





social, cultural, and environmental goals and is commonly associated with the voluntary and not-for-profit sectors (Thompson, 2002). Profit can at times also be a consideration for certain companies or other social enterprises. Social entrepreneurship practiced in a world or international context is called international social entrepreneurship (Munoz, 2010).

Social entrepreneurship in modern society offers an altruistic form of entrepreneurship that focuses on the benefits that society may reap (Wee-Liang & Tan, 2005). Simply put, entrepreneurship becomes a social endeavor when it transforms social capital in a way that affects society positively. It is viewed as advantageous because the success of social entrepreneurship depends on many factors related to social impact that traditional corporate businesses do not prioritize. Social entrepreneurs recognize immediate social problems, but also seek to understand the broader context of an issue that crosses disciplines, fields, and theories. Gaining a larger understanding of how an issue relates to society allows social entrepreneurs to develop innovative solutions and mobilize available resources to impact the greater global society. Unlike traditional corporate businesses, social entrepreneurship ventures focus on maximizing gains in social satisfaction, rather than maximizing profit gains (Baron, 2007). Social networks focus on building lasting business relationships and reputation which are critical to the survival of the business. The life course context stage involves an analysis of the motivating factors leading to the decision to create business enterprises. Ethnic identification is concerned with the underlying sociological dispositions that spur people to engage meaningfully in business.

## 5.2 Empirical Review

Baron (2007) have pointed out that the goal of the business training intervention is two-fold: to improve business outcomes and overall welfare for clients and to improve institutional outcomes for the microfinance institution. Stronger businesses may demand more services and clients may be less likely to default if they are satisfied (either due to higher cash flow or a stronger feeling of reciprocity). They also found out that training increased the likelihood that individuals reinvested profits in their business by four percentage points (0.08 standard deviations), maintained sales records for their business by between three percentage points (0.07 standard deviations), and maintained withdrawal records from their business by seven percentage points (0.17 standard deviations). They further discovered that sales in the month prior to the training were 16% higher. When looking at the variation in sales, they found out that the largest effect for sales in a bad month was 28% higher among trained groups as compared to control groups. They inferred from this latter result that the training has helped clients identify strategies to reduce the fluctuations in their sales. For instance, they could have diversified the goods and services they offer or have identified clients with a different seasonality in their purchases. Edgcomb (2002) studied the Aspen Institute's Microenterprise Fund for Innovation, Effectiveness, Learning, and Dissemination (FIELD) project which selected five U.S. Microenterprise organizations to increase the industry's understanding of what makes for effective training and technical assistance. In

her study, research carried out by (ISED), asked clients to rate their level of confidence in explaining key business concepts both at the beginning and end of core training, using a five-point scale. ISED also implemented follow-up surveys, eight months after training, to ask clients which concepts they valued.

In terms of their confidence in explaining 15 different business concepts, clients gave themselves a maximum of 75 points as compared to the average score of 47.54 points before training. After training, the score had increased by 16.77 points to 64.31. Not surprisingly, clients who had never owned a business reported a greater gain in skills (17.94) than clients who were current or previous business owners (15.45), but they started with lower confidence scores than either of the other two groups. Clients generally reported the greatest gains in three areas: knowing what information to take to the bank for financing; understanding the four major parts of a business plan; and understanding what goes on a cash-flow sheet. However, these three skill areas are not rated the highest in terms of confidence at the end of training. While clients felt they learned the most in these areas, they don't feel they have completely mastered these skills.

Entrepreneurs understand the importance of a business vision and value the learning regarding business planning needed to make that vision a reality. Successful entrepreneurs emphasize the application of basic financial skills, including record keeping, cash-flow management, and break-even analysis. They understand the importance of knowing their customers well, positioning themselves in relationship to competitors, and pricing their products and services appropriately. Effective microenterprise training emphasizes the mastery of these skills and provides clients ample opportunity to understand them, practice them, and apply them during training (Edgcomb, 2002). Kessy and Temu (2010) carried out an analysis using t-test on those clients supported by microfinance institutions to find out whether there was a significant difference between the growth indicators of enterprises owned by recipients of the training against those owned by those who had never received the training. In their study, out of 225 respondents, 97 had received training while 128 had never received training. They found out that, assets, average revenue and number of employees were higher for enterprises owned by those who attended training as compared to those of who did not attend training.

## 6. Research Methodology

### 6.1 Research Design

This study employed a descriptive research design adopting survey method to investigate the effect of entrepreneurship training on the strategy implementation among enterprises operating in Nakuru County. A survey strategy was used as it allowed the researcher to present and interpret collected data about a certain phenomenon for the purpose of clarification. The target population of this study comprised of all enterprises with a strategic plan each represented by one director who had received entrepreneurship training by equity bank between January 2012 and June 2014 in Nakuru

County. The study sample was calculated at 30 % coefficient of variation and 5% margin of error. Thirty percent coefficient of variation was used to ensure that the sample is enough to justify the results being generalized for the Nakuru County. Higher coefficients of variation were not used to avoid very large samples due to limitation of research funds. Five percent margin of error was used because the study necessitated relatively higher margin of error. Calculating the sampling size using the formula;

$$n = 900(0.3^2) \div (0.3^2) + (900-1) \times 0.05^2$$

$$n = 35 \text{ enterprises}$$

The sample for the study was designed to produce a representation of the enterprises serving in Nakuru County, Kenya. To arrive at the above sample size, stratified random sampling technique was used to select the elements into the study sample. The population was divided into five strata-Naivasha branches, GilGil Branch, Nakuru’s Kenyatta Avenue and Gatehouse Branches and Molo Branch. This sampling technique is preferred for the study because it increases the sample’s statistical efficiency. The study used questionnaires as a tool in the collection of data. Data collected was coded and analyzed using Statistical Package

for Social Sciences (SPSS) Version 21 to facilitate analysis of the research objectives. Quantitative data was summarized using descriptive statistics which included the mean, mode, standard deviations, frequencies and percentages. Regression analysis was then done to determine how independent variables affected the strategic implementation with a view to improving business performance in Nakuru County.

## 7. Results and Discussions

### 7.1 Social Entrepreneurship Training

The study sought to analyze the effects of social entrepreneurship training on strategy implementation in enterprises operating in Nakuru County. This objective was realized by asking the respondents to respond to various statements describing social entrepreneurship training and their response to it. The status of this objective was measured by its influence both internally and externally, and the collective behavior of its staff and management. These results are as summarized in Table 1.

**Table1:** Social Entrepreneurship Training

Statement	SA	A	N	D	SD	χ <sup>2</sup>
	F(%)	F (%)	F(%)	F (%)	F (%)	
Our business draws its clients from affluent members of the society	2(6.6)	6(18.8)	3(9.4)	21(65.6)	0	29.25
Our business has identified business their social needs of the clients	7(21.9)	22(68.8)	3(9.4)	0	0	18.813
Our business dedicates its resources to address these social needs	15(46.9)	15(46.9)	2(6.3)	0	0	10.563
Our business has a corporate social responsibility (CSR) program	14(43.8)	12(37.5)	5(15.6)	1(3.1)	0	13.75
The business is adequately giving back to the society through its CSR program	8(25.0)	13(40.6)	11(34.4)	0	0	1.188
Our CSR team mobilizes support from other members of the community when carrying out projects	13(40.6)	10(31.3)	6(18.8)	1(3.1)	2(6.3)	16.438
Our business ensures that its products and activities do not affect the environment	8(25.0)	11(34.4)	7(21.9)	6(18.8)	0	1.75

The results in Table 1 indicate that the most (65.6%) of the businesses did not necessarily draw their clients from affluent members of the society implying that the businesses were mostly not located in the up market areas of their locations. The findings also indicate that most of the business had identified business their social needs of the clients (68.8%) and dedicated their resources to address these social needs (46.9%). Most of the businesses that had received entrepreneurship training had as a result incorporated some corporate social responsibility (CSR) program (43.8%) in their operations and most respondents felt that they were adequately giving back to the society through their CSR program (40.6%). However, the amount in terms of percentage of resources or revenues dedicated to these CSR products varied from business to business. The CSR teams of these businesses it emerges, mobilized support from other members of the community when

carrying out projects (40.6%) and the business ensured that their products and activities did not affect the environment (34.4%). This involved use and proper disposal of their products in such a way that they could not pose an environmental threat to the communities where they were located.

### 7.2 Innovation Management Training

The study also sought to assess how innovation management training affected strategy implementation in enterprises operating in Nakuru County. The respondents were asked to respond to various statements describing the status of innovation management in their businesses. The findings summarized in Table 2.

Table 2: Innovation Management Training

Statement	SA	A	N	D	SD	χ <sup>2</sup>
	F (%)	F (%)	F (%)	F (%)	F (%)	
The creation of innovative ideas is a regular occurrence in our organization	11 (35.5)	13(39.5)	1(2.6)	3(9.2)	4(13.2)	9.654
Training is provided to ensure that innovative new processes are implemented effectively	1(2.6)	19 (59.2)	6(18.4)	2 (5.3)	5(14.5)	6.713
Personnel are encouraged to stay abreast of developments in their functional fields and to share their knowledge with others	11(34.4)	18(56.3)	3(9.4)	0	0	10.563
We regularly ask our customers to give their opinions of our service and product offerings	17(53.9)	9(28.9)	3(10.5)	1(3.9)	1(2.6)	11.232
The management allows innovators to bend rules and rigid procedures in order to keep promising ideas on track	7(21.9)	16(50.0)	2(6.3)	4(12.5)	3(9.4)	20.187
The process for accessing and acquiring resources to pursue new opportunities is streamlined so that approval is quickly granted	4(12.5)	23(71.9)	2(6.3)	3(9.4)	0	37.75
Product and service innovation are driven by a strong customer orientation	11(34.4)	21(65.6)	0	0	0	3.125

The findings in Table 2 suggest that the creation of innovative ideas was a regular occurrence in the businesses (39.5%). Training was provided to ensure that innovative new processes were implemented effectively (59.2%) and personnel are encouraged to stay abreast of developments in their functional fields and to share their knowledge with others (56.3%). The businesses also regularly sought the opinions of their customers concerning the state of their service and product offerings (53.9%) as this was critical to the identification of key areas that needed improvement in the businesses. The findings also suggest that the various managements allowed innovators to bend rules and rigid procedures in order to keep promising ideas on track (50%). In line with this, the process for accessing and acquiring resources to pursue new opportunities was streamlined so that their approval was quickly granted (71.9%). Finally,

product and service innovations in the businesses were driven by a strong customer orientation (65.6%). These findings imply that the businesses in the area were keen on ensuring that the innovative processes in their businesses were constant so as to remain competitive in the sector.

**7.3 Strategy Implementation of Enterprises Operating in Nakuru County**

The present study sought to evaluate the practice of strategy implementation in enterprises. This was the dependent variable and was measured based on certain attributes such as planning, control and risk tolerance. The results are summarized in Table 3.

Table 3: Strategy Implementation of Enterprises Operating in Nakuru County

Statement	SA	A	N	D	SD	χ <sup>2</sup>
	F (%)	F (%)	F (%)	F (%)	F (%)	
In this organization it is easy to build coalitions of sponsors to help projects succeed	5(14.9)	15(47)	9(29.9)	3(8.21)	0	15.58
Our leaders seek to maximize value from opportunities	2(7.5)	18(59)	7(20.9)	4(12.7)	0	4.63
The degree of hierarchical control is relatively low in our organization	2(7.5)	20(63.8)	8(24.6)	1(4.1)	0	12.22
Personnel are given ample opportunity for independence and freedom in how they do their work	7(23.5)	17(53)	6(19)	1(4.5)	0	13.16
Top management encourages the establishment of teams from various departments whenever needed for a project	7(21.3)	13(49.3)	7(22.8)	2(6.7)	0	10.93
Project teams have choices in recruiting and selecting new team members	14(42.9)	12(45.2)	15(5.6)	0	1(4.5)	9.24
We occasionally take big risks to keep ahead of our competitors	9(29.1)	20(62.3)	3(8.6)	0	0	6.65

The results in Table 3 reveal that it was common practice in the businesses to build coalitions of sponsors to help projects succeed (47%) and the business leadership sought to maximize value from opportunities (59%). The degree of hierarchical control was relatively low in most of the businesses (63.8%) implying that the managerial styles were not autocratic *per se*. The results also reveal that in most businesses, the personnel were given ample opportunity for independence and freedom in how they do their work (53%) and that the top management encouraged the establishment of teams from various departments whenever needed for a project (49.3%). In addition, project teams had choices in recruiting and selecting new team members (45.2%). The businesses also occasionally took big risks to keep ahead of their competitors (62.3%).

**7.4 Correlation Analysis**

Correlation analysis was used to determine both the significance and degree of association of the variables and also predict the level of variation in the dependent variable caused by the independent variables. The results of the correlation analysis are summarized in Table 4.

Table 4: Summary of Correlations

		SE	Innov Mg	Strategy IMP
Social Entrepreneurship	Pearson Correlation	1		
	N	32		
Innovation Management	Pearson Correlation	-.071	1	
	N	32	32	
Strategy Implementation	Pearson Correlation	.774*	.194	1
	N	32	32	32

The correlation summary shown in Table 4 indicates that there were significant associations between the independent variables at 95% confidence level. The first correlation was done to determine if social entrepreneurship had a significant effect on the strategy implementation in businesses. The results in Table 4.8 show that a significant relationship existed. The Pearson's product moment coefficient correlation  $r = 0.774$ ,  $\alpha = 0.05$  was high suggesting a strong positive relationship between the variables, hence underscoring the need for social entrepreneurship in business strategy implementation as businessmen, customers, partners and the surrounding communities respondent to the business based on the way they perceived it as carrying out its vision.

The study also sought to determine whether innovation management had a significant effect on strategy implementation in businesses. The results of correlation analysis in Table 4.8 shows a significant relationship existed ( $r = 0.194$ ,  $\alpha = 0.05$ ). The Pearson's product moment coefficient correlation  $r = 0.318$  is low but suggested a weak relationship existed between the variables and subsequently implying that innovation management was not being given sufficient attention in the businesses as required.

### 7.5 Regression Analysis

Multivariate regression analysis was used to determine the significance of the relationship between the dependent variable and the independent variables pooled together. The results are given in the model summary in Table 5.

**Table 5:** Multiple Linear Regression Analysis Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.721 <sup>a</sup>	0.519	0.489	0.458

- a. Predictors: (Constant), Strategy implementation in businesses  
 b. Predictors: (Constant), Social entrepreneurship and Innovation management

The results in Table 5 show that the value obtained for R, which is the model correlation coefficient was  $r = 0.721$  which was higher than any zero order value in the table. This indicates that the model improved when more variables were incorporated when trying to analyze the factors affecting the strategy implementation in businesses in the County. The r square value of,  $r = 0.519$ , also indicates that the independent variables in the multiple linear regression model could explain for approximately 52% of the variations in strategy implementation in businesses.

### 8. Conclusions

The findings indicated that social entrepreneurship had a significant effect on strategy implementation in businesses, hence, underscoring the need for social entrepreneurship in business strategy implementation. It is also evident from the findings that most of the business that had received intrapreneurship training were striving to lead by example and were attracting a favorable response from the

community. The study also concludes that innovation management had a significant effect on the strategy implementation in businesses in the area. The results of correlation analysis showed that a significant relationship existed. This implied that innovation management was not being given sufficient attention in the businesses as required. However, the study finds that all the variables of the study were significant and more emphasis should be put on them in the strategy implementation.

### 9. Recommendations

In line with the study findings it is recommended that the businesses in the area need to consider setting aside a fixed amount of their revenues for social entrepreneurship and where the social projects may exceed their capability, they should seek to mobilize additional resources from the community and/ or their partners. The role of intrapreneurship in increasing the stability of the businesses has been underpinned by the findings. Therefore, the businesses need to expose their staff more to business ideas and management approaches related to their actual business in order to enable them create more value for the business. More emphasis should also be placed on evaluation of new ventures and growth prospects of the business. More emphasis should also be placed within the training situation should be placed on the complex and multi-disciplinary aspects of entrepreneurship.

Innovation management needs to be given sufficient attention in the businesses as required. This stems from the fact that as competition among the businesses increases, more businesses are apt to copy from each other and hence reduce the competitiveness of their products and services. Moreover, costs of innovation can be high and affect the earnings of the business.

### 10. Suggestion for Further Research

The main aim of the study was to investigate the role of entrepreneurship training on the strategy implementation among enterprises operating in Nakuru County. More studies need to be done on the role of entrepreneurs training on business growth and also the role of entrepreneurship training on investment decisions.

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