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ENTREPRENEURSHIP

THE JOINT EFFECT OF ENTREPRENEURIAL ORIENTATION AND SIZE ON THE RELATIONSHIP BETWEEN TRAINING AND PERFORMANCE OF GOVERNMENT FUNDED YOUTH GROUP ENTERPRISES – A CASE OF KENYA

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ABSTRACT

Purpose of the study: This study sought to establish the joint effect of entrepreneurial orientation and organizational size on the relationship between entrepreneurial training and organizational performance of youth group enterprises.

Short introduction of problem statement: Governments are usually involved in the creation of employment opportunities for their youth. In this regard, the Government of Kenya has created and made the Youth Enterprise Development Fund a strategic project under the social pillar of the vision 2030. This fund provides finances and entrepreneurship training to youth and disadvantaged groups to enable them to start and run their enterprises. It was hoped that this move would create employment opportunities for the youth. However, the youth still decry low numbers of employment opportunities. Training in entrepreneurship is expected to build the capacities of its subjects to output successful business ventures. The effectiveness of entrepreneurship training depends on amongst other things, the size of the enterprises and entrepreneurial orientation of the entrepreneurs

Method/methodology: A cross-sectional survey design was employed. Out of the 156 youth group enterprises that were targeted for data collection, 97 responded positively, representing a success rate of 62 percent. Questionnaires, that were personally administered by the researcher and research assistants, were used to collect the data. The questions were closed and focused on the variables of the study.

Results of the study: Descriptive statistics, correlation, and regression analyses were then performed on the data. The study established that entrepreneurial orientation and organizational size have a significant joint effect on the relationship between entrepreneurship training and organizational size. 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.

Conclusion and policy recommendation: Policymakers need to incorporate guidelines that encourage the appreciation of large size for youth group enterprises, for instance, amalgamations of smaller ones through cooperatives. Suggestions for further research include using the longitudinal research design and adding other variables into the equation.

Keywords: *Entrepreneurship Training, Entrepreneurial Orientation, Organization Size, Organizational Performance*

1. INTRODUCTION

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, & 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).

Through Sessional Paper no. 2 of 2005, the Kenyan government has attempted to make use of the aforementioned variables to impact the success of youth enterprises. It has provided funds that give youths resources for creating self-employment opportunities as well as entrepreneurial skills development. The government has also established the 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 47 counties in the country. The study was implemented in Taita Taveta County and targeted the youth groups that have benefited from YEDF.

Despite the introduction of the aforementioned interventions, the youth still decry low numbers of employment opportunities. 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). Consequently, this study was intended to establish the joint effect of entrepreneurial orientation and organizational size on the relationship between entrepreneurial training and organizational performance of youth group enterprises.

Globally, of all the studies reviewed by the author, 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, 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, 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?"

2. THEORETICAL FOUNDATIONS

The study is founded on the Entrepreneurship Training Model, Entrepreneurial Orientation and Baumol's Theory of organizational size and performance. 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 learned. ET programs usually yield critical advantages for prospective entrepreneurs (Henry et al, 2003).

Entrepreneurship training refers to the activities that are aimed at developing an entrepreneurship mindset, attitude, and skills. It also covers topics such as business ideation, innovation, starting

and growing a business (Ediagbonya, 2013). During this training, entrepreneurial 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 a comprehensive ET programme will usually lead to excellent performance by the enterprises.

Entrepreneurial orientation is directly connected to the profitability of the company and its growth (Ireland, Covin, & Kuratko, 2009). That is, the higher the EO is, the better the performance of the organization (Rauch, Wiklund, Lumpkin & Frese, 2009). An organization will enhance its 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, proactive and involves itself in risky activities that have great potential for success.

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.

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 process 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 & 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).

Baumol (1959) postulated that the rate of return posted by an organization increases with 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 on a higher pedestal of imperfectly competing groups which has a positive bearing on financial indicators of performance. He further contends that large organisations 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.

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. The concept of size brings about the categorisation of enterprises into those that are considered micro, small, medium, and 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.

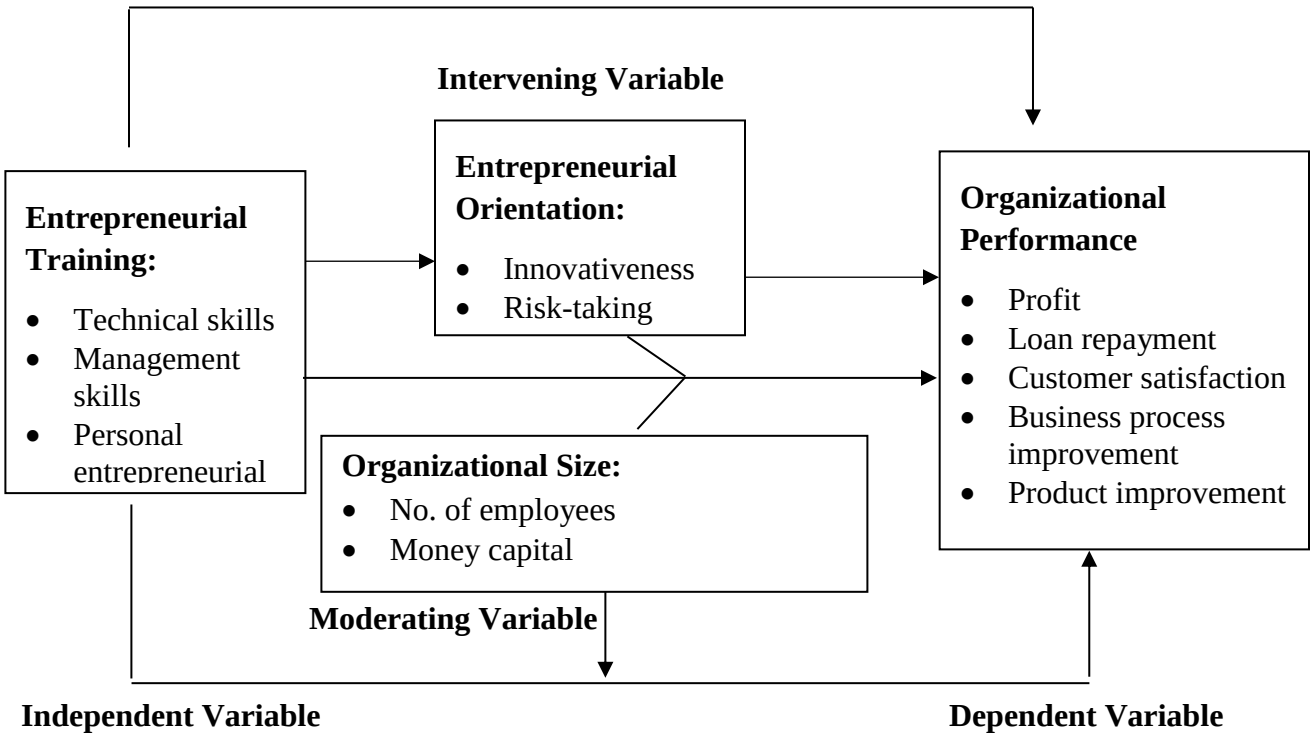
Organizational performance may be annotated as a working construct encompassing earnings as well as satisfaction (Lumpkin & Dess, 1996). It may also be denoted as organizational effectiveness, which, according to Daft (2007) assesses the degree to which numerous goals are accomplished. Daft further postulates 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).

This study conceptualized Entrepreneurship Training and Organizational Performance as the independent and dependent variables respectively. Organizational Size and Entrepreneurial Orientation were hypothesized as moderating and mediating variables in that order. The relationships among all of them are depicted in figure 2.



Source: Researcher (2021)

Figure 2.1: Conceptual Framework

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.

3. METHODOLOGY

The study targeted all government-funded youth enterprises and collected data using a cross-sectional survey design. Its sampling frame included youth entrepreneurship organizations registered with the YEDF in Taita Taveta County. This county was selected because in the year 2015/2016, 38.9% of its population experienced food poverty, which is higher than the national average of 32% then (Kenya National Bureau of Statistics [KNBS], 2018). Furthermore, no studies on the efficacy the funds by YEDF in the county were found by the researcher. As of April 2019, there were 262 registered groups. Using Krejcie and Morgan's (1970) sampling formula, a sample figure of 156 was calculated, as shown 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

Using the Microsoft Excel, the respondents were then drawn from the sampling frame. The researcher and his research assistants then personally administered structured questionnaires to the selected respondents. This approach allowed for clarification of questions because some of the respondents had low levels of formal education. One of office-bearers of the self-help groups responded to these questions. The concepts were operationalized as shown in table 3.1.

Table 3.1 Operationalization of Key Study Variables

Variable	Nature of variable	Operational indicators	Supporting Literature
Entrepreneurial Training	Independent Variable	Type of skill: Technical Management Personal entrepreneurial	Cooney (2012) Kutzhanova, et al (2009)
Entrepreneurial Orientation	Intervening Variable	Innovativeness Risk-taking Pro-activeness	Hansen, et al., (2011) Miller (1983)
Organizational Size	Moderating Variable	Number of employees Money capital	Liargovas and Skandalis (2010) Baumol (1959)
Organizational Performance	Dependent Variable	Profit Loan repayment Customer satisfaction Process improvement Product improvement	Rasula, Vuksic, and Stemberger, (2012) Kaplan and Norton (1992)

Source: Researcher (2021)

Questions about entrepreneurship training were crafted to capture venture-specific skills, business administration skills, and personal entrepreneurial abilities while those about entrepreneurial orientation were architected around innovativeness, risk-taking and pro-activeness. The ones about organisational size captured number of employees and money capital. Those discussing organizational performance emphasized fiscal, client, process, and advancement aspects. The reliability of these measures was established by calculating the Cronbach's Alpha coefficients for the items in the individual constructs. The summary of the outputs of these analyses is presented in table 3.2.

Table 3.2: 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. The researcher ensured content validity of the measurement instrument by conducting extensive literature review on the constructs and by consulting professors from the Faculty of Business and Management Sciences of the University of Nairobi. Testing of hypotheses requires that the values of the population be normally distributed (Hanusz, Tarasinska, & Zielinski, 2016). Normality for the data collected in this study was tested by running the Shapiro-Wilk tests on the variables. The accompanying results are shown in table 3.3.

Table 3.3: 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 (3.3) 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.

The objective of the study was to establish the joint effect of entrepreneurial training, orientation, and size on organizational performance of government-funded youth group enterprises. To achieve

this objective, the null hypothesis 'There is no significant joint effect of entrepreneurship training, entrepreneurial orientation, and size on the organizational performance of government-funded youth enterprise groups' was tested using the steps indicated in table 3.4.

Table 3.4 Details of the Data Analytical Models

Analytical Models	Hypotheses Tests and Interpretation of Results (SPSS)
$OP = \beta 0 + \beta 1ET + \beta 2EO + \beta 3OS + \varepsilon$	r-value: strength and direction (±) of the correlation. R2: The ratio of the variability of the dependent variable explained by the explanatory variables p-value: the statistical significance level; reject Ho if $p \leq .05$

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

OS – Organisational Size

4 FINDINGS

A response rate of 62 percent was recorded; data collection success rates of roughly 60% are deemed satisfactory for a survey-research study (Fincham, 2008). The objective of the study was to establish the effect of organisational size on the relationship between entrepreneurial training and organizational performance of youth group enterprises. To achieve this objective, the null hypothesis 'Organisational size does not have a significant moderating effect on the relationship between entrepreneurship training and organisational performance' was tested. Regression analysis on $OP = \beta_0 + \beta_1 ET + \beta_2 EO + \beta_3 OS + \varepsilon$ produced the results presented in the table 4.1.

Table 4.1 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 4.1(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 4.1 (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 organizational performance of government-funded youth group enterprises in TaitaTaveta 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 4.1 (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.

5. DISCUSSION

The objective 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 were 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. It is deduced that if organisational size is increased by one unit, organisational performance would increases by 0.663.

6. CONCLUSION AND RECOMMENDATION

This study established that entrepreneurial orientation and organisational size do have an impact, jointly, on the relationship between entrepreneurship training and performance that is significant. When all the four variables were at play, only the coefficient of organisational size was found to be significant. Therefore, policymakers need to incorporate guidelines that encourage the appreciation of large size for youth group enterprises and birth ways of expanding micro, small, and medium enterprises; for instance, amalgamations through cooperatives. Suggestions for further research include using the longitudinal research design and adding other variables to the equation.

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