses resulted from the unavailability and unreachability of the respondents.

4.3 Demographics of the Respondents

This subsection describes the demographic characteristics of the respondents. It seeks to provide the statistical features of the subjects that responded to the questionnaires. The aspects used to achieve the foregoing were the official positions held by the respondents, the age categories in which they (respondents) fall, durations of their working with the group, highest levels of education held, and the gender to which they belong. These mirrored general information about the population of study, and are summarised in table 4.1 and discussed thereafter.

Table 4.1: Socio-Demographics Characteristics

Variable	Social-Demographic Characteristics	Frequency	Percent
Age	18 – 23 years	2	2.1
	24 – 29 years	18	18.6
	30 - 35 years	41	42.3
	Over 35 years	36	37.1
	Total	97	100
Duration	Under 1 year	21	21.6
	1 – 3 years	16	16.5
	4 – 6 years	19	19.6
	Over 6 years	41	42.3
	Total	97	100
Level of Education	KCPE	13	13.4
	KCSE	13	13.4
	Certificate	30	30.9
	Diploma	41	42.3
	Total	97	100
Gender	Male	72	74.2
	Female	25	25.8
	Total	97	100
Position	Chairman	55	56.7
	Secretary	29	29.9
	Treasurer	13	13.4
	Total	97	100

Source: Research data (2021)

The target group of the Youth Enterprise Development Fund is the youth. The highest percentage of the respondents, at 42.3, were aged between 30 and 35 years. They were followed by those aged over 35, between 24 and 29, and between 18 and 23, at 37.1 percent, 18.6 percent, and 2.1 percent in that order. The presence of those whose ages are over 35 means that they received funding when they were at the tail end of their youth.

It does also seem that most of the youth secure loans from the YEDF when they are 30 years old and above. The percentage of this group is 79. Only 21 percent of the beneficiaries of the fund are aged below 30 years. The lower numbers (two percent) for the under 24 years of age may be because the youths at this stage are joining colleges. Some of them are likely to be making career path decisions and are yet to know what it is that they want to do to earn a living. They are therefore still dependent on their parents or guardians.

The length of working at an organisation does usually have a positive bearing on the knowledge that a person holds about that particular organisation. Of all the respondents, 42.3 percent have been with their groups for over six years. This is the highest percentage. When this is combined with the category of four to six years, it can be seen that over 50 percent of the 97 subjects from which the data was collected have worked in their organisations for four years and above. The likelihood that the respondents possess the data that the study sought is, therefore, high. Only 21.6 percent of the respondents were one year old or less in their respective group enterprises. Those that possessed work experience of between one and three years and between four and six years were 16.5 percent and 19.6 percent respectively.

Respondents were asked to provide information about their highest levels of education. Since the YEDF came into being during the 8-4-4 system of education in Kenya, the levels were anchored on it. The levels were therefore identified as the Kenya Certificate of Primary Education (KCPE), Kenya Certificate of Secondary Education (KCSE), Certificate in training for jobs, Diploma in training for jobs, First Degree, Master's Degree, and Doctor of Philosophy. The highest percentage, 42.3, were diploma holders. Holders of KCPE and KCSE were equal, at 13.4 percent each. Certificate holders were the second-largest group of respondents at 30.9 percent. It may be deduced that generally, ceteris paribus, tertiary education, so long as it is not for university degrees, encourages the uptake of loans offered by the government, for example, YEDF. The absence of university graduates from the list of respondents may be a pointer to lack of motivation by them to join entrepreneurship; they are probably looking for opportunities to be employed or could be looking down on business as a way of life. It can be inferred that, generally, the respondents were able to understand the content of the questionnaires and respond effectively.

The element of representation of the biological aspect of gender is important for checking the extent to which males and females participate in entrepreneurial activities encouraged by the government. The subjects were thus requested to indicate their gender orientations. Of the 97 subjects, 72 were male and 25 were female. This is a percentage of 74.2 and 25.8 respectively. The 'a third-gender' representation was missed by 4.2 percent. This is because the respondents were randomly selected. Therefore, the researcher did not have the leeway to influence the composition of this dimension on the sample. However, this is the likely situation on the ground.

The governance of the youth groups is usually executed through laid out organisational structures that include the following positions, amongst others: chairperson, secretary, and treasurer. The respondents were therefore asked to state the positions that they hold with regard to positional authority and power in the group. This is expected to add value to the credibility of the data that they gave. Typically, officials are the vision holders and mission-drivers of their groups. Hence, their capacity to deliver this mandate is critical to the success of the enterprises of the group.

Of the 97 respondents, 56.7 percent and 29.9 percent held the positions of chairman and secretary respectively. The position of treasurer was held by only 13.4 percent. This may be considered an indicator of good data because the chairman is usually the head of the group and is thus expected to have rich information on training, entrepreneurial orientation, organisational size, and performance of the enterprises. The same is expected of the secretary; by virtue of being the taker of minutes and keeper of the records of the outfit. They also hardly miss group meetings.

4.4 Reliability and Validity Tests for the Study Measures

Reliability and validity tests are important in checking the consistency and accuracy of the measures used for the study constructs, respectively. The outcomes of these two tests are discussed in the following sections.

4.4.1 Reliability Tests

To establish the reliability of the measures that were used to collect data, the Cronbach's Alpha coefficient was calculated to check the internal consistency of the items used. This statistic was computed for both the overall items as well as for the items in the individual constructs. The summary of the outputs of these analyses is presented in table 4.2.

Table 4.2: Coefficients of Cronbach's Alpha

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	No. of Items
All variables	0.931	0.940	56
Entrepreneurial training	0.887	0.927	18
Entrepreneurial orientation	0.858	0.862	18
Organisational size	0.821	0.827	12
Organisational performance	0.847	0.853	8

Source: Research data (2021)

The Cronbach's Alpha for all the 56 items used to measure the variables was 0.931. The coefficients for the constructs of entrepreneurial training, orientation, organisational size, and performance were 0.887, 0.858, 0.821, and 0.847 in that order. Their corresponding number of items was 18 for each of the first two, and 12 and 8 for the last two. Since the indicators of the reliability of the measures of the variables are all above 0.7, they were all considered acceptable (Heale, & Twycross, 2015), and thus retained for further analysis.

4.4.2 Validity Tests

Testing validity involves establishing that the data collection tool did actually measure that which it was intended to (Patton, 2002). The face validity and content validity of the questionnaire were established. A measuring tool is said to have face validity if its content and style look feasible to the target population (Taherdoost, 2016). For this study, the questionnaire was piloted and found to be relevant to youth enterprise development groups.

The scale to which the items of an instrument of measurement are relevant and represent the target variable is referred to as content validity (Taherdoost, 2016). The researcher ensured this type of validity was reached by conducting an extensive literature review on the constructs. He grounded his findings by consulting experts from the School of Business at the University of Nairobi. The study also made use of the Principal Component Analysis with varimax rotation to determine the validity of the constructs of the study, as seen in table 4.3.

Table 4.3: Results of KMO and Barlett's Tests for the Variables

Variable	KMO	Bartlett's Test of Sphericity	
		Df	Sig.
Entrepreneurial training	0.873	153	0.000
Entrepreneurial orientation	0.758	153	0.000
Organisational size	0.725	66	0.000
Organisational performance	0.795	28	0.000

Source: Research data (2021)

The Kaiser-Meyer-Olkin (KMO) measures of the adequacy of sampling for Entrepreneurial Training, Orientation, Organisational size, and Performance were 0.873, 0.758, 0.725, and 0.795 in the same order. They were all deemed adequate because they were above the threshold of 0.6 (Field, 2006). Further, the significance values for the Bartlett's test of sphericity for the constructs were all less than 0.05.

4.5 Assessment of Statistical Assumptions

The results of regression analysis are considered valid if the data meets certain statistical assumptions. These are normality of the distribution of the data, absence of multicollinearity, homoscedasticity, autocorrelation, and linearity (Sarstedt & Mooim 2019). If the tests for normality and homoscedasticity are passed, then linearity may be assumed. The mentioned tests were run using SPSS, and the corresponding outputs are elucidated in this section.

4.5.1 Test for Normality

The testing of hypotheses requires that the values of the population be normally distributed (Hanusz, Tarasinska, & Zielinski, 2016). This is an underlying assumption of linear regression analysis. Therefore, this state must be established before further tests are conducted. The Shapiro-Wilk test, which is considered the most powerful test of normality (Razali & Wah, 2011), was used to check the normality of the data of the study, the results of which are shown in table 4.4.

Table 4.4: Results for Shapiro-Wilk Tests for Data on the Variables

Variable	Statistic	Df	Sig.
Entrepreneurial training	.930	97	.000
Entrepreneurial orientation	.940	97	.000
Organisational size	.927	97	.000
Organisational performance	.970	97	.027

Source: Research data (2021)

Table (4.4) shows that the statistics for the Shapiro-Wilk tests for entrepreneurship training, entrepreneurial orientation, organizational size, and performance are 0.930, 0.940, 0.927, and 0.970 in the same order. All these values are significant. It can therefore be inferred that the data was collected from a normally distributed population and is now fit to be subjected to the various tests of hypotheses. Consequently, the outputs of the tests may be considered reliable and valid. These findings are visually represented by a normal probability plot in figure 4.1

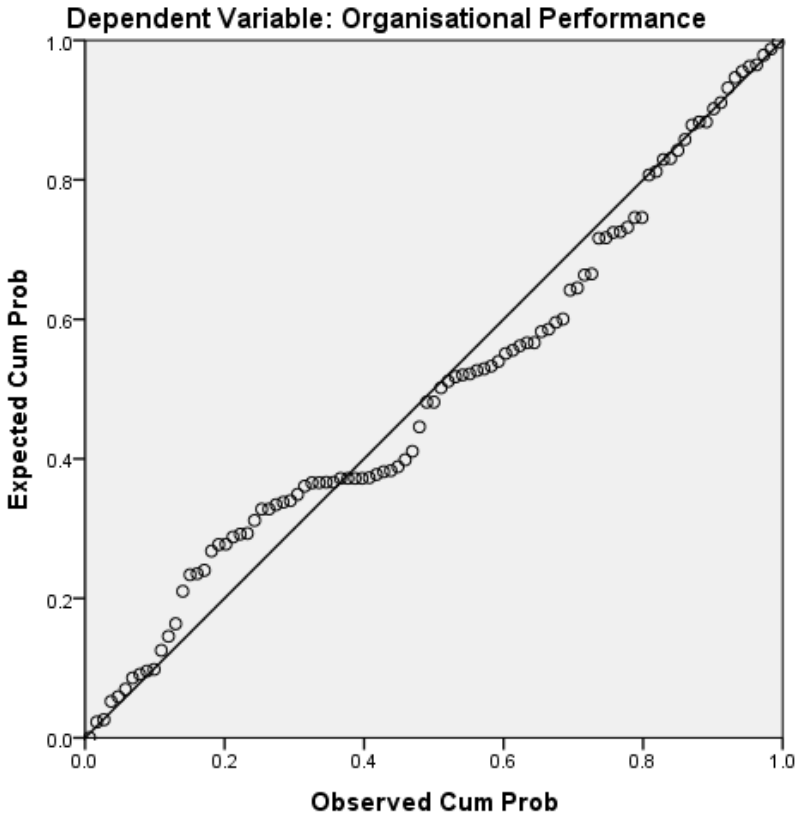

Figure 4.1: Normal Probability Plot of Regression Standardized Residual
Source: Research Data (2021)

Figure 4.1 puts on display the output of a normal probability plot of the regression standardized residual of the variables of the study. The constructs considered were: organizational performance as the dependent variable, and entrepreneurship training, entrepreneurial orientation, and organizational size. It can be observed that there were no outliers and that the values plotted tended to follow the diagonal line; confirming the normality in the distribution of the population from which the data was collected.

4.5.2 Test for Multicollinearity

It is expected that predictor variables should not be highly correlated. High correlations may make it difficult to establish their individual effects on the dependent variable. To diagnose this assumption, Variance Inflation Factors of the variables were determined. Values that are lower than five are considered an indication that multicollinearity may not pose a challenge to the analysis (Hair, Ringle, & Sarstedt, 2011). Further, tolerance values of more than 0.1 indicate that multicollinearity is of no concern (Mooi, Sarstedt, & Mooi-Reci, 2018). The results of this test, from SPSS is shown in table 4.5.

Table 4.5: Results for Variance Inflation Factors for Data on the Variables

Variable	Tolerance	VIF
Entrepreneurial training	.650	1.538
Entrepreneurial orientation	.643	1.556
Organisational size	.676	1.478

Source: Research data (2021)

Table 4.5 demonstrates that the data of this study is free from multicollinearity challenges. The variance inflation factors for training in entrepreneurship, entrepreneurial orientation, and organisational size are 1.538, 1.556, and 1.478 in the same order. They are all below the threshold of five. The tolerance values are also higher than 0.1; at 0.650, 0.643, and 0.676 for entrepreneurship, entrepreneurial orientation, and organisational size in the same sequence.

4.5.3 Test for Homoscedasticity

Linear regression models require that the discrepancy of the residual from the model be unchanging and unrelated to the independent variables. Homoscedasticity occurs when this variance is constant, while heteroscedasticity is said to be present if the variance is not constant. The presence of heteroscedasticity in data may cause incorrect inferences to be made (Long, & Ervin, 2000). Homoscedasticity may be tested using a scatterplot of the residuals. The results are said to be positive for this test if the distribution of the dots is random, not bell-shaped. The scatterplot for the residuals of the study was derived using SPSS and is illustrated in figure 4.2.

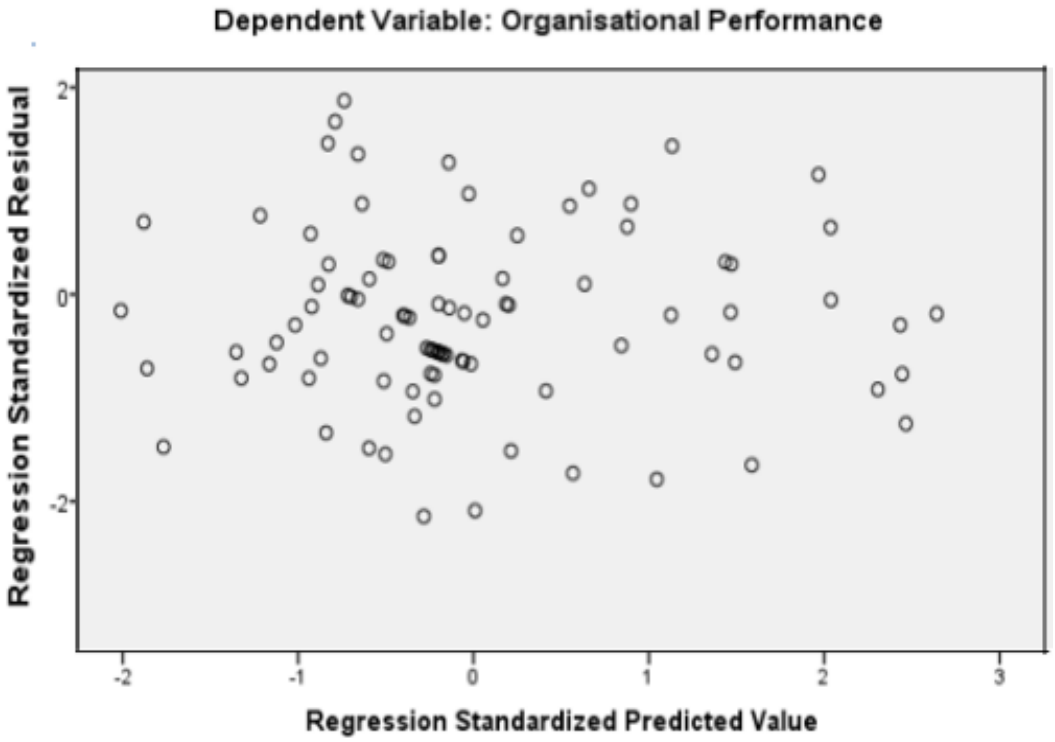

Figure 4.2: Scatterplot of the Residuals

Source: Research Data (2021)

Looking at figure 4.2, it appears that the spots do not form any specific pattern, they are spread randomly as if made from a shotgun. This indicates the absence of heteroscedasticity. To confirm this status, the Koenker test was run on the data. Its statistic was 4.507 with a significance level of 0.2117. The null hypothesis of homoscedasticity was therefore not rejected, indicating absence of heteroscedasticity.

4.5.4 Test for Linearity

Linearity is said to occur when a dependent variable is affected by the independent in the same proportions. The presence of this kind of relationship is important in linear regression. This assumption was tested using correlations between the variables of the study. These are shown in table 4.6.

Table 4.6: Results for Correlations for the Study Variables

		OP	ET	EO	OS
OP	Pearson Correlation	1	.323**	.358**	.551**
	Sig. (2-tailed)		.001	.000	.000
	N	97	97	97	97
ET	Pearson Correlation	.323**	1	.530**	.493**
	Sig. (2-tailed)	.001		.000	.000
	N	97	97	97	97
EO	Pearson Correlation	.358**	.530**	1	.502**
	Sig. (2-tailed)	.000	.000		.000
	N	97	97	97	97
OS	Pearson Correlation	.551**	.493**	.502**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	97	97	97	97

**. Correlation is significant at the 0.01 level (2-tailed).

Source (Research data)

It is indicated by table 4.6 that relationships between variables were positive and significant. The correlation coefficients between the independent constructs and organizational performance are 0.323 for ET, 0.358 for EO, and 0.551 for OS.

4.5.5 Test for Autocorrelation

It is recommended that autocorrelation, which is the degree of correlation between the values of the same variables across different observations, be absent from a data set intended for linear regression analysis. Its absence from the data of this study was tested using the Durbin-Watson test. This test detects autocorrelation from regression analysis. The output of the same is shown in table 4.7.

Table 4.7: Results for Durbin-Watson test for the Study Variables

(a) Summary of Model OP = $\beta_0 + \beta_1 ET + \varepsilon$

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.323[a]	.104	.095	.57164	1.568

a. Predictors: (Constant), Entrepreneurial Training

b. Dependent Variable: Organisational Performance

(b) Summary of Model OP = $\beta_0 + \beta_1 ET + \beta_2 EO + \varepsilon$

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.391[a]	.153	.135	.55882	1.566

a. Predictors: (Constant), Entrepreneurial Orientation, Entrepreneurial Training

b. Dependent Variable: Organisational Performance

(c) Summary of Model OP = $\beta_0 + \beta_1 ET + \beta_2 OS + \beta_3 ET*OS + \varepsilon$

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.585[a]	.343	.321	.49500	1.509

a. Predictors: (Constant), ETC*OSC, Entrepreneurial Training, Organisation Size

b. Dependent Variable: Organisational Performance

(d) Summary of Model OP = $\beta_0 + \beta_1 ET + \beta_2 EO + \beta_3 OS + \varepsilon$

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.560[a]	.313	.291	.50590	1.531

a. Predictors: (Constant), Entrepreneurial Orientation, Organisation Size, Entrepreneurial Training

b. Dependent Variable: Organisational Performance

Source (Research data)

Table 4.7 indicates that the Durbin-Watson statistics all the models lie between 1.5 and 2.5. Usually, the absence of autocorrelation is inferred if the value of this test falls between 1.5 and 2.5. Consequently, the data of this study was considered not autocorrelated. Since the data has also passed the normality, homoscedasticity, multicollinearity, and linearity tests, it was deemed fit for the testing of hypotheses.

4.6 Descriptive Statistics of the Study Variables

The descriptive statistics for the study's constructs are presented here. It is delineated by Fisher and Marshall (2009) that, the construct of descriptive statistics are measures that are algebraic or procedures that are graphic used to make sense of the properties of a particular sample of population. They typically seek to describe the midpoint of a distribution of scores (yardstick of central tendency) and the spread of scores (dispersion or variance). Means, as a yardstick of central tendency, and standard deviations, as a gauge of discrepancy, were used to characterise the responses given by the respondents to the statements used to measure the constructs in question. The statistics exhibited here are for the facets of ET, EO, and OS and the answers to questions for organisational performance.

Table 4.8: Means and Standard Deviations of Study Variables

Variable	N	Mean	Std. Dev.	Std Error
Entrepreneurial Training	97	2.283	.500	.051
Entrepreneurial Orientation	97	2.065	.439	.045
Organisational Size	97	2.058	.441	.045
Organisational Performance	97	2.223	.601	.061
Overall scores	97	2.157	.495	.051

Source: Research data (2021)

Table 4.8 indicates that entrepreneurial training scored the highest with respect to the mean, at 2.283 and a standard deviation of 0.500. Organisational size was rated the lowest at 2.058 for the mean and 0.441 for the standard dispersion. EO and OP were reported to have means of 2.065 and 2.223 and standard deviations of 0.439 and 0.601 in the same order.

When a comparison is made between entrepreneurship training and entrepreneurial orientation, it can be said that the respondents agree more that they have been trained on matters of entrepreneurship than they are entrepreneurially oriented. They may thus be knowledgeable on enterprise development and management, nevertheless, be less predisposed to actioning the same. The respondents could be aware of the need to be proactive, take risks, and be innovative, but exhibit fewer of these characteristics.

The aforementioned situation could be a pointer to the ineffectiveness of training. It could be that the training does not contain content on entrepreneurial orientation or the training is delivered in a way that does not allow for change in thinking. Most of the trainings that are enterprise-related and witnessed by the researcher would rarely go beyond three days and are dominated by the lecture approach of teaching. This could mean that the subjects do not have enough time to assimilate EO dimensions, if any, and practice them. The lower value of organisational size indicates that most of the government youth group enterprises are small. They do not have enough employees to steer and run the operations of their outfits. It may also mean that they do not have finances that are adequate to fund their various activities. The negative effect of small size on performance may be worsened by the low levels of innovations on the part of the youth.

4.6.1 Entrepreneurship Training

Entrepreneurship training entails building the capacities of entrepreneurs in three domains. These are the technical, business management, and personal entrepreneurial skill spheres. To measure the technical skills dimension, the researcher sought the respondents' perception about it by soliciting responses to some of the aspects that define it; as indicated in tables 4.9. This was done by having the respondents indicate the extent to which they agree that they received training on the aspects indicated on a gauge of 0 – 4 where 0 = Not having been trained at all, 1 = Having been trained to a small breadth, 2 = Having been trained to a moderate breadth, 3 = Having been trained to a large breadth, and 4 = Having been trained to a very large breadth. The accompanying results are shown in tables 4.9 and 4.10: their frequencies, percentages, and means descending from the highest value to the smallest value.

Table 4.9: Responses on Indicators of Technical Skills

(a) Training on Use of Production Technology

Likert Statement	Frequency	Percentage
Not at all	3	3.1
To a small breadth	14	14.4
To a moderate breadth	57	58.8
To a large breadth	20	20.6
To a very large breadth	3	3.1
Total	97	100.0

Source: Research data (2021)

It is indicated by table 4.9 (a) that the largest percentage of those that responded concur to a moderate breadth that their committee members have been trained on the use of production technology. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 58.8, 20.6, and 14.4 in the same order.

(b) Training on Problem Solving Skills

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small degree	7	7.2
To a moderate degree	53	54.6
To a large degree	33	34.0
To a very large degree	3	3.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.9 (b) that the largest percentage of those that responded are in concurrence to a moderate magnitude that their committee members have had their capacities to solve problems enhanced through training. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 54.6, 34.0, and 7.2 in the same order.

(c) Training on Communication Skills

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small breadth	5	5.2
To a moderate breadth	55	56.7
To a large breadth	29	29.9
To a very large breadth	7	7.2
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.9 (c) that the largest percentage of those that responded are in agreement to a moderate breadth that their committee members have had their capacities to communicate effectively enhanced through training. This was closely followed by those that agreed to a large and a very large breadth. Their corresponding percentages were 56.4, 29.9, and 7.2 in the same order.

(d) Training on Business Environment Monitoring

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small degree	12	12.4
To a moderate degree	56	57.7
To a large degree	26	26.8
To a very large degree	3	3.1
Total	97	100.0

Source: Research data (2021)

It is put on display by table 4.9 (d) that the largest percentage of those that responded are in concurrence to a moderate scope that their committee members have had their capacities to monitor the business environment boosted through training. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 57.7, 26.8, and 12.4 in the same order.

(e) Training on Business Environmental Analysis

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small breadth	8	8.2
To a moderate breadth	63	64.9
To a large breadth	23	23.7
To a very large breadth	3	3.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.9 (e) that the largest percentage of those that responded are in one accord to a moderate magnitude that their committee members have had their abilities to analyze the business environment enriched through training. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 64.9, 23.7, and 8.2 in the same order.

(f) Training on Interpersonal Skills

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small extent	7	7.2
To a moderate extent	60	61.9
To a large extent	26	26.8
To a very large extent	4	4.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.9 (f) that the largest percentage of those that responded concur to a moderate breadth that their committee members have had their abilities to relate and work with others augmented through training. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 61.9, 26.8, and 7.2 in the same order.

It is put on display by table 4.9 that 59 percent of all those that responded agree to a moderate extent that they received training on the use of production technologies. Three percent were not trained in this area at all. Agreement to a moderate extent of having received training on problem-solving skills, communication skills, business environment monitoring, business environmental analysis and interpersonal skills was reported at the following percentages in the same order: 54.6, 56.7, 57.7, 64.9, and 61.9. Zero training was also reported for problem-solving and communication skills, each by one percent of the respondents. Agreement to a very large extent to being trained was reported by an average of three percent except for communication skills, at seven percent.

Table 4.10: Means and Standard Deviations of Technical Skills

Technical Skill Indicators	N	Mean	Std. Deviation
Our committee members have been trained on communication	97	2.37	.740
Our committee members have been trained on problem-solving	97	2.31	.698
Our committee members have been trained on interpersonal skills	97	2.28	.657
Our committee members have been trained on business environmental analysis	97	2.22	.633
Our committee members have been trained on business environment monitoring	97	2.21	.691
Our committee members have been trained on the use of the production technology	97	2.06	.775
Overall scores	97	2.24	.699

Source: Research data (2021)

Training on communication was rated the highest. When calculated, its mean stood at 2.37 while its standard deviation stood 0.740. It also means that the respondents agree to a moderate degree that they have received training on how to effectively pass and receive messages. The skill that received the lowest score is the use of the production technology, with a middle point and typical discrepancy of 2.06 and 0.775 respectively. Training on problem-solving, interpersonal skills, business environmental analysis, and business environment monitoring received mean scores of 2.31, 2.28, 2.22, and 2.21 in the same order. Their corresponding standard deviations were 0.698, 0.657, 0.633, and 0.691. The value for overall mean is 2.24 whereas the overall figure for standard deviation is 0.699.

These findings could be indicating that most of the knowledge and skills impacted upon the youth are generic. Communication and problem-solving are areas that cut across the various types of enterprises. The use of production technology, business environment monitoring and analysis tend to depend on the sector in which the enterprises fall. Subsequently, there could be need for sector-specific entrepreneurship training programmes.

The dimension of business management skills was measured by having the respondents indicate the length to which they concur with various assertions about it. These statements are shown in table 4.11. They were captured using a Likert scale of between zero and four where 0 = Not in agreement at all, 1 = Agreement to a small magnitude, 2 = Concurrence to a moderate magnitude, 3 = Concurrence to a large magnitude, and 4 = Concurrence to a very large breadth. The homologous results are exhibited in tables 4.11 and 4.12; their frequencies, percentages, and descending means.

Table 4.11: Responses on Indicators of Business Management Skills

(a) Training on Financial Management

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	12	12.4
To a moderate extent	57	58.8
To a large extent	24	24.7
To a very large extent	3	3.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.11 (a) that the largest percentage of those that responded agree to a moderate breadth that their committee members have had their abilities to manage the finances of the organizations augmented through training. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 58.8, 24.7, and 12.4 in the same order.

(b) Training on Marketing Skills

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	12	12.4
To a moderate extent	47	48.5
To a large extent	32	33.0
To a very large extent	5	5.2
Total	97	100.0

Source: Research data (2021)

It is put on display by table 4.11 (b) that the largest percentage of those that responded concur to a moderate breadth that their committee members have had their capabilities to identify customer needs and satisfy them amplified through training. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 58.8, 24.7, and 12.4 in the same order.

(c) Training on People Management Skills

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small extent	10	10.3
To a moderate extent	54	55.7
To a large extent	30	30.9
To a very large extent	3	3.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.11 (c) that the largest percentage of those that responded are in concurrence to a moderate breadth that their committee members have had their capabilities to manage their employees and other people enhanced through training. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 55.7, 30.9, and 10.3 in the same order.

(d) Training on Business Administration Skills

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small extent	8	8.2
To a moderate extent	64	66.0
To a large extent	23	23.7
To a very large extent	2	2.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.11 (d) that the largest percentage of those that responded are in agreement to a moderate breadth that their committee members have had their capabilities to administer businesses up-scaled through training. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 66.0, 23.7, and 8.2 in the same order.

(e) Training on Quality Management

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small extent	7	7.2
To a moderate extent	59	60.8
To a large extent	25	25.8
To a very large extent	6	6.2
Total	97	100.0

Source: Research data (2021)

It is displayed by table 4.11 (e) that the largest percentage of those that responded agree to a moderate breadth that their committee members have had their capacities to ensure production and delivery of excellent quality products and services built through training. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 60.8, 25.8, and 7.8 in the same order.

(f) Training on Negotiation Skills

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	7	7.2
To a moderate extent	44	45.4
To a large extent	37	38.1
To a very large extent	8	8.2
Total	97	100.0

Source: Research data (2021)

It is been exhibited by table 4.11 (f) that the largest percentage of those that responded agree to a moderate breadth that their committee members have had their capacities to negotiate and reach a better deal improved through training. This was closely followed by those that agreed to a large and a very large breadth. Their corresponding percentages were 45.4, 38.1, and 8.2 in the same order.

It is put on display by table 4.11 that the largest percentage of the respondents reported agreement to a moderate extent to having received training in the various aspects of business management. The percentages were 58.8, 48.5, 55.7, 66.0, 60.8 and 45.4 for financial management, marketing skills, people management skills, business administration skills, quality management, and negotiation skills in that order. The percentages for agreement to a large extent were 24.7, 33.0, 30.9, 25.8, and 38.1 in the same sequence. Zero training was reported for financial management, marketing, and negotiation skills, each by one percent of the respondents.

Table 4.12: Means and Standard Deviations of Business Management Skills

Business Management Skill Indicators	N	Mean	Std. Deviation
Our committee members have been trained on negotiation skills	97	2.45	.791
Our committee members have been trained on quality management	97	2.31	.698
Our committee members have been trained on marketing	97	2.29	.790
Our committee members have been trained on people management	97	2.27	.685
Our committee members have been trained on administration	97	2.20	.606
Our committee members have been trained on financial management	97	2.16	.717
Overall score	97	2.28	.715

Source: Research data (2021)

Capacity building on negotiation skills was rated the highest with the figure of the mean at 2.45 and that of the standard deviation of .791. The respondents agree to a moderate extent that they have been trained on how to reach good deals when bargaining with other parties. Financial management skills received the lowest rating at 2.16 and 0.717 for mean and standard deviation respectively. Training on quality management, marketing, people management, and administration had their mean scores at 2.31, 2.29, 2.27, and 2.20 in the same sequence. Their corresponding standard deviations were 0.698, 0.790, 0.685, and 0.606. The figure outputted for overall mean and that outputted for the overall standard deviation were 2.28 and .715 in the same order.

The last dimension of entrepreneurship training, personal entrepreneurial skills, was measured by requiring the subjects to specify the length to which they concur with the assertions that denote it. These statements are shown in tables 4.13 and 4.14. The respondents were expected to show their concurrence using a Likert scale of between zero and four where 0 = Not in agreement at all, 1 = Agreement to a small magnitude, 2 = Concurrence to a moderate magnitude, 3 = Concurrence to a large magnitude, and 4 = Concurrence to a very large breadth. The results congruent to the above mentioned are shown below; their frequencies, percentages, and descending means.

Table 4.13: Responses on Indicators of Personal Entrepreneurial Skills

(a) Training on Innovation

Likert Statement	Frequency	Percentage
Not at all	3	3.1
To a small extent	8	8.2
To a moderate extent	53	54.6
To a large extent	32	33.0
To a very large extent	1	1.0
Total	97	100.0

Source: Research data (2021)

It is put on display by table 4.13 (a) that the largest percentage of those that responded agree to a moderate breadth that their committee members have had their capacities to come up with new things and new ways of doing things enhanced through training. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 54.6, 33.0, and 8.2 in the same order.

(b) Training on Change Management

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	6	6.2
To a moderate extent	54	55.7
To a large extent	34	35.1
To a very large extent	2	2.1
Total	97	100.0

Source: Research data (2021)

It is displayed by table 4.13 (b) that the largest percentage of those that responded are in concurrence to a moderate magnitude that their committee members have had their capabilities to introduce and manage change up-scaled through training. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 55.7, 35.1, and 6.2 in the same order.

(c) Training on Risk-taking

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	8	8.2
To a moderate extent	49	50.5
To a large extent	36	37.1
To a very large extent	3	3.1
Total	97	100.0

Source: Research data (2021)

It is displayed by table 4.13 (c) that the largest percentage of those that responded agree to a moderate breadth that their committee members have had their capabilities to love and embrace uncertainty augmented through training. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 50.5, 37.1, and 8.2 in the same order.

(d) Training on Persistence

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	10	10.3
To a moderate extent	56	57.7
To a large extent	29	29.9
To a very large extent	1	1.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.13 (d) that the largest percentage of those that responded concur to a moderate breadth that their committee members have had their competencies to continue with the pursuit of successes despite challenges boosted through training. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 57.7, 29.9, and 10.3 in the same order.

(e) Training on Self-Control

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	9	9.3
To a moderate extent	53	54.6
To a large extent	30	30.9
To a very large extent	4	4.1
Total	97	100.0

Source: Research data (2021)

It is displayed by table 4.13 (e) that the largest percentage of those that responded agree to a moderate magnitude breadth that their committee members have been trained on self-control. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 54.6, 30.9, and 9.3 in the same order.

(f) Training on Network Building

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	5	5.2
To a moderate extent	48	49.5
To a large extent	33	34.0
To a very large extent	10	10.3
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.13 (f) that the largest percentage of those that responded agree to a moderate breadth that their committee members have been trained on building networks. This was closely followed by those that agreed to a large and a very large breadth. Their corresponding percentages were 49.5, 34.0, and 10.3 in the same order.

It is been put on display by table 4.13 that the largest percentage of the respondents reported agreement to a moderate extent to having received training in the various aspects of personal entrepreneurial skills. The percentages were 54.6, 55.7, 50.5, 57.7, 54.6, and 49.5 for innovation, change management, risk-taking, persistence, self-control, and network building in that order. The percentages for agreement to a large extent were 33.0, 35.1, 37.1, 29.9, 30.9, and 34.0 in the same sequence. Nil exhibition was reported for all the dimensions, each by one percent of the respondents but innovation (3.1%).

Table 4.14: Means and Standard Deviations of Personal Entrepreneurial Skills

Personal Entrepreneurial Skill Indicators	N	Mean	Std. Dev
Our committee members have been trained on network building	97	2.47	0.792
Our committee members have been trained on persistence	97	2.38	2.114
Our committee members have been trained on risk-taking	97	2.33	0.718
Our committee members have been trained on change management	97	2.31	0.667
Our committee members have been trained on self-control	97	2.28	0.732
Our committee members have been trained on innovation	97	2.21	0.735
Overall score	97	2.33	0.960

Source: Research data (2021)

The respondents rated having been trained on the building of networks the highest. The output of the calculation of the mean was 2.47 whereas that of standard discrepancy was 0.792. The respondents agree to a moderate extent that they have been trained on matters building social networks. Training on innovation received the lowest rating at 2.21 and 0.735 for mean and standard deviation respectively. Persistence, risk-taking, change management, and self-control were rated at 2.38, 2.33, 2.31, and 2.28 in the same order. Their corresponding standard deviations were 2.114, 0.718, 0.667, 0.732, and 0.735. The figure for overall mean was 2.33, and that of the overall standard deviation was .960.

When the mean score on training on innovation (lowest) is considered together with the mean score of entrepreneurial orientation (lowest), it may be deduced low levels of disposition towards entrepreneurial activities can be attributed to less emphasis on training in innovation. Innovativeness is one of the dimensions of EO. Generally, the respondents seemed to have received more training on personal entrepreneurship training compared to the others. Its overall mean score is 2.33, business management and technical skills scored 2.28 and 2.24 in that order. This could be a call for training programmes that are sector-specific and those that cover the technologies relevant to those spaces.

4.6.2 Entrepreneurial Orientation

This study made use of the three facets of OE as fronted by Miller (1983), being innovativeness, pro-activeness, and risk-taking. To measure the innovativeness aspect, the researcher sought the respondents' perception about it by soliciting responses to some of the descriptions (indicated in table 4.15 and 4.16), that delineate it. This was done by having the respondents indicate the extent to which they agree with the statements on a scale of 0 = Not in agreement at all, 1 = Agreement to a small magnitude, 2 = Concurrence to a moderate magnitude, 3 = Concurrence to a large magnitude, and 4 = Concurrence to a very large breadth. The accompanying results are shown below, their frequencies, percentages, and means descending, from the largest figure to the smallest one.

Table 4.15: Responses on Indicators of Innovativeness

(a) Emphasis on new ways of doing things

Likert Statement	Frequency	Percentage
Not at all	3	3.1
To a small extent	8	8.2
To a moderate extent	50	51.5
To a large extent	27	27.8
To a very large extent	9	9.3
Total	97	100.0

Source: Research data (2021)

It is put on display by table 4.15 (a) that the largest percentage of those that responded are in agreement to a moderate breadth that their committee members usually encourage new ways of doing things. This was closely followed by those that agreed to a large and a very large breadth. Their corresponding percentages were 51.5, 27.8, and 9.3 in the same order.

(b) Marketing new products

Likert Statement	Frequency	Percentage
Not at all	5	5.2
To a small extent	16	16.5
To a moderate extent	50	51.5
To a large extent	23	23.7
To a very large extent	3	3.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.15 (b) that the largest percentage of those that responded are in concurrence to a moderate breadth that their group has developed and launched a number of new products and services. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 51.5, 23.7, and 16.5 in the same order.

(c) Making Dramatic Changes on Products

Likert Statement	Frequency	Percentage
Not at all	4	4.1
To a small extent	13	13.4
To a moderate extent	48	49.5
To a large extent	26	26.8
To a very large extent	6	6.2
Total	97	100.0

Source: Research data (2021)

It is put on display by table 4.15 (c) that the largest percentage of those that responded agree to a moderate scale that since its establishment, their group has made dramatic changes to products and services. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 49.5, 26.8, and 13.4 in the same order.

(d) Changing Method of Production

Likert Statement	Frequency	Percentage
Not at all	7	7.2
To a small extent	11	11.3
To a moderate extent	55	56.7
To a large extent	20	20.6
To a very large extent	4	4.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.15 (d) that the largest percentage of those that responded agree to a moderate magnitude that since its establishment, their group has changed the methods that is used for the production of the goods or services. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 56.7, 20.6, and 11.3 in the same order.

(e) Changing Suppliers of Raw Materials

Likert Statement	Frequency	Percentage
Not at all	10	10.3
To a small extent	14	14.4
To a moderate extent	51	52.6
To a large extent	18	18.6
To a very large extent	4	4.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.15 (e) that the largest percentage of those that responded agree to a moderate breadth that since its inception, their group has changed the suppliers of its raw materials. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 52.6, 18.6, and 14.4 in the same order

(f) Appreciation and Encouragement of New Ideas

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small extent	4	4.1
To a moderate extent	55	56.7
To a large extent	23	23.7
To a very large extent	15	15.5
Total	97	100.0

Source: Research data (2021)

It has been put on display by table 4.15 (f) that the largest percentage of those that responded agree to a moderate breadth that the committee members of their groups appreciate and encourage new ideas by their members. This was closely followed by those that agreed to a large and a very large breadth. Their corresponding percentages were 56.7, 23.7, and 15.5in the same order.

Table 4.15 puts on display that the largest percentage of the respondents reported agreement to a moderate extent to having exhibited the various aspects of innovativeness. The percentages were 51.5, 51.5, 49.5, 56.7, 52.6, and 56.7 for emphasis on new ways of doing things, marketing new products, making dramatic changes on products, changing method of production, changing suppliers of raw materials, and encouragement of new ideas. The percentages for agreement to a large extent were 27.8, 23.7, 26.8, 20.6, 18.6, and 23.7 in the same sequence. Nil exhibition was reported for all the dimensions except encouragement of new ideas. The percentages ranged between three and ten.

Table 4.16: Means and Standard Deviations of Innovativeness

Innovativeness Indicators	N	Mean	Std. Dev
In general, the committee members of my group appreciate and encourage new ideas	97	2.51	.805
In general, the committee members of my group emphasise novel ways of undertaking things	97	2.32	.873
Since the creation of the group, we have made quite dramatic changes to our products/services	97	2.18	.890
Since the establishment of the group, we have marketed very many new products/services	97	2.03	.859
Since the establishment of the group, we have changed the method of production	97	2.03	.883
Since the establishment of the group, we have changed suppliers of our raw materials	97	1.92	.954
Overall score	97	2.17	.877

Source: Research data (2021)

The subjects that responded seemed to agree most that the committee members of their groups appreciate and encourage new ideas. An average of 2.51 and a standard discrepancy of .805 were reported. The respondents agree to a large extent that the leaders are inclined to the disposition of innovativeness. Changing of suppliers received the lowest rating at 1.92 and 0.94 for mean and standard deviation respectively. With respect to novel ways of undertaking things, dramatic changes on our products/services, marketing of many new products/services, and changing the method of production had their mean scores at 2.32, 2.18, 2.03, and 2.03 in the same order. Their corresponding standard deviations were 0.873, 0.890, 0.859, and 0.883. The figure posted for the overall average and the one calculated for the overall standard discrepancy for innovativeness were 2.17 and 0.877 in the same order.

The foregoing data (put on display in table 4.16) seems to indicate that the generation of new ideas is encouraged. Members of the youth groups appear to be capable of devising novel methods of conducting their businesses. The challenge seems to lie with transforming the same into tangible products and services. It can be seen that statements that had something to do with action were scored lower means than those concerned with ideation.

The dimension of pro-activeness was measured by having the respondents demonstrate the degree to which they agree with narratives about it. These statements are shown in tables 4.17 and 4.18. They were captured using a Likert scale of between zero and four where 0 = Not in agreement at all, 1 = Agreement to a small magnitude, 2 = Concurrence to a moderate magnitude, 3 = Concurrence to a large magnitude, and 4 = Concurrence to a very large breadth. The associated results are shown below in terms of frequencies, percentages, and descending means.

Table 4.17: Responses on Indicators of Pro-activeness

(a) Initiating Actions Before Competition

Likert Statement	Frequency	Percentage
Not at all	5	5.2
To a small extent	12	12.4
To a moderate extent	51	52.6
To a large extent	26	26.8
To a very large extent	3	3.1
Total	97	100.0

Source: Research data (2021)

It has been put on display by table 4.17 (a) that the largest percentage of those that responded agree to a moderate breadth that when tackling competition, their groups typically originate actions to which competitors react to. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages 52.6, 26.8, and 12.4 in the same order.

(b) First to Introduce New Products

Likert Statement	Frequency	Percentage
Not at all	7	7.2
To a small extent	19	19.6
To a moderate extent	51	52.6
To a large extent	19	19.6
To a very large extent	1	1.0
Total	97	100.0

Source: Research data (2021)

It has been put on display by table 4.17 (b) that the largest percentage of those that responded concur to a moderate breadth that their groups are frequently the first to advance new products amongst their competitors. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 52.6, 19.6, and 19.6 in the same order.

(c) Undo Competition Posture

Likert Statement	Frequency	Percentage
Not at all	4	4.1
To a small extent	15	15.5
To a moderate extent	58	59.8
To a large extent	20	20.6
To a very large extent	0	0.0
Total	97	100.0

Source: Research data (2021)

It has been put on display by table 4.17 (c) that the largest percentage of those that responded are in one accord to a moderate breadth that their groups typically adopt 'Undo-the-competitors' posture. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 59.8, 20.6, and 15.5 in the same order.

(d) First to Introduce New Administrative Techniques

Likert Statement	Frequency	Percentage
Not at all	8	8.2
To a small extent	17	17.5
To a moderate extent	59	60.8
To a large extent	12	12.4
To a very large extent	1	1.0
Total	97	100.0

Source: Research data (2021)

It has been put on display by table 4.17 (d) that the largest percentage of those that responded agree to a moderate breadth that their groups are naturally the first to advance new administrative techniques amongst our competitors. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 60.8, 12.4, and 17.5 in the same order.

(e) First to Introduce New Operating Technologies

Likert Statement	Frequency	Percentage
Not at all	8	8.2
To a small extent	15	15.5
To a moderate extent	48	49.5
To a large extent	26	26.8
To a very large extent	0	0.0
Total	97	100.0

Source: Research data (2021)

It has been put on display by table 4.17 (e) that the largest percentage of those that responded agree to a moderate breadth that their groups are frequently the first to advance new operating technologies amongst our competitors. This was closely followed by those that agreed to a large and a small breadth. Their corresponding percentages were 49.5, 26.8, and 15.5 in the same order.

(f) First to Enter New Markets

Likert Statement	Frequency	Percentage
Not at all	11	11.3
To a small extent	18	18.6
To a moderate extent	45	46.4
To a large extent	22	22.7
To a very large extent	1	1.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.17 (f) that the largest percentage of those that responded are in agreement to a moderate breadth that their groups are usually the first to enter new markets. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 46.4, 22.7, and 18.6 in the same order.

It is put on display, by table 4.17, that the largest percentage of the subjects that responded reported agreement to a moderate extent to having exhibited the various aspects of pro-activeness. The percentages were 52.6, 52.6, 59.8, 60.8, 49.5, and 46.4 for initiating actions before the competition, being first to introduce new products, adopting an undo competition posture, taking lead in the introduction of new business-administrative practices, taking leadership in coming up with new technologies for operations, and being first to enter new markets. The percentages for agreement to a large extent were 26.8, 19.6, 20.6, 12.4, 26.8, and 22.7 in the same sequence. Nil exhibition was reported for all the dimensions except encouragement of new ideas. The percentages ranged between four and eleven.

Table 4.18: Means and Standard Deviations of Pro-activeness

Pro-activeness Indicators	N	Mean	Std. Deviation
In tackling competition, my group typically originates actions to which competitors react to	97	2.10	.848
My group characteristically adopts 'Undo-the-competitors' posture	97	1.97	.728
My group is regularly the first to advance new operating technologies amongst our competitors	97	1.95	.870
My group is frequently the first to advance new products /services amongst our competitors	97	1.88	.845
My group is usually the first to enter new markets	97	1.84	.943
My group is very often the first to advance new operating technologies amongst our competitors	97	1.80	.799
Overall score	97	1.92	.839

Source: Research data (2021)

The subjects that responded to the questionnaire concurred to a moderate extent, but with the highest mean, that their groups typically initiate actions to which competitors respond to. Its mean and standard deviation were reported at 2.10 and 0.848 respectively. The ability to advance new technologies amongst competitors received the lowest rating at 1.80 and 0.799 for mean and standard deviation respectively. The respondents rated 'Undoing-the-competitors' posture at 1.97 and 0.728 for the value of the average and that of standard discrepancy in that order.

Being the first to advance new operating technologies amongst competitors came third with a value of 1.95 for the middle point and a typical deviation of. 0.870. At fourth position is being the first to advance new products /services amongst competitors. This was scored at 1.88 for the mean and 0.845 for the standard deviation. This was followed by being the first to enter new markets at 1.84 and 0.943 for the outputted average and standard deviation in the same order.

The last dimension of entrepreneurial orientation, risk-taking, was measured by requiring the respondents to indicate the length to which they concur with assertions that characterize it. These statements are shown in tables 4.19 and 4.20. The subjects were requested to show their agreement using a Likert scale of between zero and four where 0 = Not in agreement at all, 1 = Agreement to a small magnitude, 2 = Concurrence to a moderate magnitude, 3 = Concurrence to a large magnitude, and 4 = Concurrence to a very large breadth. The related outcomes are shown below; in terms of their frequencies, percentages, descending means.

Table 4.19: Responses on Indicators of Risk-taking

(a) Tendency to go for High-Risk Projects with Chances of Very High Returns

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	8	8.2
To a moderate extent	61	62.9
To a large extent	26	26.8
To a very large extent	1	1.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.19 (a) that the largest percentage of those that responded agree to a moderate breadth that in general, the committee members of their groups tend to go for perilous undertakings with probabilities of excellent returns on investment. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 62.9, 26.8, and 8.2 in the same order.

(b) Belief in Bold Wide-Ranging Acts

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small extent	14	14.4
To a moderate extent	60	61.9
To a large extent	20	20.6
To a very large extent	3	3.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.19 (b) that the largest percentage of those that responded agree to a moderate breadth that in general, the committee members of their groups believe that daring comprehensive acts are essential to realising the aims of the group. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 61.9, 20.6, and 14.4 in the same order.

(c) Aggressive Posture to Maximize on Potential Opportunities

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small extent	10	10.3
To a moderate extent	64	66.0
To a large extent	23	23.7
To a very large extent	0	0.0
Total	97	100.0

Source: Research data (2021)

It is put on display by table 4.19 (c) that the largest percentage of those that responded concur to a moderate breadth that when confronted with decision-making situations that involve uncertainty, their groups usually adopt a posture that is aggressive so as to maximize the possibility of exploiting nascent opportunities. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 66.0, 23.7, and 10.3 in the same order.

(d) Puts More Weight to Gains than Cost of Opportunities

Likert Statement	Frequency	Percentage
Not at all	2	2.1
To a small extent	16	16.5
To a moderate extent	60	61.9
To a large extent	18	18.6
To a very large extent	1	1.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.19 (d) that the largest percentage of those that responded agreed to a moderate breadth that if an opportunity looks good, their committees do not give much weight to the cost. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 61.9, 18.6, and 16.5 in the same order.

(e) "Go for it" Posture Regardless of the Situation

Likert Statement	Frequency	Percentage
Not at all	5	5.2
To a small extent	14	14.4
To a moderate extent	55	56.7
To a large extent	22	22.7
To a very large extent	1	1.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.19 (e) that the largest percentage of those that responded agree to a moderate breadth that when they are not sure about the success of something, they still adopt a "go for it" posture regardless of the probability of making costly decisions. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 56.7, 22.7and 14.4 in the same order.

(f) Do not Fear Failure

Likert Statement	Frequency	Percentage
Not at all	3	3.1
To a small extent	11	11.3
To a moderate extent	48	49.5
To a large extent	32	33.0
To a very large extent	3	3.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.19 (f) that the largest percentage of those that responded agree to a moderate breadth that their committee members do not fear failure. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 49.5, 33.0 and 11.3 in the same order.

Table 4.19 shows the largest percentage of the respondents reported agreement to a moderate extent to having exhibited the various aspects of risk-taking. The percentages were 62.9, 61.9, 66.0, 61.9, 56.7, and 49.5 for the tendency to go for projects that are considered risky with promises of high yields, belief that achieving the group's objectives requires taking actions that are bold and wide, adopting a posture that is pugnacious so as to fully capitalize on potential opportunities, putting more weight to gains than the cost of opportunities, a "go for it" posture regardless of the situation, and not fearing failure. The percentages for agreement to a large extent were 26.8, 20.6, 23.7, 18.6, 22.7, and 33.0 in the same sequence. Nil exhibition was reported for all but two dimensions. Their percentages ranged between one and five.

Table 4.20: Means and Standard Deviations of Risk-Taking

Risk-Taking Indicators	N	Mean	Std. Deviation
Generally, my committee members do not fear failure	97	2.22	.807
In general, the committee members of my group have a tendency to go for perilous projects with probabilities of very high yields	97	2.19	.635
When facing decision-making situations that involve uncertainty, my group naturally adopts an aggressive disposition in order to capitalize on the likelihood of exploiting probable opportunities	97	2.13	.571
In general, the committee members of my group believe that daring comprehensive acts are essential to achieve the group's aims	97	2.12	.681
When we are not sure about the success of something, we still adopt a "go for it" posture regardless of the probability of making costly decisions	97	2.00	.791
If an opportunity looks good, the committee does not give much weight to the cost	97	2.00	.692
Overall score	97	2.11	.696

Source: Research data (2021)

The respondents rated the predisposition to lack of fear for failure by the group leaders the highest, with a value of 2.22 for the average and 0.807 for the typical discrepancy. The subjects agree to a moderate degree that the groups are led by committee members who do not fear failing. The inclination towards not giving much weight to cost when an opportunity looks good, received the least scoring at 2.00 and .0.692 for mean and standard deviation respectively. This mean tied with the one for adopting a ‘go for it’ posture in the midst of uncertainty about success.

The mean for ‘tendency to go for perilous projects with probabilities of very high yields’, ‘naturally adopting an aggressive disposition in order to capitalize on the likelihood exploiting probable opportunities’, and ‘daring comprehensive acts are essential to achieve the group’s aims’ were 2.19, 2.13, and 2.12 in that order. The corresponding standard deviations were 0.635, 0.571, and 0.681. Overall, respondents seemed to be more inclined towards innovativeness than they were to risk-taking and pro-activeness. Their overall means were 2.17, 2.11 and 1.92 in that order.

4.6.3 Organisational Size

The researcher used two dimensions to indicate the size of the groups; the number of personnel and the amount of money capital. To measure the number of employees, the researcher sought the respondents' perception about it by soliciting responses to some of the narrations, indicated in tables 4.21 and 4.22, which illustrate it. This was done by having the subjects illustrate the extent to which they agree with the descriptions on a scale of 0 = Not in agreement at all, 1 = Agreement to a small magnitude, 2 = Concurrence to a moderate magnitude, 3 = Concurrence to a large magnitude, and 4 = Concurrence to a very large breadth. The accompanying results are also shown in tables 4.23 and 4.24; their frequencies, percentages, and descending means.

Table 4.23: Responses on Indicators of Number of Employees

(a) Enough Staff to Produce Products

Likert Statement	Frequency	Percentage
Not at all	9	9.3
To a small extent	14	14.4
To a moderate extent	52	53.6
To a large extent	14	14.4
To a very large extent	8	8.2
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.21 (a) that the largest percentage of those that responded agree to a moderate breadth that they have enough staff to produce their products. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 53.6, 14.4, and 14.4 in the same order.

(b) Sufficient Sales Staff

Likert Statement	Frequency	Percentage
Not at all	6	6.2
To a small extent	7	7.2
To a moderate extent	50	51.5
To a large extent	27	27.8
To a very large extent	7	7.2
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.21 (b) that the largest percentage of those that responded concur to a moderate breadth that the number of their sales staff is sufficient. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 51.5, 27.8, and 7.2 in the same order. The percentage of those that were in concurrence to a very large extent was also 7.2.

(c) Enough Administration Staff

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	9	9.3
To a moderate extent	52	53.6
To a large extent	31	32.0
To a very large extent	4	4.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.21 (c) that the largest percentage of those that responded concur to a moderate breadth that they have enough administration staff. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 53.6, 32.0, and 9.3 in the same order.

(d) Adequate Number of Operational Staff

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small extent	11	11.3
To a moderate extent	54	55.7
To a large extent	28	28.9
To a very large extent	4	4.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.21 (d) that the largest percentage of those that responded concur to a moderate breadth that the number of members running the group operations is adequate. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 55.7, 28.9, and 11.3 in the same order.

(e) Enough Skilled Workers

Likert Statement	Frequency	Percentage
Not at all	0	0.0
To a small extent	5	5.2
To a moderate extent	57	58.8
To a large extent	22	22.7
To a very large extent	13	13.4
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.21 (e) that the largest percentage of those that responded concur to a moderate breadth that they have enough skilled workers. This was closely followed by those that agreed to a large and a very large breadth. Their homologous percentages were 58.8, 22.7, and 13.4 in the same order.

(f) Adequate Management Staff

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	8	8.2
To a moderate extent	53	54.6
To a large extent	25	25.8
To a very large extent	10	10.3
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.21 (f) that the largest percentage of those that responded concur to a moderate breadth that the number of their management staff is adequate. This was closely followed by those that agreed to a large and a very large breadth. Their homologous percentages were 54.6, 25.8, and 10.3 in the same order.

Table 4.21 shows the largest percentage of the respondents reported agreement to a moderate extent to having exhibited the various aspects of the number of employees. The percentages were 53.6, 51.5, 53.6, 55.7, 58.8, and 54.6 for enough staff to produce products, sufficient sales staff, enough administration staff, adequate number of operational staff, enough skilled workers, and adequate management staff. The percentages for agreement to a large extent were 14.4, 27.8, 32.0, 28.9, 22.7, and 25.8 in the same sequence. Non-agreement was reported for all but two dimensions; operational staff and skilled workers.

Table 4.22: Means and Standard Deviations of Number of Employees

Number of Employees Indicators	N	Mean	Std. Deviation
We have enough skilled workers	97	2.44	0.790
The number of our management staff is adequate	97	2.36	0.819
We have enough administration staff	97	2.29	0.735
The number of members running the group operations is adequate	97	2.26	0.711
The number of our sales staff is sufficient	97	2.23	0.919
We have enough staff to produce our products	97	1.98	1.000
Overall score	97	2.26	0.829

Source: Research data (2021)

The respondents seemed to agree the most that their enterprises have enough skilled workers. The figure outputted for the average was 2.44 while that of the standard discrepancy was .790. The subjects agree to a large scale that the number of skilled people employed by their organisations is good enough to deliver expected results. The number of staff available to produce their goods and services received the lowest rating at 1.98 and 1.000 for mean and standard deviation respectively. Regarding the numbers of management, administration, operations, and sales staff being adequate, the respondents rated them at averages of 2.36, 2.29, 2.26, and 2.23 with standard deviations of 0.819, 0.735, 0.711, and 0.919, all in the same order.

The low mean score with respect to having an adequate number of employees involved in production may be linked to the low mean score that was given by members about receiving training on production technology. It is apparent that deficiency in knowledge and skills in the area of production has a direct effect on the number of staff available to make products. It can, therefore, be seen that entrepreneurship training programmes that are sector-specific and focus on production techniques could feed into a pool of people with qualifications to carry out production. The finding that youth reported a higher mean score on enough skilled workers and a lower one on production workers may be taken to mean that the youth, especially the founders, are running enterprises in their areas of specialisation. They are however facing challenges finding employees to join them in their businesses.

The second dimension of organisational size, money capital, was measured by requiring the subjects to illustrate the scale to which they approve the statements that represent it. These statements are shown in tables 4.23 and 4.24. The subjects of the study were required to exhibit their concurrence using a Likert scale of between zero and four where 0 = Not in agreement at all, 1 = Agreement to a small magnitude, 2 = Concurrence to a moderate magnitude, 3 = Concurrence to a large magnitude, and 4 = Concurrence to a very large breadth. The related outputs are shown below in the order of descending means.

Table 4.23: Responses on Indicators of Money Capital

(a) Enough Money to Start Business

Likert Statement	Frequency	Percentage
Not at all	2	2.1
To a small extent	26	26.8
To a moderate extent	44	45.4
To a large extent	25	25.8
To a very large extent	0	0.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.23 (a) that the largest percentage of those that responded concur to a moderate breadth that the amount of money they had was good enough to start their initiative. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 45.4, 25.8, and 26.8 in the same order.

(b) Enough Money to Start and Run the Business

Likert Statement	Frequency	Percentage
Not at all	3	3.1
To a small extent	27	27.8
To a moderate extent	47	48.5
To a large extent	20	20.6
To a very large extent	0	0.0
Total	97	100.0

Source: Research data (2021)

It is put on display by table 4.23 (b) that the largest percentage of those that responded concur to a moderate breadth that the amount of money that we had was good enough to start and run their initiative. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 48.5, 20.6, and 27.8 in the same order.

(c) Adequacy of Maximum Loan Amount

Likert Statement	Frequency	Percentage
Not at all	3	3.1
To a small extent	22	22.7
To a moderate extent	63	64.9
To a large extent	9	9.3
To a very large extent	0	0.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.23 (b) that the largest percentage of those that responded concur to a moderate breadth that the maximum amount of loan allowed by YEDF per group was adequate. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 64.9, 9.3, and 22.7 in the same order.

(d) Loan Amount Being Enough for Production

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	23	23.7
To a moderate extent	62	63.9
To a large extent	11	11.3
To a very large extent	0	0.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.23 (d) that the largest percentage of those that responded concur to a moderate breadth that the amount of the loan given to the group was good enough to buy production assets/equipment. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 63.9, 11.3, and 23.7 in the same order.

(e) Loan Amount Being Enough for Operational Expenses

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	27	27.8
To a moderate extent	62	63.9
To a large extent	7	7.2
To a very large extent	0	0.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.23 (e) that the largest percentage of those that responded concur to a moderate breadth that the amount of the loan given to the group was good enough to pay operational expenses. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 63.9, 7.2, and 27.8 in the same order.

(f) Loan Amount Being Enough to Grow the Business

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	22	22.7
To a moderate extent	61	62.9
To a large extent	13	13.4
To a very large extent	0	0.0
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.23 (f) that the largest percentage of those that responded concur to a moderate breadth that the amount of loan given to the group was good enough to grow the business. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 62.9, 13.4, and 22.7 in the same order.

It has been put on display, by table 4.23, that the largest percentage of the subjects that responded concur to a moderate extent to having exhibited the various aspects of money capital. The percentages were 45.4, 48.5, 64.9, 63.9, 63.9, and 62.9 for enough to start a business, enough to start and run the business, adequacy of maximum loan amount, loan amount being enough for production, loan amount being enough for operational expenses, and loan amount being enough to grow the business. The percentages for agreement to a small extent were 26.8, 27.8, 22.7, 23.7, 27.8, and 22.7 in the same sequence. There was no agreement to a very large extent to any of the aspects of money capital.

Table 4.24: Means and Standard Deviations of Money Capital

Money Capital Indicators	N	Mean	Std. Deviation
The amount of money we had was good enough to start our initiative	97	1.95	.782
The amount of loan given to the group was good enough to grow the business	97	1.89	.627
The amount of money that we had was good enough to start and run our initiative	97	1.87	.772
The amount of the loan given to the group was good enough to buy production assets/equipment	97	1.86	.612
The maximum amount of loan allowed by YEDF per group is adequate	97	1.80	.640
The amount of the loan given to the group was good enough to pay operational expenses	97	1.77	.586
Overall score	97	1.86	.670

Source: Research data (2021)

The respondents scored having enough money to start their enterprises the highest. The homologous values for its average and typical discrepancy were reported at 1.95 and 0.782 in the same order. The subjects agree to a moderate extent that they had enough start-up capital. A mean of 1.77, being the lowest, and a standard deviation of .586 was recorded with respect to the amount of loan given being enough to pay operational expenses.

The averages of the scores on the amount of loan granted was enough to 'grow the businesses, 'to start and run the initiative', and 'buy production assets/equipment, were 1.89, 1.87, and 1.86. Their corresponding standard deviations were 0.772, 0.612 and 0.640. The maximum amount of loan allowed by the Youth Enterprise Development Fund did not seem adequate to the youth (mean - 1.80, standard deviation - 0.640). Overall, respondents seemed to be more pressed by money capital than the number of staff. The overall means were 1.86 and 2.26 respectively.

4.6.4 Organisational Performance

To measure the effectiveness of the group enterprises, the researcher sought the respondents' perception about it by soliciting responses to statements that capture performance. These statements were based on the balanced scorecard. The indicative statements were with regard to customer satisfaction, product improvements, timely repayments of instalment, consistency in profit-making, repayment of loans from profit, business process improvements, new product introductions, and timely repayment of the full loan.

This was done by having the subjects illustrate the degree to which they agree with the descriptions on a scale of 0 = Not in agreement at all, 1 = Agreement to a small magnitude, 2 = Concurrence to a moderate magnitude, 3 = Concurrence to a large magnitude, and 4 = Concurrence to a very large breadth. The accompanying results are shown below; frequencies, percentages, and descending means.

Table 4.25: Responses on Indicators of Organizational Performance

(a) Timely Instalment Repayments

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	15	15.5
To a moderate extent	42	43.3
To a large extent	32	33.0
To a very large extent	7	7.2
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.25 (a) that the largest percentage of those that responded concur to a moderate breadth that they usually make instalment repayments in time. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 43.3, 33.0, and 15.5 in the same order.

(b) Total Loan Repaid in Time

Likert Statement	Frequency	Percentage
Not at all	5	5.2
To a small extent	22	22.7
To a moderate extent	36	37.1
To a large extent	26	26.8
To a very large extent	8	8.2
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.25 (b) that the largest percentage of those that responded concur to a moderate breadth that they were able to repay the full loan within the required time. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 37.1, 26.8, and 22.7 in the same order.

(c) Customer are Satisfied with Services

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	8	8.2
To a moderate extent	45	46.4
To a large extent	33	34.0
To a very large extent	10	10.3
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.25 (c) that the largest percentage of those that responded concur to a moderate breadth that their customers were satisfied with our services. This was closely followed by those that agreed to a large and a very large breadth. Their homologous percentages were 46.4, 34.0, and 10.3 in the same order.

(d) Improvement on Business Processes

Likert Statement	Frequency	Percentage
Not at all	4	4.1
To a small extent	15	15.5
To a moderate extent	48	49.5
To a large extent	25	25.8
To a very large extent	5	5.2
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.25 (d) that the largest percentage of those that responded concur to a moderate breadth that they have improved their business processes. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 49.5, 25.8, and 15.5 in the same order.

(e) Introduction of New Products

Likert Statement	Frequency	Percentage
Not at all	10	10.3
To a small extent	14	14.4
To a moderate extent	47	48.5
To a large extent	22	22.7
To a very large extent	4	4.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.25 (e) that the largest percentage of those that responded concur to a moderate breadth that they have introduced new products into the market. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 48.5, 22.7, and 14.4 in the same order.

(f) Improvement on Products/Services

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	10	10.3
To a moderate extent	43	44.3
To a large extent	38	39.2
To a very large extent	5	5.2
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.25 (f) that the largest percentage of those that responded concur to a moderate breadth that they have improved their products/services. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 44.3, 39.2, and 10.3 in the same order.

(g) Loan Repayments Made From Profits Only

Likert Statement	Frequency	Percentage
Not at all	3	3.1
To a small extent	7	7.2
To a moderate extent	57	58.8
To a large extent	26	26.8
To a very large extent	4	4.1
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.25 (g) that the largest percentage of those that responded concur to a moderate breadth that they have made all loan repayments solely from the profit of the business. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 58.8, 26.8, and 7.2 in the same order.

(h) Consistent Profit-making

Likert Statement	Frequency	Percentage
Not at all	1	1.0
To a small extent	11	11.3
To a moderate extent	51	52.6
To a large extent	29	29.9
To a very large extent	5	5.2
Total	97	100.0

Source: Research data (2021)

It is exhibited by table 4.25 (h) that the largest percentage of those that responded concur to a moderate breadth that the business of the group has consistently made profit. This was closely followed by those that agreed to a large and a small breadth. Their homologous percentages were 52.6, 29.9, and 11.3 in the same order.

As put on display in table 4.25, the largest percentage of the respondents reported agreement to a moderate extent to having exhibited the various aspects of organizational performance. The percentages were 43.3, 37.1, 46.4, 49.5, 48.5, 44.3, 58.8, and 52.6 for timely instalment repayments, total loan repaid in time, customer satisfaction, business processes, new products, improved products, loan repayments made from profits only, and consistent profit-making. The percentages for agreement to a large extent were 33.0, 26.8, 34.0, 25.8, 22.7, 39.2, 26.8, and 29.9 in the same sequence. Non-agreement was reported for all the dimensions. Their percentages ranged between one and ten.

Table 4.26: Means and Standard Deviations of Organizational Performance

Organizational Performance Indicators	N	Mean	Std. Deviation
Our customers are satisfied with our services	97	2.44	.829
We have improved our products/services	97	2.37	.782
We usually make instalment repayments in time	97	2.30	.856
The business of the group has consistently made profit	97	2.27	.771
We made all loan repayments solely from the profit of the business	97	2.22	.767
We have improved our business processes	97	2.12	.881
We were able to repay the full loan within the required time	97	2.10	1.015
We have introduced new products into the market	97	1.96	.978
Overall score	97	2.22	.860

Source: Research data (2021)

The performance of the youth group enterprises seemed to score the highest on customer perspective. Customer satisfaction was reported as having a mean of 2.44 and a standard deviation of 0.829. It does also mean that the respondents agree to a moderate extent that their clients are satisfied with their services. The performance aspect that received the lowest score is the advancement of novel products into the market. Its average and standard deviation were 1.96 and 0.978 respectively.

The mean scores reported for product improvements, timely repayments of instalment, consistency in profit-making, repayment of loans from profit, business prose improvements, and timely repayment of the full loan were 2.37, 2.30, 2.27, 2.22, 2.12 and 2.10 in that order. Their corresponding standard deviations were 0.782, 0.856, 0.771, 0.767, 0.881, and 1.015, also in the same sequence.

4.7 Tests of Hypotheses

This study was designed to ascertain the association between entrepreneurial training and performance of youth group enterprises as mediated and moderated by EO and organizational size respectively. Hypotheses related to this objective were, therefore, developed. To test them, the following analyses were carried out: step-by-step regression analysis and simple regression analysis. The significance level of the tests was set at 5% ($\alpha = 0.05$). The evaluation focused on the null statements of suppositions that were derived from the specific objectives of the study.

To carry out the hypotheses tests, the composite scores for the variables that comprised several indicators had to be computed. Concerning this, the entrepreneurship training composite was created by combining technological skills, commercial administration skills, and personal entrepreneurial skills. Similarly, composite scores were calculated for innovativeness, pro-activeness, and risk-taking to constitute the entrepreneurial orientation composite. The attributes that defined organisational size; money capital and number of employees, were used to compute the organisational size composite. The results from the evaluation are discussed in the following sections.

4.7.1 Entrepreneurship Training and Organizational Performance

Objective number one of the study was to ascertain the nexus between entrepreneurial training and organizational performance of youth group enterprises. Out of it, the null statement of supposition that 'the nexus between entrepreneurship training and organizational performance of youth enterprise groups is not significant' was developed.

$H_0$1: There is no significant effect of entrepreneurship training on organizational performance of youth enterprise groups

This hypothesis was tested by regressing entrepreneurship training on organisational performance as guided by the equation $OP_1 = \beta_{10} + \beta_{11}ET + \varepsilon_1$. The tests were performed using the Statistical Package for Social Sciences. Table 4.27 displays the output.

Table 4.27 Regression Results for Entrepreneurial Training and Organisational Performance

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.323[a]	.104	.095	.57164

a. Predictors: (Constant), Entrepreneurship Training

Source: Research data (2021)

It is illustrated, by the upshot, that the explanatory power of entrepreneurship training on its effect on organizational performance is low. The R square of 0.104 means that ET explains 10.4% of changes in organizational performance. 89.6% is explained by variables that are not considered here. Part (c) of this table indicates that the R, 0.323, is significant ($p<.05$).

(b) Analysis of Variance[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.620	1	3.620	11.078	.001[b]
	Residual	31.043	95	.327		
	Total	34.663	96			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Entrepreneurship Training

Source: Research data (2021)

It is put on display by table 4.27 (b) that the model depicting the association between entrepreneurship training and organizational performance is significant (F= 11.078, $p < 0.05$). The null hypothesis $H_0 1$ is therefore rejected, and it can be concluded that entrepreneurship training has a significant effect on organisational performance of government-funded youth group enterprises in Taita Taveta County.

(c) Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.337	.273		4.905	.000
	Entrepreneurship Training	.388	.117	.323	3.328	.001

Source: Research data (2021)

Table 4.27 (c) displays that the unstandardized coefficient of entrepreneurship training is 0.388 and is also statistically significant (t=3.328, p<.05). It can therefore be said that a 100% increase in entrepreneurship training brings about 38.8 percent increase in organizational performance. The y-intercept is shown as 1.337.

The resultant model is therefore as follows:

OP = 1.337+ 0.388 ET

Where;

OP – Organisational Performance

ET – Entrepreneurship Training

4.7.2 Entrepreneurship Training, Orientation and Organizational Performance

Objective number two of the study was to ascertain the intervening effect of entrepreneurial orientation on the association between entrepreneurship training and organisational performance. Out of it, the null hypothesis to the effect 'that entrepreneurial orientation does not have a significant intervening effect on the relationship between entrepreneurial orientation and organisational performance groups' was developed.

$H_0$2: Entrepreneurial orientation does not have a significant intervening effect on the relationship between entrepreneurial training and organisational performance

In order to test the hypothesis highlighted, the Baron and Kenny (1986) method for testing mediation, was used. First a simple linear regression ($OP = \beta_0 + \beta_1 ET + \varepsilon$) was done. Second, a simple linear regression analysis ($EO = \alpha + \beta_1 OP + \varepsilon$) was run. The third step, which was to run a multiple linear regression ($OP = \beta_0 + \beta_1 ET + \beta_2 EO + \varepsilon$) was carried out. The upshot of the regression analysis produced the results presented in the tables that follow.

Step One:

Table 4.28: Regression Results for Entrepreneurial Training and Organisational Performance

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.323[a]	.104	.095	.57164

a. Predictors: (Constant), Entrepreneurship Training

Source: Research data (2021)

It is illustrated, by the upshot depicted in table 4.28 (a), that the explanatory power of entrepreneurship training on its effect on organizational performance is low. The R square of 0.104 means that ET explains 10.4% of changes in organizational performance. 89.6% is explained by variables that are not considered here. Part (c) of this table indicates that the R, 0.323, is significant ($p<.05$).

(b) Analysis of Variance[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.620	1	3.620	11.078	.001[b]
	Residual	31.043	95	.327		
	Total	34.663	96			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Entrepreneurship Training

Source: Research data (2021)

Table 4.28 (b) demonstrates that the model depicting the association between entrepreneurship training and organizational performance is significant (F= 11.078, $p < 0.05$). It is thus concluded that entrepreneurship training has a significant effect on organisational performance of government-funded youth group enterprises in Taita Taveta County.

(c) Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.337	.273		4.905	.000
	Entrepreneurship Training	.388	.117	.323	3.328	.001

a. Dependent Variable: Organisational Performance

Source: Research data (2021)

The table 4.28 (c) indicates that the unstandardized coefficient of entrepreneurship training is 0.388 and is also statistically significant (t=3.328, p<.05). The first condition of testing mediation, that the effect of independent construct (ET) on the dependent variable (OP) be significant, is therefore met.

Step Two:

Table 4.29: Regression Results for Organisational Performance on Entrepreneurial Orientation

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.358[a]	.128	.119	.41183

a. Predictors: (Constant), Organisational Performance

Source: Research data (2021)

Table 4.29 (a) puts on display that the explanatory power of organizational performance on its effect on entrepreneurial orientation is low. The R square of 0.128 means that OP explains 12.8% of changes in EO 87.2% is explained by variables that are not considered here. Part (c) of this table indicates that the R, 0.358, is significant (p<.05).

(b) Analysis of Variance[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.375	1	2.375	14.006	.000[b]
	Residual	16.112	95	.170		
	Total	18.488	96			

a. Dependent Variable: Entrepreneurial Orientation

b. Predictors: (Constant), Organisational Performance

Source: Research data (2021)

Table 4.29 (b) demonstrates that the model depicting the nexus between organizational performance and entrepreneurial orientation is significant (F= 14.006, $p < 0.05$). It is thus concluded that organisational performance has a significant effect on the entrepreneurial orientation of government-funded youth group enterprises in Taita Taveta County.

(c) Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.483	.161		9.213	.000
	Organisational Performance	.262	.070	.358	3.742	.000

a. Dependent Variable: Entrepreneurial Orientation

Source: Research data (2021)

It is depicted, by table 4.29 (c) that the unstandardized coefficient of OP is 0.262 and is also statistically significant (t=3.742, p<.05). The second condition of testing mediation, that the effect of the dependent construct (OP) on the intervening variable (EO) be significant, is accordingly satisfied.

Step Three:

Table 4.30: Regression Results for Entrepreneurial Training and Orientation on Organisational Performance

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.323[a]	.104	.095	.57164
2	.391[b]	.153	.135	.55882

a. Predictors: (Constant), Entrepreneurial Training

Source: Research data (2021)

From Table 4.30 (a), and focusing model 2, entrepreneurial training and entrepreneurial orientation had a low explanatory power of organisational performance, where R Square was 0.153 meaning that entrepreneurial training and entrepreneurial orientation explained 15.3 percent of organisational performance variation and 84.7 percent was explained by other variables not considered in this study.

(b) Analysis of Variance[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.620	1	3.620	11.078	.001[b]
	Residual	31.043	95	.327		
	Total	34.663	96			
2	Regression	5.309	2	2.654	8.500	.000[c]
	Residual	29.355	94	.312		
	Total	34.663	96			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Entrepreneurial Training

c. Predictors: (Constant), Entrepreneurial Training, Entrepreneurial Orientation

Source: Research data (2021)

Table 4.30 (b) shows that the overall results were significant since p-value of 0.000 was less than α-value of 0.05 and therefore, the null hypothesis was rejected and concluded that entrepreneurial orientation intervened the relationship between entrepreneurial training and organisational performance of government-funded youth enterprises in Taita Taveta County.

(c) Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.337	.273		4.905	.000
	Entrepreneurial Training	.388	.117	.323	3.328	.001
2	(Constant)	.979	.308		3.182	.002
	Entrepreneurial Training	.222	.134	.185	1.654	.101
	Entrepreneurial Orientation	.356	.153	.260	2.325	.022

a. Dependent Variable: Organisational Performance

Source: Research data (2021)

On individual significance, it is depicted by table 4.30 (c) that both the constant and entrepreneurial orientation were significant since their p-values were less than α-value (0.000<0.05) level of significance. However, entrepreneurship training was not significant as the p-value of 0.101 more than 0.05. The resultant estimated linear regression, therefore, was;

OP = 0.979 + 0.356EO

Where:

OP – Organisational Performance

EO - Entrepreneurial Orientation

This means that a marginal change in entrepreneurial orientation will increase, on average organisational performance by 0.356 units.

4.7.3 Entrepreneurship Training, Organizational Size and Performance

Objective number four of this study was to determine the moderating effect of organisational size on the relationship between entrepreneurship training and organisational performance. Out of it, the null hypothesis that organisational size does not have a significant moderating effect on the relationship between entrepreneurship training and organisational performance was developed.

$H_0$3: Organisational size does not have a significant moderating effect on the relationship between entrepreneurship training and organisational performance

The moderating effect of a variable on the relationship between an independent and a dependent variable is considered present if the effect of the independent variable, the moderator, and interaction between the predictor and the moderator is significant. Consequently, the regression model $OP = \beta 0 + \beta_1 ET + \beta_2 OS + \beta_3 ET*OS + \varepsilon$ was run.

Table 4.31: Regression Results for Entrepreneurial Training, Organisational Size, and the Interaction between Entrepreneurial Training and Organisational Size on Performance

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.323[a]	.104	.095	.57164
2	.554[b]	.307	.292	.50543
3	.585[c]	.343	.321	.49500

a. Predictors: (Constant), Entrepreneurial Training

b. Predictors: (Constant), Entrepreneurial Training, Organisation Size

c. Predictors: (Constant), Entrepreneurial Training , Organisation Size, ET*OS

Source (Research data, 2021)

The results in table 4.31 (a) indicate, from the third model, that there was a moderate explanatory power ($R^2 = 0.343$) meaning that 34.3 percent of variation in organisational performance was explained by entrepreneurial training, organisational size, and entrepreneurship training*organisational size. Further, this meant that 65.7 percent of the changes in organisational performance was explained by other variables not considered in this study.

(b) Analysis of Variance[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.620	1	3.620	11.078	.001[b]
	Residual	31.043	95	.327		
	Total	34.663	96			
2	Regression	10.650	2	5.325	20.844	.000[c]
	Residual	24.014	94	.255		
	Total	34.663	96			
3	Regression	11.876	3	3.959	16.157	.000[d]
	Residual	22.787	93	.245		
	Total	34.663	96			

a. Dependent Variable: Organisational Performance

b. Predictors: (Constant), Entrepreneurial Training

c. Predictors: (Constant), Entrepreneurial Training, Organisation Size

d. Predictors: (Constant), Entrepreneurial Training , Organisation Size, ET*OS

Source: Research data (2021)

Table 4.31 (b) shows that overall, the model was significant since p-value was less than 0.05 level of significance hence, organisational size had a significant moderating effect on the relationship between entrepreneurship training and organisational performance of government-funded youth group enterprises in Taita Taveta County.

(c) Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.337	.273		4.905	.000
	ET	.388	.117	.323	3.328	.001
2	(Constant)	.585	.280		2.086	.040
	ET	.082	.119	.068	.689	.493
	OS	.706	.134	.518	5.246	.000
3	(Constant)	3.515	1.338		2.627	.010
	ET	-1.101	.541	-.917	-2.035	.045
	OS	-.747	.662	-.548	-1.128	.262
	ET*OS	.574	.257	1.782	2.237	.028

a. Dependent Variable: Organisational Performance

Source: Research data (2021)

With respect to individual significance, table 4.31 (c) puts on display that, the constant, entrepreneurial training, and the interaction between entrepreneurial training and organisational size were significant since their p-values were less than 0.05. However, organisational size was not significant because its p-value was more than 0.05. The resulting prediction equation was, therefore;

OP = 3.515-1.101ET+ 0.574ET*OS

Where:

OP – Organisational Performance

ET – Entrepreneurship Training

OS – Organizational Size

This means that if entrepreneurship training and the interaction between it and organizational size were increased by one unit each, then organisational performance would go down, on the average by 1.101, and up by 0.574 units, respectively.

4.7.4 Entrepreneurship Training, Orientation, Organizational Size and Performance

Objective number four of the study was to establish the joint effect of entrepreneurial training, entrepreneurial orientation, and size on the organizational performance of youth group enterprises. The null hypothesis thereof is that there is no significant joint effect of ET, EO and OS on the organizational performance of youth enterprise groups.

$H_0$4: There is no significant joint effect of entrepreneurship training, entrepreneurial orientation, and size on the organizational performance of youth enterprise groups

To test the hypothesis, entrepreneurship training, orientation and organizational size were regressed on organizational performance. The model is $CS = \beta_0 + \beta_1 ET + \beta_2 EO + \beta_3 OS + \varepsilon$. The output is shown in table 4.32.

Table 4.32: Regression Results for Joint Effect of Entrepreneurial Training, Orientation, and Size on Organizational Performance

(a) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.560[a]	.313	.291	.50590

a. Predictors: (Constant), Organization Size, Entrepreneurial Training, Entrepreneurial Orientation

Source: Research data (2021)

It is depicted by table 4.32 (a), that the overall regression model of joint influence of entrepreneurial training, orientation, and organizational size had a moderate explanatory power (R^2 = 0.313), that is, the joint effect of the study variables explained 31.3 percent of the changes in organizational performance and therefore, 68.7 percent of the changes in in customer satisfaction was explained by other variables not considered in this study.

(b) Analysis of Variance[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	10.862	3	3.621	14.146	.000[b]
	Residual	23.802	93	.256		
	Total	34.663	96			

a. Dependent Variable: OP

b. Predictors: (Constant), OS, ET, EO

Source: Research data (2021)

Table 4.32 (b) shows that the overall model was significant as the p-value was less than 0.05 level of significance. Therefore, the null hypothesis was rejected. The meaning thereof is that there was a significant joint effect of entrepreneurial training, orientation, and size on organisational performance of government-funded youth group enterprises in Tiata Taveta County.

(c) Regression Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.496	.297		1.669	.099
	ET	.038	.128	.032	.296	.768
	EO	.134	.147	.098	.910	.365
	OS	.663	.142	.487	4.658	.000

a. Dependent Variable: Organisational Performance

Source: Research Data (2021)

The results indicated on table 4.32 (c) shows that on individual significance, the constant, entrepreneurial training, and orientation were not significant since their p-values were more than 0.05 at 0.99, 0.768, and 0.365 in the same order. That of organisational size was significant; its p-value was less than 0.05. The resulting prediction equation was;

OP = 0.496+0.663OS

Where:

OP – Organisational Performance

OS – Organizational Size

The meaning of the model is that if organisational size is increased by one unit, organisational performance would increase by 0.663.

4.8 Summary of the Tests of Hypotheses

This section presents a summary of the findings of the study. It links what was found to the corresponding objectives and hypotheses. These are shown in table 4.33. A brief discussion of the findings is also done here.

Table 4.33: Summary of Objectives, Hypotheses and Findings

Objectives	Hypotheses	Finding
To determine the effect of ET on OP	$H_0$1: There is no significant effect of ET on OP	The null hypothesis is not supported
To establish the intervening effect of EO on the relationship between ET and OP	$H_0$2: EO does not have a significant intervening effect on the relationship between ET and OP	The null hypothesis is not supported
To find out the moderating effect of OS on the relationship between ET and OP	$H_0$3: OS does not have a moderating effect on the relationship between ET and OP	The null hypothesis is not supported
To establish the joint effect of ET, EO and OS on OP	$H_0$4: There is no significant joint effect of ET, EO and OS on OP	The null hypothesis is not supported

Source: Researcher (2021)

The summary of objectives, hypothesis, and findings shown in table 4.33 above indicate that there is a significant effect of entrepreneurship training on organisational performance for youth group enterprises. Further, entrepreneurial orientation does significantly influence the relationship between entrepreneurship training and performance. The moderating effect of the size of the youth group enterprise on the relationship between ET and OP was also supported. The findings do also show that, the joint effect of entrepreneurial training, orientation, and size on organisational performance is significant.

4.9 Discussion of Findings

In this section of the chapter, the researcher discusses the findings of the study. The results are presented with respect to the objectives of the same. They are further compared with findings of similar previous studies and the theories on which the study is anchored. The contribution to knowledge of the output is also presented here.

4.9.1 Entrepreneurship Training and Organizational Performance

Objective number one of the study was to establish the effect of entrepreneurial training on the organizational performance of youth group enterprises. Technical, business management, and personal entrepreneurial skills were used to measure training in entrepreneurship while both financial and non-financial measures were employed to indicate performance.

The explanatory power of entrepreneurship training on its effect on organizational performance was found to be low, with an R square of 0.104. This means that ET explains 10.4% of changes in organizational performance. 89.6% is explained by variables that are not considered here. It was also established that the model depicting the association between entrepreneurship training and organizational performance is significant ($F= 11.078$, $p < 0.05$). The null hypothesis $H_0 1$ is therefore rejected, and it can be concluded that entrepreneurship training has a significant effect on organisational performance of government-funded youth group enterprises in Taita Taveta County. The unstandardized coefficient of entrepreneurship training was determined as 0.388 and is also statistically significant ($t=3.328$, $p<.05$). It can therefore be said that a 100% increase in entrepreneurship training brings about 38.8 percent increase in organizational performance.

The results of this study support the postulations of the Entrepreneurship Training Model as advanced by Van Vuuren and Nieman in the year 1999. These proponents conjectured that motivation, entrepreneurial and business skills have a direct linear relationship with entrepreneurial performance. Entrepreneurial and business skills are subjects of entrepreneurship training. In the same vein, the theory propounds that ET has a direct positive effect on OP. This study found that organisational performance is a function of entrepreneurial training.

These findings agree with those of Mayuran (2016) who obtained data from sixty staff of small enterprises in Sri Lanka and utilized correlation and regression statistics to analyse it. Mayuran's study showed there is a significant positive impact of training in entrepreneurship on the performance of small enterprises. The outcome does also agree with that of a survey by Linguli (2015) in Kenya, which established that the performance of agro-based enterprises run by youth is positively affected by ET. The main difference between the studies mentioned and this one, lies in the context. Mayuran's research was conducted in Sri Lanka while this one was conducted in Taita Taveta County, Kenya. While Linguli's study was carried out in Kenya, it did not cover government-funded youth group enterprises, it focused on agro-based enterprises. Further, when reviewing literature, the researcher did not come across studies on these constructs on government-funded youth groups in Taita Taveta County. Subsequently, these findings may be considered new knowledge in this space.

Contrary to the foregoing discussion, the findings of this study do disagree with those of some studies conducted in the area of ET and OP. For instance, Karlan and Valdivia (2011) measured the marginal effect of adding training in business to women micro-entrepreneurs in Peru and found virtually no proof of changes in key result areas like business proceeds, net incomes, or employee recruitment. They had employed randomized control. This could be attributed to methodological and contextual differences.

4.9.2 Entrepreneurship Training, Orientation and Organizational Performance

Objective number two of the study was to ascertain the intervening effect of entrepreneurial orientation on the nexus between entrepreneurship training and organisational performance. Entrepreneurial orientation was measured using the three dimensions fronted by Miller (1983). These are innovativeness, risk-taking, and pro-activeness.

The results communicate that entrepreneurial training and entrepreneurial orientation had a low explanatory power of organisational performance; the R Square was 0.153, meaning that entrepreneurial training and entrepreneurial orientation explained 15.3 percent of organisational performance variation and 84.7 percent was explained by other variables not considered in this study. The overall results for this objective were significant since p-value of 0.000 was less than α-value of 0.05 and therefore, the null hypothesis was rejected and thus concluded that entrepreneurial orientation intervened the relationship between entrepreneurial training and organisational performance of government-funded youth enterprises in Taita Taveta County.

On the individual significance of the coefficients, both the constant and entrepreneurial orientation were significant since their p-values were less than α-value (0.000<0.05) level of significance. However, entrepreneurship training was not significant as the p-value of 0.101 greater than 0.05. The meaning of this is that a marginal change in entrepreneurial orientation will increase, on average organisational performance by 0.356 units.

The findings of this study exhibit that entrepreneurial orientation mediates the influence of entrepreneurship training on organizational performance and that the relationship between EO and OP is significant. Consequently, this study supports the postulations of entrepreneurial orientation theory. Ireland et al., (2009) posited that the larger the entrepreneurial orientation, the healthier the organization's performance.

These results do also corroborate those of a study by Olugbola's (2017) which examined the result of ET on young people's inclination towards engaging in entrepreneurial activities. This researcher applied structural equation modelling on a sample of 490 students in Malaysia and found out that entrepreneurship training does actually develop entrepreneurial ability. These results also agree with those of a study by Gupta and Batra (2016). They collected data from 198 SMEs in India and subjected it to correlation and regression analysis and ascertained the presence of a strong positive linkage between EO and organizational effectiveness.

During the literature review, the researcher did not come across studies that were conducted to determine the intervening effect of entrepreneurial orientation on the association between ET and OP. This study, therefore, enriches the body of knowledge of entrepreneurial training, orientation, and organisational performance. It propounds that EO has a mediating effect on the association between ET and OP that is significant. This contribution is important because it will enable policy-makers and managers of entrepreneurship training programmes to consider how their programmes are affected by entrepreneurial orientation. They may have to develop ways of orienting the participants in their training towards entrepreneurship. Thus, ET is not just about imparting knowledge, but also about changing mindsets to incline them towards innovativeness, risk-taking, and proactivity.

The above discussion notwithstanding, there exist studies that do not fully support a positive interconnection between EO and OP. A case in point is a study by Messersmith and Wales (2013) who used cross-sectional design to demonstrate that the connection between EO and enterprise advancement is not significant for young firms that are technology-oriented.

4.9.3 Entrepreneurship Training, Organizational Size and Performance

The third objective of this study was to ascertain the moderating effect of organisational size on the association between entrepreneurship training and organisational performance. The total number of employees (Liargovas & Skandalis, 2010) and money capital (Baumol, 1959) were used in the measurement of OS.

The results posted in the study indicate that 34.3 percent of the variation in organisational performance was explained by entrepreneurial training, organisational size, and entrepreneurial training*organisational size. Further, this meant that 65.7 percent of the changes in organisational performance was explained by other variables not considered in this study. Overall, the model for objective three was significant since its p-value was less than 0.05 level of significance. Consequently, organisational size had a significant moderating effect on the relationship between entrepreneurship training and organisational performance of government-funded youth group enterprises in Taita Taveta County.

With respect to the individual significance of the coefficients; the constant, entrepreneurial training, and the interaction between entrepreneurial training and organisational size were significant since their p-values were less than 0.05. However, organisational size was not significant because its p-value was greater than 0.05. This means that if entrepreneurship training and the interaction between it and organizational size were increased by one unit each, then organisational performance would go down, on the average by 1.101, and up by 0.574 units, respectively.

The findings of this study support the postulations of Baumol's Theory. In 1959, Baumol hypothesized that the rate of return posted by an organization increases with an increase in its size. He argued that the amount of financial capital held by an organization has the potential to positively affect profitability as well as earnings on investment. The same effect is expected on the number of employees on performance.

These findings support those of a study conducted by Doğan (2013), which demonstrated that there exists a positive relationship between measures of organizational size and the profitability of an organisation. Using multiple regression and correlation methods, he analysed data collected from two hundred firms that were in operation on the Istanbul Stock Exchange in the years between 2008 and 2011 in Turkey. A study by Abbasi and Malik (2015) on 50 firms listed on Karachi Stock Exchange showed that organization size has a moderating effect on the nexus between growth and performance.

This finding contributes to the body of knowledge on entrepreneurship training, organizational size, and performance. The salience of the contribution of this outcome is underscored by the fact that of all the literature reviewed, the researcher did not come across studies that specifically studied the moderation effect of OS on the interconnection between ET and OP. Contribution is also made to the body of knowledge of interactions between ET and OS, and between OS and OP. It follows that the size of organisations must be increased if ET programmes are to be beneficial to government-funded youth groups.

4.9.4 Entrepreneurship Training, Orientation, Organizational Size and Performance

Objective number four of the study was to ascertain the joint effect of entrepreneurial training, orientation, and size on the organizational performance of youth group enterprises. The overall regression model of the joint influence of entrepreneurial training, orientation, and organizational size on performance the independent variables explained 31.3 percent of the changes in organizational performance and therefore, 68.7 percent of the changes in customer satisfaction was explained by other variables not considered in this study.

Further, the overall model was determined as being significant as the p-value was less than 0.05 level of significance. Therefore, the null hypothesis was rejected. The meaning thereof is that there was a significant joint effect of entrepreneurial training, orientation, and size on organisational performance of government-funded youth group enterprises in Taita Taveta County. The results did also indicate that the individual significance of the constant, entrepreneurial training, and orientation were not significant since their p-values were more than 0.05 at 0.99, 0.768, and 0.365 in the same order. That of organisational size was significant; its p-value was less than 0.05. The meaning of the figures indicated is that if organisational size is increased by one unit, organisational performance would increase by 0.663.

This is a remarkable contribution to the body of knowledge of the mentioned variables. More so because the researcher, while reviewing literature, did not come across a study that considered all these variables together. The outcomes of the study are presented in the following schematic diagram.

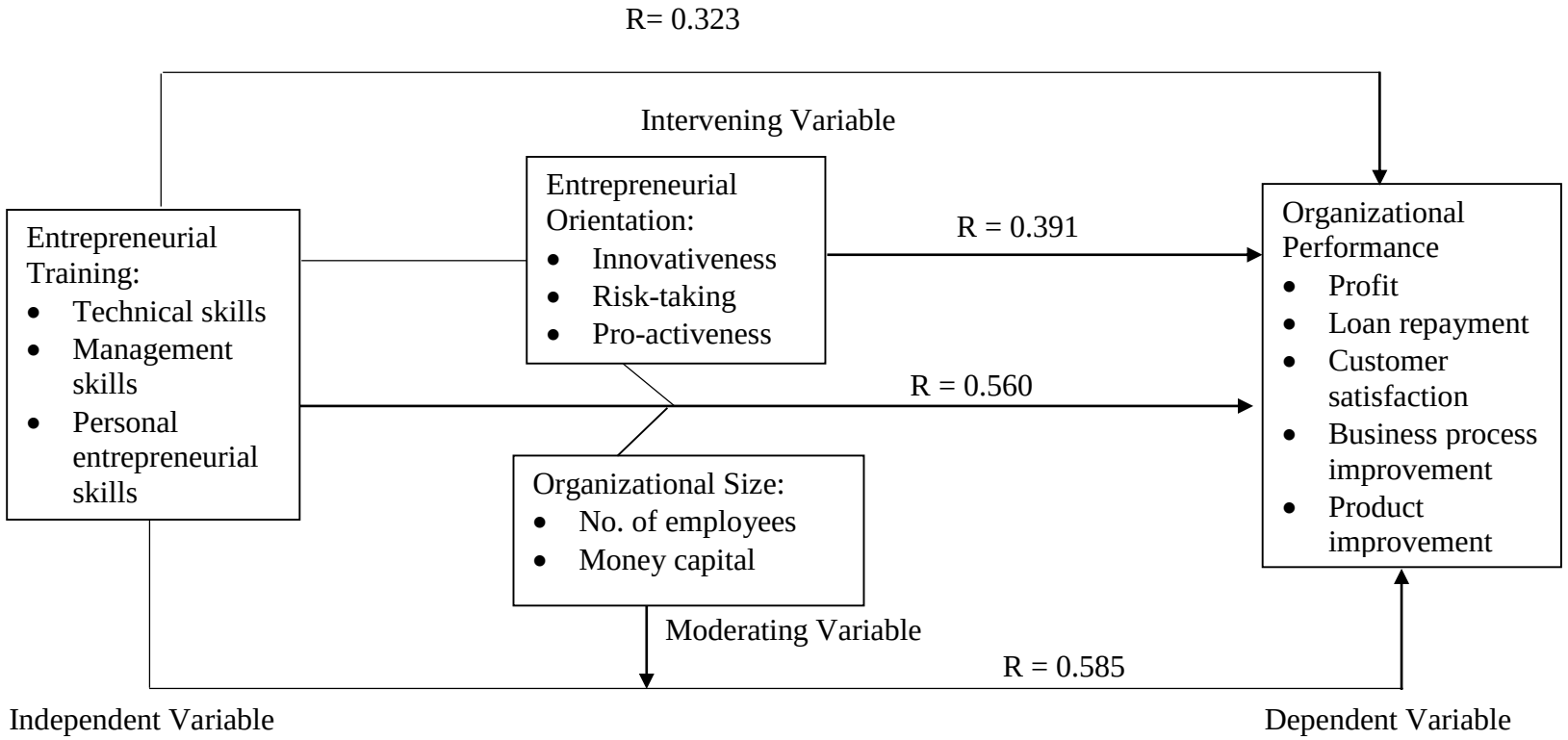

Figure 4.3: Empirical Model
Source: Researcher (2021)

Figure 4.3 depicts that organizational performance is a function of entrepreneurship training. Policymakers are of the belief that the peak of entrepreneurship can only be attained through learning and particularly through ET (European Commission, 2006). This view is supported by this study. Volery, Mueller and von Siemens (2015) proposed that diverse aptitudes might be required to effectively embrace thought acknowledgement of entrepreneurial conduct (Karlan & Valdivia, 2011). The ET-OP relationship is caused through entrepreneurial orientation (Bakotic & Kruzic, 2010). This view is also corroborated by this study.

The researcher notes that the findings of this study are similar to those of studies carried out by other scholars. In the same vein, it is illustrated that there exists studies whose results differ from those of the current study. Consequently, it may be concluded that the nature of the relationships between and among the variables so established is not cast in stone, and can be affected by other factors.

This chapter did put on view the descriptive and inferential analysis of the data collected. Findings and discussions were also submitted here. The hypotheses were tested using regression analysis. These were done commensurate with the objectives of the study. It was established that there is a significant nexus between training in entrepreneurship and the organisational performance of youth group enterprises. This relationship is mediated and moderated by entrepreneurial orientation and organisational size, respectively. Further, training in entrepreneurship and, jointly, ET, EO, and OS had significant effects on organisational performance.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter puts into view the recapitulation of the inferences, deductions, recommendations, and policy implications. The submissions under each section are done in a manner commensurate with the objectives of the study. The areas that are suggested for further research and the limitations of the study are also highlighted here.

5.2 Summary of Findings

This study sought to establish the effect of entrepreneurial training on the performance of youth group enterprises and the mediation and moderation effects of entrepreneurial orientation and size on the relationship between ET and organisational performance, respectively. From this, four specific objectives, which are discussed below, were developed. The related hypotheses were then advanced. To test them, simple regression and stepwise regression analyses were performed on the data, which was collected from the committee members of the groups. The indicators for entrepreneurship training were skills that are specific to the sector of the enterprise, those required in the administration of the business, and personal entrepreneurial skills. Entrepreneurial orientation was measured using risk-taking, proactiveness, and innovativeness while money capital and number of employees were utilised to indicate organisational size. The dimensions used for organisational performance were profit, loan repayment, customer satisfaction, process improvement, product improvement, and the introduction of new products.

Of all the 97 respondents, only 2.1 percent were aged below 24. This could be attributed to the fact that youths at this stage are attending colleges and making career path decisions. Most of them (42.3 and 30.9 percent) were diploma and certificate holders respectively. A percentage of 74.2 and 25.8 were male and female in that order. The data collected is considered rich because most of the respondents were holders of positions that were directly involved in the variables of the study. Those that were in the positions of chairman and secretary were 56.7 percent and 29.9 percent respectively. The data indicates that more capacity enhancement was done in the sphere of personal entrepreneurship compared to the others. Its overall mean score is 2.33, business management and technical skills scored 2.28 and 2.24 in that order. Generally, the youth seemed to be more inclined to innovativeness than they were to risk-taking and pro-activeness with mean scores of 2.17, 2.11 and 1.92 in that order. The respondents seemed to be more pressed by money capital than the number of staff. The overall means were 1.86 and 2.26 respectively.

Objective number one of this study was to ascertain the effect of entrepreneurial training on organizational performance of youth group enterprises. The model depicting the association between entrepreneurship training and organizational performance is significant ($F= 11.078$, $p < 0.05$). The null hypothesis $H_0 1$ is therefore rejected, and it can be concluded that entrepreneurship training has a significant effect on organisational performance of government-funded youth group enterprises in Taita Taveta County. This finding supports the Entrepreneurship Training Model.

Objective number two of the study in question was to ascertain the intervening effect of EO on the nexus between entrepreneurship training and organisational performance. All the requisite conditions for a construct to be said to have a mediating effect on an association between a predictor and a criterion were satisfied. It was established that the overall results were significant since p-value of 0.000 was less than α-value of 0.05 and therefore, the null hypothesis was rejected and concluded that entrepreneurial orientation intervened in the relationship between entrepreneurial training and organisational performance of government-funded youth enterprises in Taita Taveta County.

Objective number three of the study was to ascertain the moderating effect of organisational size on the association between entrepreneurship training and organisational performance. Overall, the model depicting moderation was determined as significant since p-value was less than 0.05 level of significance. Consequently, organisational size had a significant moderating effect on the relationship between entrepreneurship training and organisational performance of government-funded youth group enterprises in Taita Taveta County.

Objective number four of the study was to ascertain the joint effect of ET, EO, and size on the organizational performance of youth group enterprises. Regression analysis was used to determine this effect. It is expressed by what came out of the study that the overall model representing the joint effect was significant as the p-value was less than 0.05 level of significance. Therefore, the null hypothesis was rejected. The meaning thereof is that there was a significant joint effect of entrepreneurial training, orientation, and size on the organisational performance of government-funded youth group enterprises in Taita Taveta County.

5.3 Conclusion

The results of this study demonstrate that training in entrepreneurship has a direct and significant connection to the performance of an organization. An increase in the amount of training is followed by an increase in performance. Subsequently, the corresponding null hypothesis was rejected. Personal entrepreneurship skills had the highest share of the cake of skills capacity. This was followed by business management skills. Technical skills had the least portion.

On objective number two, the results of the tests carried out by the study conclude that EO does have a mediating influence on the nexus between ET and OP that is significant. The related null hypothesis was, therefore, not supported. The propensity of the youth to take risks and be proactive was less compared to the inclination towards innovativeness.

With respect to objective number three, the study established that the size of an organization does have an effect on the nexus between entrepreneurship training and performance that is moderating in nature. The corresponding null hypothesis was, hence, not supported. The main size challenge faced by youth is inadequate production staff and lack of enough money capital.

On the last objective, this study determined that entrepreneurial training, orientation and size do have an impact, jointly, on the organisational performance that is significant. However, only the coefficient of organisational size was found as being significant.

5.4 Contributions to New Knowledge

This study determined that there is a significant effect of entrepreneurship training on organizational performance. This finding supports the postulations of the Entrepreneurship Training Model as advanced by Van Vuuren and Nieman in the year 1999. These proponents conjectured that motivation, entrepreneurial and business skills have a direct linear relationship with entrepreneurial performance. Entrepreneurial and business skills are the subject of entrepreneurship training. In the same vein, the theory propounds that ET has a direct positive effect on OP.

These findings agree with those of Mayuran (2016) and Linguli (2015) which established that the performance of agro-based enterprises run by youth is positively affected by ET. The main difference between the studies mentioned and this one lies in the context. Mayuran's research was conducted in Sri Lanka while this one was conducted in Taita Taveta County, Kenya. While Linguli's study was carried out in Kenya, it did not cover government-funded youth group enterprises, it focused on agro-based enterprises. Further, when reviewing literature, the researcher did not come across studies on these constructs on government-funded youth groups in Taita Taveta County. Subsequently, these findings may be considered new knowledge in this space.

It is also established by the findings of this study that entrepreneurial orientation mediates the influence of entrepreneurship training on organizational performance. Consequently, this study supports the postulations of entrepreneurial orientation theory. Rauch et al., (2009) posited that the larger the entrepreneurial orientation, the healthier the organization's performance. These results do also corroborate those of a study by Olugbola's (2017) and Gupta and Batra (2016).

During the literature review, the researcher did not come across studies that were conducted to determine the intervening effect of entrepreneurial orientation on the association between ET and OP. This study, therefore, enriches the body of knowledge of entrepreneurial training, orientation, and organisational performance. It propounds that EO has a mediating effect on the association between ET and OP that is significant. This contribution is important because it will enable policy-makers and managers of entrepreneurship training programmes to consider how programmes are affected by entrepreneurial orientation. They may have to develop ways of orienting the participants of their training towards entrepreneurship.

This study did also determine that organisational size does have a moderating effect on the relationship between entrepreneurship training and organisational performance. It supports the postulations of Baumol's Theory. In 1959, Baumol hypothesized that the rate of return posted by an organization increases with an increase in its size. He argued that the amount of financial capital and the number of employees held by an organization have the potential to positively affect profitability as well as earnings on investment.

These findings support those of a study conducted by Doğan (2013), which demonstrated that there exists a positive relationship between measures of organizational size and the profitability of an organisation. A study by Abbasi and Malik (2015) showed that organization size has a moderating effect on the nexus between growth and performance. The results of this study have been shown to agree with those of the two studies cited above.

This finding contributes to the body of knowledge on entrepreneurship training, organizational size and performance. The salience of the contribution of this outcome is underscored by the fact that of all the literature reviewed, the researcher did not come across studies that specifically studied the moderation effect of OS on the interconnection between ET and OP. Contribution is also made to the body of knowledge of interactions between ET and OS, and between OS and OP.

It is posited, by this study, that when all the variables are at play, only organisational size had a coefficient that is significant. While reviewing literature, the researcher did not come across a study that considered all these variables together. This, therefore, is a remarkable contribution to the body of knowledge of the mentioned variables and may be considered novel.

5.5 Implications of the Study

The size of a youth group enterprise was found to moderate the nexus between ET and performance. This may imply that every attempt should be made to grow these enterprises. This is also supported by the finding that when all the variables were at play, only the coefficient of OS was found to be significant. Managers of enterprises should develop and implement business expansion strategies. Further, trainers can consider including in their programmes, aspects of enterprise size and its importance.

EO was found to intervene in the association between training in entrepreneurship and the performance of the youth group enterprises. Its implication is that there is a need to ensure that entrepreneurship capacity enhancement programmes are skewed towards transforming the thinking of the subjects to adopt innovativeness, risk-taking, and pro-activeness. Attempts should be made to incline their poise towards actioning entrepreneurship.

5.6 Recommendations of the Study

The results of outputted in this study go a long way in contributing to the success of youth group enterprises, whether government-funded or not. It underscores the importance of enhancing the entrepreneurial capacities of youth that plan to or engage in entrepreneurship. It recommends that the government and other sponsors that provide money capital for the youth to start and run businesses, should be actively involved in inculcating technical, business management and personal entrepreneurship skills in them. ET should be made a prerequisite to the disbursement of funds. Enough time should also be provided to allow for assimilation of the knowledge so gained, and training be made as practical as possible. It is also recommended that entrepreneurial orientation be embedded in ET programmes.

It was demonstrated that EO mediates the association between training in entrepreneurship and the performance of the youth group enterprises. The findings seemed to posit that it is the EO of the leaders of the youth groups that outputs entrepreneurship at organisational level. Therefore, this study recommends that policymakers and managers in the area of youth entrepreneurship should always endeavour to make youth entrepreneurs become entrepreneurially oriented.

When all the four variables were at play, only the coefficient of organisational size was found to be significant. Size was also reported to moderate the relationship between training in entrepreneurship and the performance of youth group enterprises that are government-funded. Therefore, policymakers need to incorporate guidelines that encourage the appreciation of large size for youth group enterprises, for instance, amalgamations of smaller ones through cooperatives.

5.7 Limitations of the Study

Despite the significant effects of the identified variables on others and on the relationship between entrepreneurial training and organisational performance, some limitations can be noted. When interpreting the results, it is important to be cognizant that the study design was cross-sectional. It provided results at some point in time, it, therefore, relied on the memory of the respondents. The responses given were also dependent on the subject. If a longitudinal design had been adopted, there is prospect that the results would not be the same. This would have given a true picture of before and after interventions.

The constructs that were conceived as the independent variables in the conceptual framework are not exhaustive. Undoubtedly, other elements could provide additional insights into the relationship between ET and OP. For example, the addition of youth group enterprise attributes and top management characteristics. Leaders' characteristics are known to influence the direction of the performance of organisations that they steer.

5.8 Areas for Further Research

This study makes salient contributions to the comprehension of the aftermath of training in entrepreneurship on the performance of an organisation. It informs theory, particularly the Entrepreneurship Training Model and the Entrepreneurial Orientation Theory. It further brings out the intervening effect of EO on the association between ET and OP. The design of the research was cross-sectional; therefore, researchers interested in the areas studied here, could explore the use of a longitudinal design to juxtapose performance before and after ET or a quasi-experimental design.

Further research, with objectives similar to the ones of the current study, may be conducted on enterprises of groups of women and persons living with disabilities. These groups, together with youth, are considered vulnerable and require economic empowerment. A comparison of the findings of these studies would be invaluable to scholars and stakeholders in economic empowerment through entrepreneurship.

The performance of youth group enterprises is a function of more than training in entrepreneurship. Factors like the characteristics of top management have a bearing on OP. It is therefore suggested that further research should look into the effect of these other factors on OS. Future researchers could consider reconfiguring the conceptual framework to elicit more insights into the field of entrepreneurship as a tool of youth economic empowerment. There is also a need for future studies to vary the geographical context.

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APPENDICES

Appendix (I): Research Questionnaire

QUESTIONNAIRE FOR SELECTED OFFICE HOLDERS OF YOUTH ENTERPRISE GROUPS ON 'ENTREPRENEURIAL TRAINING, ORIENTATION, ORGANIZATIONAL SIZE AND PERFORMANCE IN TAITA TAVETA COUNTY, KENYA'

Dear participant,

Greetings.

This questionnaire is intended to study subject matter. It is for management committee members of youth groups, like you because they are the ones who can give us a correct picture of these variables. You are therefore requested to **frankly** answer the questions.

Your responses will be kept **strictly confidential**. A fascimile of the report will be provided upon asking. I also greatly appreciate the County's YEDF office for their support in actualising this research endeavor.

Cordially,

Mwakio Mwagandi

PhD Candidate

University of Nairobi

SECTION A: BACKGROUND INFORMATION

A1 Respondent's background information

Please tick (✓) the categories that represent the most appropriate responses for you in respect of the following items.

A1.1 Your age category

1. 18 – 23 years ( )
2. 24 – 29 years ( )
3. 30 - 35 years ( )
4. Over 35 years ( )

A1.2 Your official position in the group

1. Chairperson ( ) Vice chairperson ( )
2. Secretary ( ) Vice secretary ( )
3. Treasurer ( ) Vice treasurer ( )

A1.3 Duration working with the self-help group

1. Under 1 year ( )
2. 1 – 3 years ( )
3. 4 – 6 years ( )
4. Over 6 years ( )

A1.4 Your highest level of education

1. KCPE ( )
2. KCSE ( )
3. Certificate ( )
4. Diploma ( )
5. 1st Degree ( )
6. Master Degree ( )
7. PhD ( )

A1.5 Your gender

1. Male ( )
2. Female ( )

Instruction for section B to E

On a scale of 0 – 4 where 0 = Not at all, 1 = To a small extent, 2 = To a moderate extent, 3 = To a large extent, and 4 = To a very large extent, please indicate the extent to which you agree with the statements therein:

SECTION B: ENTREPRENEURSHIP TRAINING

This section is divided into three subsections, each pertains to a given dimension of entrepreneurship training, namely group technical, management and personal entrepreneurial skills.

B1 Technical Skills

Our committee members have been trained on the following areas:

Area	**0**	**1**	**2**	**3**	**4**
B1.1 Use of the production technology					
B1.2 Problem solving					
B1.3 Communication					
B1.4 Business environment monitoring					
B1.5 Business environmental analysis					
B1.6 Interpersonal skills					

B2 Management Skills

Our committee members have been trained on the following areas:

Area	**0**	**1**	**2**	**3**	**4**
B2.1 Financial management					
B2.2 Marketing					
B2.3 People management					
B2.4 Administration					
B2.5 Quality management					
B2.6 Negotiation skills					

B3 Personal Entrepreneurial Skills

Our committee members have been trained on the following areas:

Area	**0**	**1**	**2**	**3**	**4**
B3.1 Innovation					
B3.2 Change management					
B3.3 Risk-taking					
B3.4 Persistence					
B3.5 Self-control					
B3.6 Network building					

SECTION C*:* ENTREPRENEURIAL ORIENTATION

This section is divided into three subsections, each pertaining to a given dimension of entrepreneurial orientation, namely: innovativeness, risk-taking and pro-activeness.

C1: Innovativeness

Statement	**0**	**1**	**2**	**3**	**4**
C1.1 In general, the committee members of my group emphasise on novel ways of undertaking things					
C1.2 Since the creation of the group, we have launched a slew of new products and/or services					
C1.3 Since the establishment of the group, we have made quite dramatic changes on our products/services					
C1.4 Since the establishment of the group, we have changed the method of production					
C1.5 Since the establishment of the group, we have changed suppliers of our raw materials					
C1.6 In general, the committee members of my group appreciate and encourage new ideas					

C2: Pro-activeness

Statement	**0**	**1**	**2**	**3**	**4**
C2.1 In tackling competition, my group typically originates actions to which competitors react to					
C2.2 My group is frequently the first to advance new products and/or services amongst our competitors					
C2.3 My group typically adopts 'Undo-the-competitors' posture					
C2.4 My group is naturally the first to advance new administrative techniques amongst our competitors					
C2.5 My group frequently the first to advance new operating technologies amongst our competitors					
C2.6 My group is usually the first to enter new markets					

C3: Risk-taking

Statement	**0**	**1**	**2**	**3**	**4**
C3.1 In general, the committee members of my group have a tendency to go for perilous undertakings with probabilities of excellent returns on investment					
C3.2 In general, the committee members of my group believe that daring comprehensive acts are essential to realising the aims of the group					
C3.3 When confronted with decision-making situations that involve uncertainty, my group usually adopts a posture that is aggressive so as to maximize the possibility of exploiting nascent opportunities					
C3.4 If an opportunity looks good, the committee does not give much weight to the cost					
C3.5 When we are not sure about the success of something, we still adopt a "go for it" posture regardless of the probability of making costly decisions					
C3.6 Generally, my committee members do not fear failure					

SECTION D: ORGANIZATIONAL SIZE

This section is divided into two subsections each pertaining to a given dimension of enterprise sixe namely: number of employees and money capital

D1: Number of employees

Statement	**0**	**1**	**2**	**3**	**4**
D1.1 We have enough staff to produce our products					
D1. 2 The number of our sales staff is sufficient					
D1.3 We have enough administration staff					
D1.4 The number of members running the group operations is adequate					
D1.5 We have enough skilled workers					
D1.6 The number of our management staff is adequate					

D2: Money Capital

Statement	**0**	**1**	**2**	**3**	**4**
D2.1 The amount of money we had was good enough to start our initiative					
D2. 2 The amount of money that we had was good enough to start and run our initiative					
D2.3 The maximum amount of loan allowed by YEDF per group is adequate					
D2.4 The amount of the loan given to the group was good enough to buy production assets/equipment					
D2.5 The amount of the loan given to the group was good enough to pay operational expenses					
D2.6 The amount of loan given to the group was good enough to grow the business					

SECTION E*:* ORGANIZATIONAL PERFORMANCE

Statement	**0**	**1**	**2**	**3**	**4**
E.1 We usually make instalment repayments in time					
E.2 We were able to repay the full loan within the required time					
E.3 Our customers are satisfied with our services					
E.4 We have improved our business processes					
E.5 We have introduced new products into the market					
E.6 We have improved our products/services					
E.7 We made all loan repayments solely from the profit of the business					
E.8 The business of the group has consistently made profit					

I sincerely appreciate your time and cooperation. Please double-check to ensure that you have not unintentionally left any questions unanswered.

Thank you

Appendix (II): Taita Taveta Youth Enterprise Groups

S/No	Name
1	Sikujua Self Help Group
2	Mvono Youth Group
3	Mratina Youth Group
4	Weza Self Help Group
5	Choo kuwone Youth Group
6	Railway Self Help Group
7	Diwone Imbiri Youth Group
8	Kasighau Mawono Self Help Group
9	Warembo Paradise Shop
10	Amiran Farm Maungu
11	Mzedu Youth Group
12	Inuka Youth Grp-Kalambe
13	Bondeni Youth Group
14	Bonya Mecha Self Help Group
15	Kalambe Seed and Tool Youth Group
16	Ilmolelian Youth Group
17	Sikujua Juu Youth Bunge
18	Itinyi Young Mothers
19	Get Real Youth Group
20	Sengeri Youth Group
21	Itinyi Youth Group
22	Tsayo Youth Group
23	Zinduka Youth Group

24 Ushindi Youth Group

25 Ladys of Vison

26 Mwakuri Youth For Christ

27 Vision Youth Group

28 Youth Networking

29 Mseto

30 Voice Of Youth

31 Maono SH Group

32 Mkalalenyi

33 Voi Boda Boda Youth Group

34 Mseto SHG

35 Bethel Youth Group

36 Mzinyi

37 Ladies Vision

38 Voi Boda SHG

39 Digital Movement Group

40 Jiimarishe

41 Jerusalem Self Help Group

42 Vision Youth Development

43 Wadumiki Self Help

44 Oasis of Hope

45 Dynamic Development youth Forum

46 Tausa Riders

47 Dyn dvt

48 Wujaki YG

49	Tamaki YG
50	Reach Youth Group
51	Lukundo
52	Voi South Development Group
53	Jubilee Voi Self Help Group
54	Legacy Youth Group
55	Vision 2030 Self Help Group
56	Eagles Youth Group
57	Tsavo Youth Group
58	Kasighau Mawono Self Help Group
59	Visionz Youth Group
60	Chokuwone Youth Group
61	Hakika Youth Group
62	Inuka Self Help Group -
63	Devolutioners Self Help
64	Voi Youth Forum
65	Jitahidi Self Help Group
66	Undungu Voi Youth Group
67	Highway Vision Youth Group
68	Nyache Youth Group
69	Ndome Youth United
70	Ushirikiano Youth Bunge
71	Upendo Youth Group
72	Voi Hairdressing
73	Shigharo

74 Nataka

75 Pamoja Youth Group

76 Mghange Group

77 Mnarani Youth Group

78 Mlambenyi Self Help

79 Taveta United

80 Kambito Youth Bunge

81 Chanukeni Youth Group

82 Mwanzo Mwema 2

83 Tegemeo Youth Group

84 Birikani Youth Bunge

85 Weni Kibogho Self Help Group

86 Rise And Shine Youth

87 Life Cycle Youth Group

88 Faith Youth Group

89 Ngambeni East Youth Group

90 Chamani Young Mothers

91 Jora Young Mothers

92 Chawucha Self Help Group

93 Davis Furniture

94 Oasis Youth Bunge

95 Sower Self Help Group

96 We rise

97 Mwangarana Youth Group

98 Mwenge Youth Group

99	Lukundo Youth Group
100	Malomalo
101	Faith And Miracle
102	Malo Group
103	Dhololo Self Help Group
104	Maraleo Youth Group
105	Discovery Youth Group
106	Safina Youth Group
107	Samba
108	Mavuno Self Help Group
109	Shaluka Self Help Group
110	Choke Youth Group
111	Matendo Youth Group
112	Voi Disable Lukundo
113	Al.mujahadini
114	Friends Of Nature Y. G
115	Vijana wajana
116	Jemsha Youth Group
117	Mghungenyi Famers Field Group
118	Mgalenyi Lumbarwa Youth Bunge
119	Mavuno 07 Youth Group
120	Unison Youth Group
121	Tutaweza Youth Group
122	Kwa Tom Lumi Youth Group
123	Tindo Youth Group

124 Achievers Youth Group

125 Taveta Enterprises Shg

126 Beacon Of Prosperity

127 Luseko Youth Group

128 Sabato Jumuiya Youth Group

129 Kulosha Youth Group

130 Green Buffalo Youth Group

131 Vision Development Y.G

132 Taveta Entertainment

133 Mwangaza Farmers Yg

134 Tuwaghenje Youth Group

135 Pambazuka Na Taveta Youth Group

136 Mokine Youth Bunge

137 Mikocheni Shg

138 Taveta Holy Youth Group

139 Kasokoni Upendo Youth Group

140 Pythonhill Youth Group

141 Taveta Funguka Youth Group

142 Rafiki Mjini

143 Mzirai Youth

144 Tetemesha Youth Group

145 Chumvini Youth Group

146 G 14

147 Mvita

148 Wave of Change

149 Amani Youth Group

150 Together Mjini Youth Group

151 Udavi Clan

152 Trinity Table Banking

153 Kasokoni Hard Rock

154 Mahoo Destiny Youth Group

155 Chanuka Shg

156 Kulele Combined

157 Mrunganyiko Youth Group

158 Utd Youth Multipurpose

159 Milimani Riders

160 Mwanzo Mpya

161 Burandogo Environmental

162 Zaire Young Generation

163 Tete Nana

164 Forecast Youth For Dev

165 Curvi

166 Aloe Vera Leesia B

167 Usafiri Shg

168 Jipe Mwangaza

169 Naboishu

170 Bidii Welfare

171 Madarasani

172 Mlimani

173 Lunyariki

174 Lemalaki

175 Imara

176 Minto Youth Group

177 Twawuka

178 Ilararamatak Welfare Association

179 Tiya Wira

180 Township Youth Bunge

181 Seven Stars

182 Jitahidi Youth Group

183 Bidii Youth Group

184 Matumaini Youth Group

185 Youngstars Youth Group

186 Mghange Youth for Change

187 Blessed Youth Group

188 Come Together Self-Help Group

189 Umoja Youth Group

190 Maendeleo Self Help Group

191 Mwanzo Mpya Group

192 Chakiloli Group

193 Mwatunge Youth Group

194 Mwinuko

195 Tujiendeleze Self Help Group

196 Sembe Jitahidi Youth Group

197 Z Kama Z

198 Angaza Mwangaza Youth Group

199 Shirikisho Youth Bunge

200 Weni mwana

201 Kizungu YG

202 Boda Boda Development Group

203 Teketeke

204 Deko Ujenzi

205 Thamani Youth Group

206 Mwanzo Mwema

207 Jitume Youth Group

208 Mwenere Youth Group

209 New Spring Youth Youth Bunge

210 Wazalendo Youth Group

211 Mabati Youth Group

212 Mawono Youth Group

213 Maghesho Youth Bunge

214 Mwngaza Youth Enterprises Self Help Group

215 Mbumbunyi Youth Group

216 Tumaini Youth Group

217 Josa Youth Harmony Group

218 Tumaini Networks

219 Chakuto

220 Mngombenyi

221 Ack Susu

222 Mkamenyi Wumweri Youth Group

223 Laghonyi

224 Maghonyi

225 Mazola

226 Mwalolo

227 Confidence Kinyozi And Saloon

228 Mreshinyi Youth Group

229 Lola Lola Youthgroup

230 Changamkeni Youth Group

231 Millenium

232 Isuwirio Youth Group

233 Mabonyo

234 New Generation Youth Group

235 Ushirika Self Help Group

236 Kituma

237 Mwatate Advance

238 Mwalolo Youth Group

239 Mwambirwa Youth Group

240 Mwafiza Self Help Group

241 Kazical

242 Kisoghokonyi Youth Group

243 Kandangachinyi Self Help Group

244 Kijiweni Youth Group

245 Mwamko Mpya

246 Mwasunga Mboga Youth Group

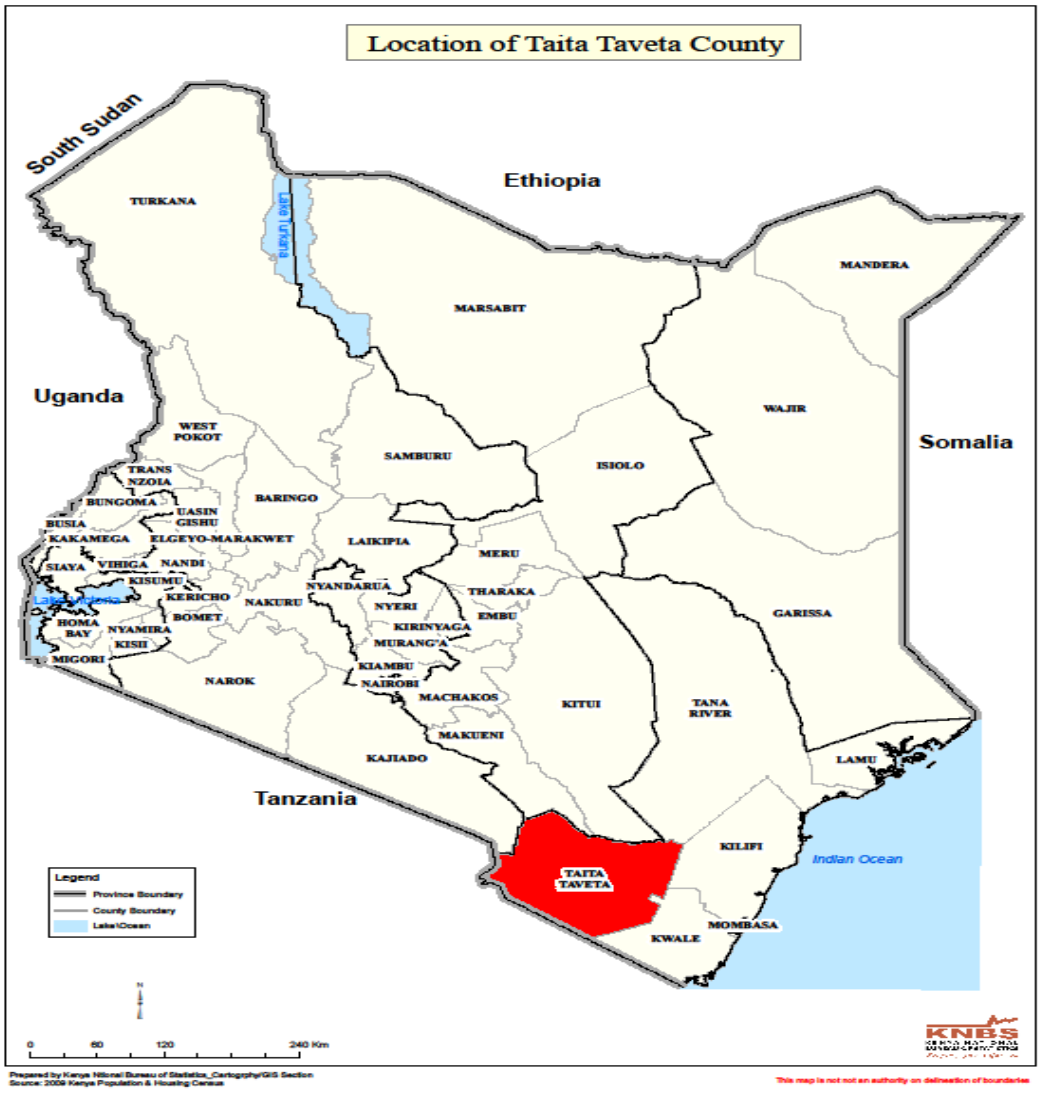
247 New Hope Self Help Group

248 Hustlers

249	Vuta Pumzi Youth Group
250	Twende Mbele
251	Ndembonyi Alpha Group
252	Kitughi Youth Initiative
253	Kipusi Youth Group
254	Mwandongo Honey Pot
255	Green Garnet
256	Agri-help
257	Rehab Christian
258	Wutesia
259	Kishau Kiweto
260	Slim Fitters
261	Kaza Moyo Self Help
262	Laminyi Youth Group

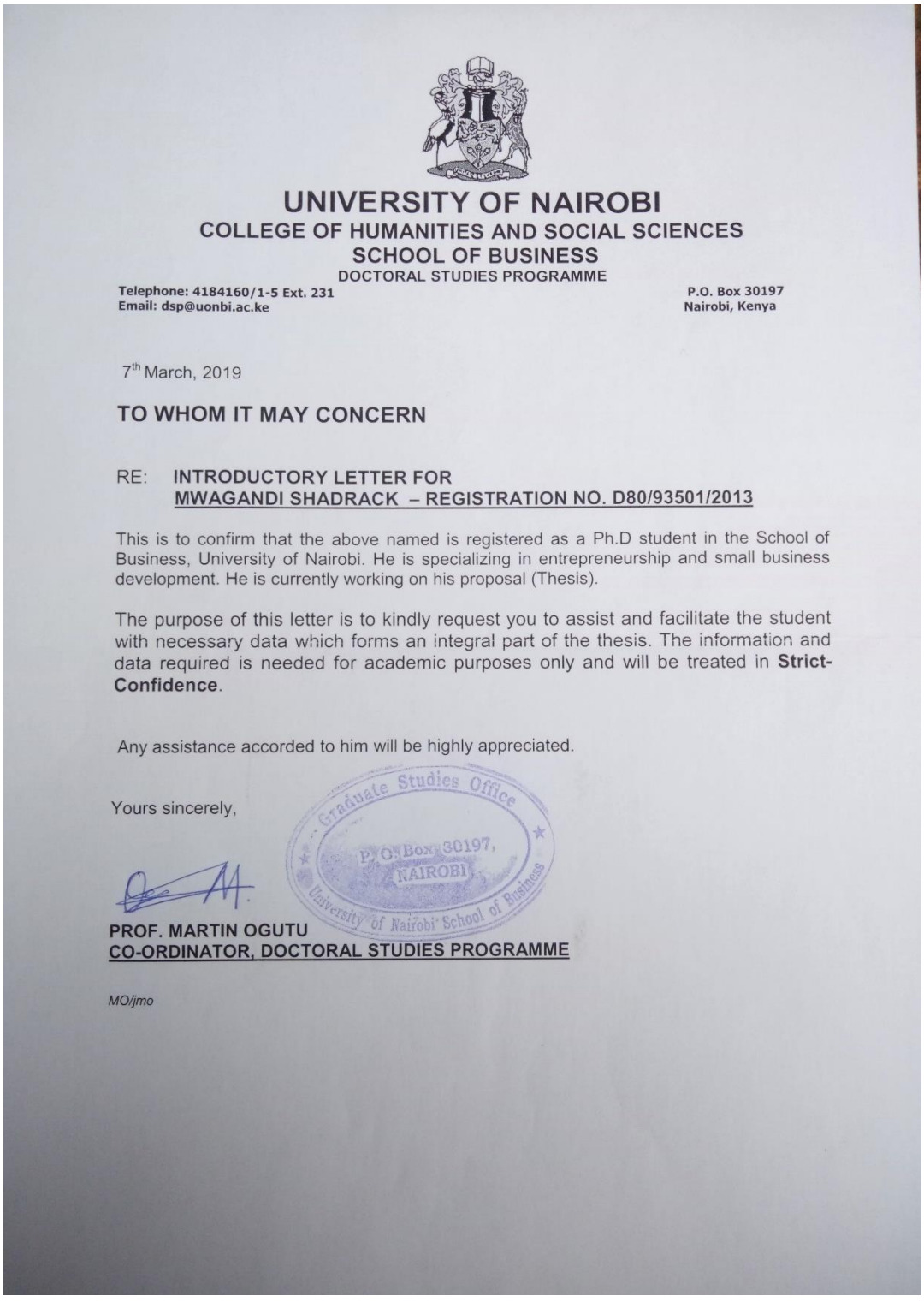
Source: Youth Enterprise Development Fund – Taita Taveta County, April 2019

Appendix (III): Location of Taita Taveta County



Source: KNBS, 2018

Appendix (IV): Introductory Letter



UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
SCHOOL OF BUSINESS
DOCTORAL STUDIES PROGRAMME

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Email: dsp@uonbi.ac.ke

P.O. Box 30197
Nairobi, Kenya

7th March, 2019

TO WHOM IT MAY CONCERN

RE: **INTRODUCTORY LETTER FOR**
MWAGANDI SHADRACK – REGISTRATION NO. D80/93501/2013

This is to confirm that the above named is registered as a Ph.D student in the School of Business, University of Nairobi. He is specializing in entrepreneurship and small business development. He is currently working on his proposal (Thesis).

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the thesis. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,

Graduate Studies Office
P. O. Box 30197,
NAIROBI
University of Nairobi School of Business

PROF. MARTIN OGUTU
CO-ORDINATOR, DOCTORAL STUDIES PROGRAMME

MO/jmo

Appendix (V): Research Permit – NACOSTI

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 435662

Date of Issue: 06/November/2020

RESEARCH LICENSE

This is to Certify that Mr.. Shadrack Mwakio Mwagandi of University of Nairobi, has been licensed to conduct research in Taita-Taveta on the topic: ENTREPRENEURIAL TRAINING, ORIENTATION, SIZE AND PERFORMANCE OF GOVERNMENT-FUNDED YOUTH GROUP ENTERPRISES IN TAITA-TAVETA COUNTY, KENYA for the period ending : 06/November/2021.

License No: BAHAMAS ABS/P/20/7467

435662

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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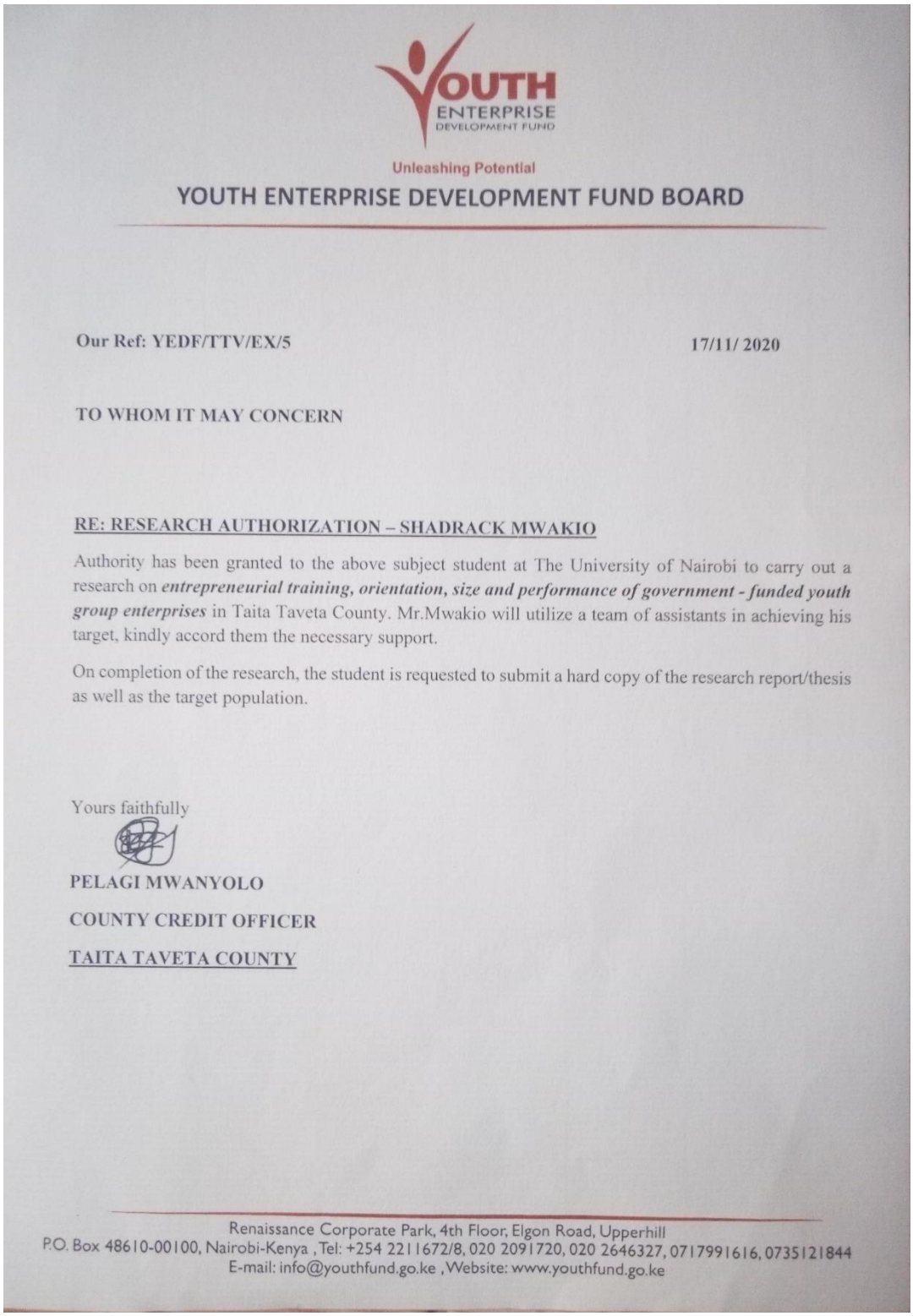
Appendix (VI): Research Authorisation – YEDF



YOUTH ENTERPRISE DEVELOPMENT FUND

Unleashing Potential

YOUTH ENTERPRISE DEVELOPMENT FUND BOARD

Our Ref: YEDF/TTV/EX/5 17/11/ 2020

TO WHOM IT MAY CONCERN

RE: RESEARCH AUTHORIZATION – SHADRACK MWAKIO

Authority has been granted to the above subject student at The University of Nairobi to carry out a research on ***entrepreneurial training, orientation, size and performance of government - funded youth group enterprises*** in Taita Taveta County. Mr.Mwakio will utilize a team of assistants in achieving his target, kindly accord them the necessary support.

On completion of the research, the student is requested to submit a hard copy of the research report/thesis as well as the target population.

Yours faithfully

PELAGI MWANYOLO

COUNTY CREDIT OFFICER

TAITA TAVETA COUNTY

Renaissance Corporate Park, 4th Floor, Elgon Road, Upperhill
P.O. Box 48610-00100, Nairobi-Kenya , Tel: +254 2211672/8, 020 2091720, 020 2646327, 0717991616, 0735121844
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