International Journal of
Entrepreneurship
(IJE)

DETERMINANTS OF THE PERFORMANCE OF SOCIAL ENTREPRENEURSHIP FIRMS IN KENYA

Lemein Korei Koitamet and Professor Bitange Ndemo

International Journal of Entrepreneurship
ISSN XXXX-XXX (Online)
Vol.2, Issue1 No 1 pp 1- 16, 2017
www.ajpojournals.org

DETERMINANTS OF THE PERFORMANCE OF SOCIAL ENTREPRENEURSHIP FIRMS IN KENYA

1* Lemein Korei Koitamet

[1*]Post graduate student, University of Nairobi

*Corresponding Author's Email: koolemein@gmail.com

2* Professor Bitange Ndemo

Lecturer, University of Nairobi

ABSTRACT

Purpose: The general objective of the study was to assess the determinants of performance of social entrepreneurship firms in Kenya.

Methodology: The study adopted a descriptive research design. The total population was 448 employees of Iko toilet and Care Kenya. The sample size was 79 employees of Iko toilet and CARE Kenya who were selected using stratified random sampling. This sample was selected using R software. The raw data obtained from the field was coded, scrutinized, organized and edited to enhance accuracy and hasten analysis by the help of Statistical Package for Social Sciences (SPSS). SPSS assisted in summarizing the data descriptively using frequencies, percentages, means and standard deviation. In order to test the relationship between the dependent and independent variables, inferential statistics that is spearman's rank correlation r and regression analysis was used.

Results: The study found that financial access, entrepreneurial culture, management and technology have a positive and significant relationship with performance of social entrepreneurship firms.

Unique contribution to theory, practice and policy: The study recommends that the government should formulate measure to ensure that social entrepreneurship firms are facilitated to gain financial access. In addition, the banking institutions should prolong the loan repayments periods so that the entrepreneurship firms can get enough financial access.

Key words: *social entrepreneurship, financial access, entrepreneurial culture, management, technology*

1.0INTRODUCTION

1.1 Background of the Study

The persistence of poverty, the lack of employment, and the absence of basic welfare of millions mark large parts of the African continent. In their search for effective engines of development, aid organizations such as the World Bank, the UN, and bilateral donors are increasingly regarding private sector development as key to solving many of the continent's ailments (Tvedten, Hansen & Jeppesen, 2012). As part of the growing focus on private sector driven development, a wide range of business model hybrids have in recent years emerged and in one way or another, seek to combine the efficiency and innovativeness of a commercial enterprise with the provision of developmental goods such as jobs, welfare, opportunities and education (Elkington & Hartigan, 2008). One such hybrid is called a 'social enterprise' (SE). The role of entrepreneurship as an essential condition for economic growth is beyond any doubt (Kerlin, 2009). The process of increasing welfare of the society needs stimulating entrepreneurship. This is particularly important for transition economies that are characterized by low GDP per capita and high unemployment rate. The need for social economy arises from the fact, that traditional political and economic solutions are no longer good enough to guarantee a minimal quality of life to a rising number of people (Elkington & Hartigan, 2008).

There are many determinants of performance of social entrepreneurship firms. According to Ashitava (2010) determinants of performance of social entrepreneurship firms include facilitating access to finance, creating an environment favorable to business creation and growth, encouraging an entrepreneurial culture in increasing the sustainable competitiveness of the companies, helping small businesses operate outside their home countries and improving their access to market. This study will focused on only four determinants which will include financial access, entrepreneurial culture, management and technology in order to evaluate the performance of social entrepreneurships firms.

1.2 Problem Statement

Even though social entrepreneurs have increasingly been acknowledged for addressing the social, ecological and economic problems of our time (Zahra *et al.*, 2009), there is a lack of understanding of this type of entrepreneurs and the issues affecting their activities. For instance, the way in which these entrepreneurs recognizes and exploits opportunities for the creation of social value is not fully understood (Doyle Corner & Ho, 2010; Mair & Martí, 2006). Compared to commercial entrepreneurs, social entrepreneurs are thought to face specific challenges while setting up their businesses, especially regarding financial and human resource mobilization. Their survival and growth is complicated by the combination of economic and social value creation that is widely considered to be a fundamental distinguishing factor between social entrepreneurship and commercial entrepreneurship (Dorado, 2006; Mair & Martí, 2006; Moizer & Tracey, 2010; Zahra *et al.*, 2009).

Social enterprises face special constraints linked to their hybrid business model: access to finance, human resources, legal status, difficult markets, and management weakness (Smith & Darko, 2014). Based on a case study analysis by Dobele (2012), in most cases there is no existence of legal regulation on social entrepreneurship, there is lack of support instruments particularly for establishing and developing a social enterprise, and dependence on donations and subsidies for self-sustaining a social enterprise which constraints their performance. According to Alvord *et al.*, (2004), the nature of innovation, characteristics of leadership, organizational and institutional features significantly affect the performance of these enterprises.

1.3 Research Objectives

The overall objective of this study was to assess the determinants of performance of social entrepreneurship firms in Kenya.

The specific objectives of the study were:

i. To establish the effect of financial access on the performance of social entrepreneurship firms in Kenya.
ii. To determine the effect of entrepreneurial culture on the performance of social entrepreneurship firms in Kenya.
iii. To examine the effect of management on the performance of social entrepreneurship firms in Kenya.
iv. To establish the effect of technology on the performance of social entrepreneurship firms in Kenya.

2.0 LITERATURE REVIEW

2.1Theoretical Framework

2.1.1Social Entrepreneurship Theory

In line with the final stage of the concept indicator model of theory development (Glaser, 1978), a theoretical model of social entrepreneurship is proposed. Specifically, a process model of social entrepreneurship is developed from the three propositions. This model highlights the circularity of the process, from the initial motive of embarking in social entrepreneurship, to its course of action, and finally to the resultant outcome which generates more social entrepreneurial motives. The motivation for social entrepreneurship is derived from the social entrepreneur's recognition of existing social gaps. This motivation drives the social entrepreneur towards innovative action, specifically, creating opportunities to address those social gaps. The act of social entrepreneurship results in higher levels of social awareness and empowerment within the community. These positive results of social entrepreneurship generates a virtuous cycle of more socially aware individuals recognizing other unmet social needs and feeling motivated to address these social gaps (Teo & Tan, 2013). This theory is deemed relevant to this study since it informed the dependent variable which was performance of social entrepreneurship firms.

2.1.2 Financial Liberalization Theory

The financial liberalization theory was brought into salience with the seminal work of McKinnon and Shaw (1973). They popularized the concept of financial repression as a financial system with policies that distort domestic financial markets and credit controls. The observation is that such a system interferes with the economic development of a country as the intermediaries are not well developed for mobilization of savings while allocation of financial resources among competing uses is inefficient. The early hypothesis of McKinnon and Shaw (1973) assumed that liberalization (absence of repression) which would be associated with higher real interest rates as controls are lifted would stimulate savings which would lead to higher levels of investments and therefore to economic growth. McKinnon and Shaw (1973) also suggest that liberalization of financial markets allows penetration of financial services among the poor population. These groups of people are always on the lower cadre of the social cycle. Therefore, providing them with accessible tools of finance could be considered a very significant step towards achieving economic growth. This is because peasant communities could be mainly left out due to poor infrastructure, insecurity and abject poverty. Providing these people with access to credit gives them the opportunity to expand their business activities to middle class economy.

The critics of this theory include Allen and Santomero (1997) who reviewed financial liberalization theory and attempted to reconcile it with the observed behavior of institutions in modern capital markets. They argue that current theory of financial liberalization too heavily focuses on the functions of financial institutions that are no longer crucial in mature financial systems. They suggest that the emphasis on the role of intermediaries as reducing the frictions of transaction costs and asymmetric information is too strong; while these factors may once have been central to the role of intermediaries, they are increasingly less relevant. Allen and Santomero (1997) suggest a view on financial intermediaries that centres on two of their roles. First, they are the facilitators of risk transfer and deal with an increasingly complex maze of financial instruments and markets. The key area of intermediary activity therefore has become risk management, whereas traditional intermediation theory offers little to explain why institutions should perform this function. Second, financial intermediaries reduce participation costs and the costs of learning about effectively using markets as well as participating in them on a day to day basis and this plays an important role in understanding the changes that have taken place. This theory was also deemed relevant to this study because it informed the independent variable which was financial access. There is need for liberalization of financial markets so as to allow penetration of financial services. The two theories were adopted for this study because they helped to explain the relevance of the four determinants that have been selected to examine the performance of the social entrepreneurship in Kenya.

2.2 Empirical Review

Murigi (2014) conducted a study on the effect of financial access on the financial performance of small and micro enterprises in Mukuru slums. According to the study the role of the small and micro enterprises (SMEs) continues to be in the forefront of policy debates not only in developing countries but also in developed countries in creation of employment, driving innovation and entrepreneurship, reduction of poverty and other social challenges. This is more so for SMEs in slums as debate on how to improve living standard in informal sector attracting a lot of interest. Financial access has been found to be the blood of small and micro enterprises and a key determinant of financial performance in developed countries. The role of ensuring financial access is facilitated by the financial sector that mobilizes savings and allocates them to economic uses while providing critical information and discipline for economic agents as well as a mechanism for the allocation and management of risks and hence influencing firm’s financial performance.

Khalid (2015) conducted a study on entrepreneurial behavior, social and economic institutions and performance of micro and small livestock enterprises in north eastern region, Kenya. The study was based on the interviews of the owners of 191 MSEs out of a population of 305 firms, resulting in a response rate of 63 percent. The study was set within the context of rural environment with highly constrained access to financial, human resources and social capital and comparatively with weak socio-economic institutional framework. The main findings of this study were that a number of aspects of entrepreneurial behavior dimensions directly and positively affected performance of the MSEs. It was noted that some of these aspects also have negative effects while others have weak relationship with firm performance. The study specifically found that business interests, achievement need or motivation contributed significantly to performance of MSEs.

Ghias and Ahmed (2012) conducted a study of the effect of management styles on performance of students at secondary level in sargodha. The major objective of the study was to find out the effect of school head's management styles on the performance of secondary class students in Sargodha. The research question which addressed was; whether there are effects of management style on student's performance or not? The instrument was developed to evaluate and appraise the performance of students to find out the relationship between management style and student's performance. The study used structured questionnaires which were administered to the respondents in four secondary schools of Sargodha. Forty students participated in the study and filled the questionnaire. Moreover four heads of the schools also participated in the study. The study used descriptive statistics to analyze the data. It was established that head teachers had adopted different style of decision making. One of them disclosed that they made pre-planning before decision making and some take decision under pressure. Head teachers were found self-centered only one of them quoted that sometimes he gave the opportunity to students for discussing the issues relevant to them. It was recommended that experienced managers and head teachers should be appointed to secondary schools. In service training should also be given to the head teachers to improve their leadership styles. These findings formed a good basis for the current study because a school is a social institution however, it is noted that the current study will seek to use the findings of the study to establish whether the management has an influence on the performance of the social enterprises operating in Kenya.

Abbas *et al.*, (2014) conducted a study on impact of technology on performance of employees in the banking sector. According to the study technology has fundamental importance in every industry. Financial institutions have highly been influenced by technology. Banks have created different delivery channels through investment in technology. The aim of this study was to examine the effects of information technology on performance of Allied Bank employees. The data was gathered through unstructured interviews and responses were analyzed through SPSS Text Analytics. It was figured out that technology greatly escalates the productivity of employees along with time saving. It greatly affects the workload on employees and ensures control over mistakes and frauds. Quick access to information and ease of use enables the bank employees to deliver quality service. However, the organizations which implement new technology should provide proper training to its employees; it will increase their performance. Similarly, all the prerequisites should be fulfilled before starting the implementation process; failure to which could result in poor performance as well as bad customer service. This study also provides a good basis for the current study on evaluating the effect of IT in performance of an organization; the current study seeks to establish how the use of IT can enhance performance of the social enterprises in Kenya.

3.0 RESEARCH METHODOLOGY

The study adopted a descriptive research design. The total population was 448 employees of Iko toilet and Care Kenya. The sample size was 79 employees of Iko toilet and CARE Kenya who were selected using stratified random sampling. This sample was selected using R software. The raw data obtained from the field was coded, scrutinized, organized and edited to enhance accuracy and hasten analysis by the help of Statistical Package for Social Sciences (SPSS). SPSS assisted in summarizing the data descriptively using frequencies, percentages, means and standard deviation. In order to test the relationship between the dependent and independent variables, inferential statistics that is spearman's rank correlation r and regression analysis was used.

4.0 ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Demographic Characteristics

The respondents were asked to indicated their gender. Majority of the respondents who were 65% indicated that they were men while onle 35% indicated that they were female. The study found that they were less than 30 years, 29% indicated that they were between 31 – 40 years, 12% indicated that they were between 41 – 50 years while only 10% were above 50 years. The results also showed that majority of the respondents who were 50% were single, 29% were married while only 21% were divorced. The respondents were further asked to indicate their level of education. The results in table 4.4 revealed that majority of the respondents who were 50% indicated that their highest level of education was secondary level, 32.4% indicated primary, and 14.7% indicated college while only 2.9% indicated university. The respondents were further asked to indicate the duration of time they have worked in the firm. The results also revealed that majority of the respondents who were 53% had worked in the firm for 2 to 5 years, 29% had worked in the firm for 6 – 10 years, 12% had worked in the firm for more than 10 years while only 6% had worked in the firm for less than one year.

4.2 Descriptive Statistics

4.2.1 Financial Access

The first objective of the study was to establish the effect of financial access on the performance of social entrepreneurship firms in Kenya. The results in table 1 revealed that majority of the respondents who were 64.7% (47.10% + 17.60%) indicated that cost of finance affect their ability to access credit to a great extent. The results further revealed that majority of the respondents who were 77.9% indicated that short repayment period affect their ability to access credit to a great extent. The results further revealed that majority of the respondents who were 67.6% indicated that collateral affect their ability to access credit to a great extent. The results further showed that that majority of the respondents who were 70.6% indicated that lack of the social entrepreneurship credit worthiness information affect their ability to access credit to a great extent. The results further showed that that majority of the respondents who were 80.9% indicated that the firms profit position affects its ability to access finance to a great extent. The results further showed that that majority of the respondents who were 82.3% indicated that many financial institutions still have a problem financing social enterprises because of the profitability challenges to a great extent.

On a five point scale, the average mean of the responses was 3.78 which mean that majority of the respondents indicated to a great extent; however the answers were varied as shown by a standard deviation of 1.13.

Table 1: Financial Access

Statement	Very low extent	Low extent	Moderate extent	Great extent	Very great extent	Mean	Std. D
Cost of finance	4.40%	17.60%	13.20%	47.10%	17.60%	3.56	1.11
Short Repayment Period	1.50%	14.70%	5.90%	50.00%	27.90%	3.88	1.03
Collateral	4.40%	14.70%	13.20%	44.10%	23.50%	3.68	1.13
Lack of the social entrepreneurship Credit Worthiness Information	14.70%	10.30%	4.40%	48.50%	22.10%	3.53	1.34
The firms profit position affects its ability to access finance	2.90%	14.70%	1.50%	41.20%	39.70%	4.00	1.13
Many financial institutions still have a problem financing social enterprises because of the profitability challenges	4.40%	4.40%	8.80%	48.50%	33.80%	4.03	1.01
Total						**3.78**	**1.13**

4.2.2 Entrepreneurial Culture

The second objective was to determine the effect of entrepreneurial culture on the performance of social entrepreneurship firms in Kenya. The results in table 2 revealed that majority of the respondents who were 53.00% (47.10% + 5.9%) agreed with the statement that business growth motivation is explained by previous growth, asset size, motivation, attitudes, opportunity recognition and institutional business climate. The results further showed that majority of the respondents who were 80.9% agreed with the statement that their firm provides quality services. The results further showed that majority of the respondents who were 82.4% agreed with the statement that proper & well laid marketing principles influence performance of the enterprise. The results further showed that majority of the respondents who were 67.7% agreed with the statement that entrepreneurs' experience has a significant role in the future of the business. The results further showed that majority of the respondents who were 77.7% agreed with the statement that their firm encourages innovations to enhance quality.

On a five point scale, the average mean of the responses was 3.77 which means that majority of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 0.92.

Table 2: Entrepreneurial Culture

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
Business growth motivation is explained by previous growth, asset size, motivation, attitudes, opportunity recognition and institutional business climate	4.40%	7.40%	35.30%	47.10%	5.90%	3.43	0.89
My firm provides quality services	4.40%	2.90%	11.80%	60.30%	20.60%	3.90	0.92
Proper & well laid marketing principles influence performance of the enterprise	1.50%	4.40%	11.80%	60.30%	22.10%	3.97	0.81
Entrepreneurs' experience has a significant role in the future of the business	1.50%	16.20%	14.70%	51.50%	16.20%	3.65	0.99
The firm encourages innovations to enhance quality	0.00%	14.70%	7.40%	50.00%	27.90%	3.91	0.97
Total						**3.77**	**0.92**

4.2.3 Management

The third objective of the study was to examine the effect of management on the performance of social entrepreneurship firms in Kenya. The results in table 3 revealed that majority of the respondents who were 86.7% (58.8% + 27.9%) agreed with the statement that the enterprise uses planning to forecast its activities. The results further showed that majority of the respondents who were 88.2% agreed with the statement that there is effective control of activities in their enterprise. The results further showed that majority of the respondents who were 85.3% agreed with the statement that staffs are recruited in a competitive interview process. The results further revealed that majority of the respondents who were 79.7% agreed with the statement that the activities of their organization are well organized to enhance performance. The results further showed that majority of the respondents who were 75.3% agreed with the statement that there is a clear structure of management at their firm. The results further revealed that majority of the respondents who were 66.2% agreed with the statement that delegation is done to enhance performance of the organization. The results further showed that majority of the respondents who were 54.4% agreed with the statement that all employees are well trained in their areas of operation to enhance performance.

On a five point scale, the average mean of the responses was 3.90 which means that majority of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 0.89.

Table 3: Management

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Dev
The enterprise uses planning to forecast its activities	4.40%	1.50%	7.40%	58.80%	27.90%	4.04	0.91
There is effective control of activities in the enterprise	2.90%	1.50%	7.40%	58.80%	29.40%	4.10	0.83
Staffs are recruited in a competitive interview process	4.40%	2.90%	7.40%	57.40%	27.90%	4.01	0.94
The activities of the organization are well organized to enhance performance	10.00%	1.50%	8.80%	60.30%	19.40%	4.18	0.65
There is a clear structure of management at the firm	10.00%	1.50%	13.20%	48.50%	26.80%	4.21	0.72
Delegation is done to enhance performance of the organization	7.40%	11.80%	14.70%	50.00%	16.20%	3.56	1.13
All employees are well trained in their areas of operation to enhance performance	7.40%	23.50%	14.70%	52.90%	1.50%	3.18	1.05
Total						**3.90**	**0.89**

4.2.4 Technology

The fourth objective of the study was to determine the effect of technology on the performance of social entrepreneurship firms in Kenya. The results in table 4 revealed that majority of the respondents who were 78% (51.5% + 26.5%) agreed with the statement that advancement in technology make loan application easier and faster processing. The results further showed that majority of the respondents who were 83.3% agreed with the statement that improvement in technology boost performance of social entrepreneurship firms. The results further showed that

International Journal of Entrepreneurship
ISSN XXXX-XXX (Online)
Vol.2, Issue1 No 1 pp 1- 16, 2017 www.ajpojournals.org

majority of the respondents who were 80.8% agreed with the statement that there is low adoption of change created by IT solutions in the social entrepreneurship firms. The results further revealed that majority of the respondents who were 75.0% agreed with the statement that technology greatly escalates the productivity of employees. The results further showed that majority of the respondents who were 67.6% agreed with the statement that all employees are trained to use IT effectively.

On a five point scale, the average mean of the responses was 3.92 which means that majority of the respondents were agreeing with most of the statements; however the answers were varied as shown by a standard deviation of 0.98.

Table 4: Technology

Statement	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**	**Mean**	**Std. Dev**
Advancement in technology make loan application easier and faster processing	1.50%	4.40%	16.20%	51.50%	26.50%	3.97	0.86
Improvement in technology boost performance of social entrepreneurship firms	2.90%	1.50%	11.80%	55.90%	27.90%	4.04	0.85
There is low adoption of change created by IT solutions in the social entrepreneurship firms	1.50%	5.90%	11.80%	52.90%	27.90%	4.00	0.88
Technology greatly escalates the productivity of employees	7.40%	5.90%	11.80%	55.90%	19.10%	3.74	1.07
All employees are trained to use IT effectively	5.90%	10.30%	16.20%	29.40%	38.20%	3.84	1.22
Total						**3.92**	**0.98**

4.3 Inferential Statistics

4.3.1 Correlation Analysis

Table 5 below presents the results of the correlation analysis. The results revealed that financial access and performance are positively and significant related (r=0.548, p=0.000). These findings agreed with that of Murigi (2014) who argued that financial access has been found to be the blood of small and micro enterprises and a key determinant of financial performance in developed countries. The study concluded that financial access and financial performance are significant

International Journal of Entrepreneurship
ISSN XXXX-XXX (Online)
Vol.2, Issue1 No 1 pp 1- 16, 2017
www.ajpojournals.org

related. The table further indicated that entrepreneurial culture and performance are positively and significantly related (r=0.521, p=0.000). These findings agree with that of Khalid (2015) who found that business interests, achievement need or motivation contributed significantly to performance of MSEs. It was further established that management and performance were positively and significantly related (r=0.520, p=0.000). The findings agree with that of Waal and Coevert (2007) who concluded that performance management positively affects performance of firms. Similarly, results showed that technology and performance were positively and significantly related (r=0.541, p=0.000). These findings agree with that of Kimingi (2010) who conducted a study on the effects of technological innovations on the financial performance of the commercial banks in Kenya and established that there is a relationship between information technology and performance of business enterprise.

Table 5: Correlational Analysis

Correlations		**Performance**	**Financial access**	**Entrepreneurial Culure**	**Management**	**Technology**
Performance	Pearson Correlation	1.00				
	Sig. (2-tailed)					
Financial access	Pearson Correlation	.548**	1.000			
	Sig. (2-tailed)	**0.000**				
Entrepreneurial Culture	Pearson Correlation	.521**	.475**	1.000		
	Sig. (2-tailed)	**0.000**	0			
Management	Pearson Correlation	.520**	.362**	0.22	1.000	
	Sig. (2-tailed)	**0.000**	0.002	0.071		
Technology	Pearson Correlation	.541**	.333**	.337**	.337**	1.000
	Sig. (2-tailed)	**0.000**	0.005	0.005	0.005	

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

4.3.2 Regression Analysis

The results in table 6 presented the fitness of model of regression model used in explaining the study phenomena. Financial access, entrepreneurial culture, management, technology were found to be satisfactory variables in performance of social entrepreneurship firms. This was supported by coefficient of determination also known as the R square of 56.0%. This meant that financial access, entrepreneurial culture, management, technology explain 56.0% of the variations in the dependent variable which was performance of social entrepreneurship firms. The results further meant that the model applied to link the relationship of the variables was satisfactory.

Table 6: Model Fitness

Indicator	Coefficient
R	0.748
R Square	0.56
Adjusted R Square	0.532
Std. Error of the Estimate	0.343658

In statistics significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

Table 7 provided the results on the analysis of the variance (ANOVA). The results indicated that the overall model was statistically significant. Further, the results implied that the independent variables are good predictors of financial sustainability. This was supported by an F statistic of 20.022 and the reported p value (0.000) which was less than the conventional probability of 0.05significance level.

Table 7: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.458	4	2.365	20.022	**0.000**
Residual	7.44	63	0.118		
Total	16.899	67			

Regression of coefficients results in table 8 revealed that financial access and performance are positively and significant related (r=0.249, p=0.025). These findings agreed with that of Murigi (2014) who argued that financial access has been found to be the blood of small and micro enterprises and a key determinant of financial performance in developed countries. The study concluded that financial access and financial performance are significant related. The table further indicates that entrepreneurial culture and performance are positively and significant related (r=0.275, p=0.012). These findings agree with that of Khalid (2015) who found that business interests, achievement need or motivation contributed significantly to performance of MSEs. It was further established that management and performance were positively and significantly related (r=0.314, p=0.003). The findings agree with that of Waal and Coevert (2007) who concluded that performance management positively affects performance of firms. Lastly the study established that technology and performance were also positively and significantly related (r=0.306, p=0.004). These findings agree with that of Kimingi (2010) who conducted a study on the effects of technological innovations on the financial performance of the commercial banks in Kenya and established that there is a relationship between information technology and performance of business enterprise.

Table 8: Regression of Coefficients

	B	Std. Error	t	Sig.

(Constant)	-0.539	0.501	-1.077	0.286
Financial access	0.249	0.108	2.296	**0.025**
Entrepreneurial Culture	0.275	0.106	2.600	**0.012**
Management	0.314	0.102	3.079	**0.003**
Technology	0.306	0.101	3.026	**0.004**

Thus, the optimal model for the study is;

Performance of social entrepreneurship firms = 0-0.539 + 0.249 Financial access + 0.275 Entrepreneurial Culture + 0.314 Management + 0.306 Technology

5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of major Findings

The first objective of the study was to establish the effect of financial access on the performance of social entrepreneurship firms in Kenya. The study found that financial access and performance of social entrepreneurship firms are positively and significant related.

The second objective of the study was to establish the effect of Entrepreneurial Culture on the performance of social entrepreneurship firms in Kenya. The study found that entrepreneurial culture and performance of social entrepreneurship firms are positively and significant related.

The third objective of the study was to examine the effect of management on the performance of social entrepreneurship firms in Kenya. The study found that management and performance of social entrepreneurship firms are positively and significant related.

The fourth objective of the study was to determine the effect of technology on the performance of social entrepreneurship firms in Kenya. The study found that technology and performance of social entrepreneurship firms are positively and significant related.

5.2 Conclusion

Based on the study findings the study concluded that financial access, entrepreneurial culture, management and technology have a positive and significant relationship with performance of social entrepreneurship firms.

The study also concluded that ability to access credit, short term repayment period greatly affect social entrepreneurship firms to access finance. In addition, collateral affect social entrepreneurship firms to access finance. Lack of the social entrepreneurship credit worthiness information also affects their ability to access credit to a great extent.

The study also concluded that proper and well laid marketing principles influence performance of the entrepreneurship firms. The study also concluded that most social entrepreneurship firms encourage innovation. In addition, entrepreneurs' experience has a significant role in the future of the business.

The study also concluded that improvement in technology boost performance of social entrepreneurship firm. In addition, advancement in technology make loan application easier and faster processing. Technology also greatly escalates the productivity of employees

5.3 Recommendations

The study recommends that the government should formulate measure to ensure that social entrepreneurship firms are facilitated to gain financial access. In addition, the banking institutions should prolong the loan repayments periods so that the entrepreneurship firms can get enough financial access.

The study also recommends that social entrepreneurship firms should have proper and well laid marketing principles so as to improve their performance. The firms should also ensure that they provide quality services. This can be done by encouraging innovations.

The study also recommends that all social entrepreneurship firms should enterprise should use planning to forecast its activities. This helps them to boost their performance. The firms should also ensure effective control of activities in their enterprise. In addition there should be a clear structure of management in all social entrepreneurship firms. All employees in all social entrepreneurship firms should be well trained in their areas of operation to enhance their performance.

The study recommends that all social entrepreneurship firms should advance in technology so as to boost their performance. This is because technology greatly escalates the productivity of employees. In addition all employees in all social entrepreneurship firms should be trained to use IT effectively.

REFERENCES

Abbas, J., Muzaffar, A., Mahmood, H. K., Ramzan, M. A., & Rizvi, S. S. U. H. (2014). Impact of Technology on Performance of Employees (A Case Study on Allied Bank Ltd, Pakistan). *World Applied Sciences Journal*, *29*(2), 271-276.

Allen, F., & Santomero, A. M. (1997). The theory of financial intermediation. *Journal of Banking & Finance*, *21*(11), 1461-1485.

Ashitava, M. (2010). *Effects of practicing corporate entrepreneurship and performance of mobile phones service providers in Kenya* (Doctoral dissertation, University of Nairobi, Kenya).

Dorado, S. (2006).Social entrepreneurial ventures: Different values so different process of creation? *Journal of Developmental Entrepreneurship, 11(4), 319-343.*

Doyle Corner, P., & Ho, M. (2010). How opportunities develop in social entrepreneurship. Entrepreneurship Theory and Practice, 34(4), 635-659.

Elkington, J., & Hartigan, P. (2008). The Power of Unreasonable People. Boston, USA: Harvard Business Press.

Kerlin, J. A. (Ed.). (2009). Social Enterprise: A Global Comparison. Medford, USA: Tufts University Press.

Murigi, M. (2014). *The effect of financial access on the financial performance of small and micro enterprises in Mukuru slums* (Doctoral dissertation, University of Nairobi).

Smith, W. & Darko, E. (2014). *Social enterprise: constraints and opportunities* – evidence from Vietnam and Kenya

Tvedten, K., Hansen, M. W. & Jeppesen, S. (2012).*Understanding the Rise of African Business*. Working paper no. 2, CBDS Working Paper Series.

Zahra, S. A., Gedajlovic, E., Neubaum, D. O., & Shulman, J. M. (2009).A typology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing, 24(5), 519-532.*