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Entrepreneurial Skills and Innovation Performance in Youth Enterprises in Kenya

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Abstract:

The purpose of this study was to investigate the influence of entrepreneurial skills on the level of innovation performance in youth enterprises in Kenya. The study was confined to the youth enterprises that have benefited from youth enterprise development fund (YEDF) aiming at giving insight and a model that would help the youth to run more profitable and sustainable businesses in a more competitive way through innovation and creativity. In the context of this study, innovation performance was interpreted as the number of new products, new markets, trademarks and patents in youth enterprises while entrepreneurial skills were in dimensions of communication skills, decision making and propensity to risk taking.

The category of enterprises chosen for the study was considered since youths are the most affected by the unemployment challenges facing the developing world. The other reason was that Kenya has introduced an economic stimulant fund for the youth and since inception little success has been achieved in solving youth related problems. The objective of the study was achieved by investigating how entrepreneurial skills have affected communication skills, decision making skills and risk taking propensity thus raising competitive advantage and sustainable growth of the youth enterprises.

Descriptive research design was used in a combination of qualitative and quantitative models, techniques and measures. Questionnaires and interview guide were used to collect the data. Stratified, random sampling, purposive and judgmental sampling techniques were employed on the youth enterprises and was done at different stages to get the sample for this study. Questionnaires were administered to 223 enterprises drawn from a target population of 1107 enterprises with a response of 160 respondents. The key respondents were owners-managers who were also interviewed. Cronbach's alpha was used as a measure of reliability. Data was descriptively analysed and then multiple regression analysis was done as was the case with a similar study carried out on the relationship between intellectual capital and financial performance. The results indicated that entrepreneurial skills that were manifested in youth enterprises play a key role in determining the levels of innovation in those enterprises. Limited entrepreneurial skills existed because very little attention is given to training the youths before they are funded. It is assumed that the youths possess basic skills in entrepreneurship yet very small elements of the soft skills were observed.

The study recommended more budget for the training of youths on communication skills, decision making and development of risk appetite if any good results in terms of curbing unemployment is to be realised. More exposure of the youths globally was also recommended so as to widen the scope of innovation for greater benefits to both the youths and the government in terms of employment creation.

Keywords: *Entrepreneurial skills, communication skills, decision making skills, risk propensity, innovation performance*

1. Introduction

1.1. Background Information

In a global and knowledge-based economy innovative utilization of soft assets in an enterprise increases the competitive advantage of the enterprises Muammer (2008). Studies have been carried out indicating that human, structural, customer, technological capital and entrepreneurial skills or the intangible assets are associated with a firm's innovative performance among Turkish automotive companies, Subramanian *et al.* (2008) asserts. The same has been reported by Ngugiet *al.* (2013) through a study on the influence of intellectual capital (IC) or intangible assets on the growth of small and medium enterprises (SMES). It has also been noted that wealth and growth in today's world economy are driven by IC Eberhart *et al.* (2004). Other scholars like Ngariet *al.* (2013) have carried out a similar study on the influence of IC on accounting, and financial performance and IC is recognized as the foundation of an

entrepreneur, enterprise growth, and competitiveness (Bournfour & Edvinson, 2005). Making a business sustainable and profitable through innovation may be the way forward in this global knowledge-based and extremely competitive economy especially in the era of escalating levels of unemployment currently at 40% in Kenya out of which 70% are youths (RoK 2012). According to Gakure (2012) creation of new knowledge or technology forms intellectual asset that is key to competitiveness. It is asserted by Muammer *et al.* (2008) that IC is a strategic element in business enterprises nowadays. While Prusak (2008) confirms that IC can be looked into as being innovative, possession of entrepreneurial skills, structural capital and customer capital that have been “formalized, captured and leveraged” to create assets of higher value. Intellectual capital is generated by improving relationship management skills which are part of entrepreneurial skills in a firm Henrik (2012) and good knowledge management. Further, still Sullivan (1999) indicates that intellectual capital is that knowledge that can be converted into future profits and comprises of resources such as ideas, inventions, technologies, designs, processes and informatics programs. When to innovate ways of utilizing such elements are employed in enterprises, growth, productivity and profitability may be realized which will create more jobs thus reduce the dangers of unemployment among the youths who form the majority of the unemployed in Kenya. The knowledge of what determines the level of innovation is quite scarce, and investigation of the same was carried out in this study. This investigation is in line with another study done by Hermans *et al.* (2005) which suggested that creation of innovations is enhanced by sufficient intellectual capital relating intellectual capital directly with the level of innovation in enterprises.

This study has considered investigating the relationship between entrepreneurial skills in dimensions of communication skills, decision making skills and risk taking propensity on innovation performance. Entrepreneurial skills are acquired through formal and informal training, and it has been proven that training has a positive relationship with innovation, Ballot *et al.* (2001). According to Armstrong (2004) training is defined as a planned and systematic modification of behavior through learning events, program, and instructions which make individuals achieve levels of knowledge, skills and competence required to carry out their work efficiently and effectively. It is further asserted by Armstrong (2004) that Entrepreneurial training makes a major contributing towards the achievement of organizational objectives and, therefore, investing in such training results to more innovative way of product development, new and better business processes and new markets. It inculcates entrepreneurial culture among young people which is crucial in identifying emerging business talents (Kanyari & Namusonge, 2013). The open innovation model of Chesbrough (2003) suggests that accessing knowledge across the boundaries of the firm greatly speed up innovation process and increases innovation potential of the company. Innovation enables companies to achieve sustainable competitive advantages, and this is a crucial factor for growth (Cheng & Toa, 1999; Van Auken *et al.*, 2008). Higher value added ratios can rise from creativity from intangibles managed by the firm as argued by Bontis (2001). It is, therefore, concluded by Miguel *et al.* (2012) that there are several links between the intellectual capital and innovation and probably the better managed the IC, the higher the level of innovation for any enterprise. This study established the influence of entrepreneurial skills and innovation performance.

Through the provision of entrepreneurial skills to youths in business may promote innovation. With better Innovation performance these enterprises will be more sustainable and highly profitable and make self-employment more attractive and of real benefit to the youths. This initiative will reduce the unemployment problem which currently stands at 40% (GoK 2012) by creating more jobs which is one of the strategic goals in vision 2030 in Kenya under the social pillar. It is empirically proven that despite the central role of youth-led enterprises in employment, industrial transformation, and poverty reduction, their competitiveness and growth prospects fall below the levels required to meet the challenges of increasing unemployment and changing the basis of competition. This will shift patterns of legislation and regulations, reducing trade barriers and market fragmentations, Moyi *et al.* (2005). Intangible assets such as skills of the workforce and its organization are increasingly taking a critical position in determining the future profits of enterprises. They are, however, much harder to identify and harder still to quantify into value and, therefore, are hardly reported. They remain invisible to the external world and the insiders as well.

1.2. Statement of the Problem

According to the World Bank (2010) countries with over 90% growth rate of GDP achieved the rate of high utilization of the entrepreneurial skills among other elements of intellectual capital or ability to innovate as defined by Subramanian *et al.* (2005), Wu *et al.* (2008), Zenler *et al.* (2008) which has a significant effect on the enterprise growth and gives competitive advantage. Despite the inception of youth enterprise development fund in 2006 as an initiative to curb unemployment among the youths, the unemployment rate in Kenya has so far increased by 27.35% between 2006 and 2011 (RoK 2012) as the youths account for 70 percent of the unemployed. This circumstance implies that the government's initiative has not met the expectations and probably innovation as an intervention is worthy being investigated. This statement is in agreement with Bird (1989) who defined innovation as the commercialization of ideas and implementation and change of the existing systems, products and resources.

Odhiambo *et al.* (2013) asserts that little research on youth enterprise fund has been done regarding innovation levels in youth enterprises and creative ways of using these resources for better results. Innovation as an intervention in business development may be quite instrumental in creating employment to curb unemployment which is a major concern in Kenya, and little empirical evidence is there on the determinants of innovation in youth-led enterprises. As recommended by Kanyari and Namusonge (2013) in their study on Youth Enterprise Development Fund (YEPF), provision of continuous and relevant business development services to youth entrepreneurs is the key to the success of the enterprise development initiatives in creating long term employment. This study has attempted to fill the knowledge gap left by investigating the determinants of innovation performance among youth enterprises in Kenya.

2. Literature Review

2.1. Entrepreneurial Skills and Innovation Performance

Entrepreneurial skills are generic competencies necessary for the success of self-employment over and above any occupational skills which may be required. They include and not limited to the individual values, beliefs and attitudes, interpersonal skills, decision making, communication skills, and networking skills and realistic awareness of risks and benefits of self-employment Meager *et al.* (2011). According to Ndirangu and Mukulu (2013), Entrepreneurial skills help in the improvement of decision making, communications skills and interpersonal skills which lead to business growth as manifested by the opening of new branches thus getting into new markets bringing the aspect of innovation performance in the firm.

Organizational learning emphasizes on methods for acquiring knowledge in regards to entrepreneurial skills (Senge, 1992; Argyris, 1993), which enables the enterprise to convert the knowledge that remains in the organization after the workers leave the organization, and this forms a basis for sustainable competitive advantage in the business. Entrepreneurial skills enhance management of human capital regarding skills, attitudes and knowledge (Prahalad & Hamel, 1990; Zack, 1999), which helps in empowering the human capital in an organization. Therefore, the enterprises need to keep ahead in the market by maintaining a program of continued discovery and innovation. Thus investigating how this is happening among youth enterprises in Kenya and was suggested to be good in informing policy makers who spend a lot of time strategizing on youth unemployment to an extent of introducing financial and training support to this critical group in the economy. This information is in agreement with what is stated by Singh *et al.* (2001) on training and education programs addressing specific tasks and also increase self-confidence (Gathenya & Bwisa, 2012). When youths leave school, they are faced with many challenges which include low self-esteem, especially where parents are not able to continually give pocket money to their sons and daughters. When they lack employment and probably join youth groups which are benefiting from national funds like YEDF, the little and scanty provided entrepreneurial skills cannot be enough to make them prosper in the business world which is highly competitive. The intangible assets stored in them will require some stimulation through mentorship and coaching. According to YEDF annual report (2013), the level of appreciation of entrepreneurship is low in the country, and this may be attributed to an education system and culture that focuses on employment in the formal sector other than self-employment consequently leading to high levels of unemployment. Many young people take entrepreneurship as a last resort but not necessarily as a choice for career development. Equally, as the youths leave school, many are unable to make informed decisions on the type of enterprises to start. This ignorance justifies a package of training and coaching for the young entrepreneurs as much as financial support is outstanding (RoK 2013). Equipping the youth with managerial skills which are the core element in entrepreneurial skills raises the chance of becoming more innovative for the success of their businesses.

Ray (1989) reinforces this point by quoting Drucker, who said that the rise to industrial dominance of Great Britain, Germany and United States of America (USA) was based on aviation, agriculture, and optics among others. The first country that apparently rose to industrial power through management innovation is Japan. This study has put Kenya on the innovation map by determining how managerial skills are imparted and utilized in pursuit of Vision 2030 which has industrialization as an economic goal to achieve. Ray (1989) predicts that the rate at which persons and companies learn may be the only competitive advantage especially in knowledge intensive industries.

2.2. Research Design

This study used descriptive and correlational research methods in the identification, determination and analysis of the relationship between entrepreneurial skills and innovation performance in youth enterprises in Kenya. The sample in this study was drawn from youth enterprises in Kiambu County which have benefited from the youth enterprises development fund thus playing a critical role in reducing unemployment.

2.3. Sampling Frame

According to Nicholas (2011) it is impossible to do a random sampling on a population without a sampling frame unless the population is extremely small. The sampling frame is done from the enterprises within registered youth groups in Kiambu County which have benefited from the YEDF. This data was obtained from Youth Enterprise Development Fund headquarters in Nairobi.

2.4. Sample and Sampling Technique

The sample included 1 enterprise from 223 youth entrepreneurs who made 223 respondents as per the latest data for June 2014. Simple random sampling was used to select 1 youth entrepreneur from each of the registered groups. The sample size determination formulae and procedure for categorical data (Cochran 1977; Bartleset *al* (2001) was adopted and calculated according to the following formula. In which $n = Z^2 P (1-P) / (D^2 D)$ and the required sample is $(N_0) = n / [1 + (n-1/N)]$ $Z =$ confidence level at 95% (standard value 1.96).

2.5. Instruments of Data Collection

The study used three basic methods to collect data which include questionnaires, interview guide, and review of secondary data. The researcher also used computer based data provided by youth Enterprise Development fund offices. The questionnaires comprised psychometric measures and open-ended questions for independent variables (Human capital, structural capitals, customer capital, technological capital and Entrepreneurial skills), dependent variable (Innovation performance) and intervening variable (Loan processing requirements and procedures). An interview guide was used to gather information from entrepreneurs for each enterprise in

the current – innovation status focusing on new product, new markets, patents and trademarks. Review of secondary data was done which involved historical documents such as annual reports, commentaries, journals and newspapers were used to explain the trends in youth enterprises in terms of customers, structures, human resources, skills, loan processing requirements and technology.

3. Research Findings and Discussions

The main objective of the study was to establish the influence of entrepreneurial skills on innovation performance. The study was guided by a specific objective of establishing how entrepreneurial skills determine innovation performance in youth enterprises in Kiambu County in Kenya. The results are fully discussed in this section.

	N	Range	Minimum	Maximum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
ENTREPRENEURIAL SKILLS	160	18.31	1.12	19.43	13.9838	.24291	3.07259	9.441
Valid N (list wise)	160							

Table 1: Descriptive Statistics of Entrepreneurial Skills

The findings on Table 1 represent the descriptive statistics of entrepreneurial skills as an independent variable in this study. The mean score of the 160 youth enterprises in terms of entrepreneurial skills was 13.9838 with a minimum score of 1.12 and a maximum of 19.43. Confidence interval was got from the mean and the standard deviation.

$$C.I = 13.9838 \pm 1.6449(0.95) * .24291$$

$$13.9838 \pm .3796$$

$$(14.3634, 13.6042)$$

The results indicated that the population mean of entrepreneurial skills in youth enterprises in Kenya was found between the lower and the upper bounds which were 13.6042 and 14.3634 respectively. The mean being 13.9838 there was very little deviation from the mean at a 95% confidence level in this study therefore the confidence interval contains the population mean for the specified values of the variables in the model. This was concluded as having practical significance in that entrepreneurial skills positively and significantly influenced the level of innovation performance in youth enterprises in Kiambu County in Kenya. With this Confidence Interval, it indicated that there was more confidence about the mean of future values using similar sample size.

The correlation analysis in the study was illustrated in Fig.1 which is a scatter diagram presenting the influence of Entrepreneurial skills on innovation performance.



Figure 1: Scatter diagram for Entrepreneurial skills.

The Scatter diagrams in Fig1 represented the correlation between the dependent variable innovation performance and the independent variable entrepreneurial skills. It shows their strong positive influence of entrepreneurial skills on innovation performance in youth enterprises in Kiambu County Kenya.

Correlations			
		INNOVATION PERFORMANCE	ENTREPRENEURIAL SKILLS
INNOVATION PERFORMANCE	Pearson Correlation	1	.576**
	Sig. (2-tailed)		.000
	N	160	160
ENTREPRENEURIAL SKILLS	Pearson Correlation	.576**	1
	Sig. (2-tailed)	.000	
	N	160	160

Table 2: Correlation Analysis for entrepreneurial skills

The results in Table 2 indicated that there is a positive significant linear relationship between entrepreneurial skills and innovation performance in youth enterprises in Kenya. This has been illustrated by the correlation coefficient of 0.576. This implies that there is a positive relationship between entrepreneurial skills and innovation performance in youth enterprises in Kenya. It was concluded that entrepreneurial skills determine innovation performance and competitive advantage as supported by previous studies done by Bontis1998; Stewart 1999; Edvinson and Malone 1997.

Model Summary			
R	R Square	Adjusted R Square	Std. Error of the Estimate
.576	.332	.327	2.647

Table 3: Model summary for entrepreneurial skills

The independent variable is ENTREPRENEURIAL SKILLS

The regression analysis conducted in Table 2 shows a strong relationship with $R=0.576$ while $R^2=0.332$. This pointed out that 32.7 % of corresponding change in innovation performance with an increase of one unit of entrepreneurial skills.

3.1. Objective 5: Goodness of Fit

To test the research objectives, regression analysis was employed. The model equation $Y=\beta_5+X_5+e$ explained 33.2% as measured by the goodness of fit (R square) in Table 3 (model summary). These results showed that entrepreneurial skills explained 32.7% (adjusted R- square 32.7) of the variance in innovation performance as defined by the model $Y=\beta_5+X_5+e$. It was, therefore, concluded that entrepreneurial skills determine the level of innovation performance in youth enterprises in Kenya because the youth entrepreneurs were able to communicate more efficiently and with clarity thus they were able to get new markets for their products and could even introduce new products in their enterprise as result of acquiring the entrepreneurial skills. Decision making skills were also improved which enabled the youths to make positive changes in their enterprise leading to more profitability and consequently to the growth of the enterprises. The findings conform to previous studies done by Ngari (2012) and Cabrita (2008) where entrepreneurial skills promoted the growth of youth enterprises in Kenya. The univariate model was significant and, therefore, supported the objective that entrepreneurial skills determine innovation performance in youth enterprises in Kenya.

ANOVA					
	Sum of Squares	Df	Mean Square	F	Sig.
Regression	548.925	1	548.925	78.353	.000
Residual	1106.922	158	7.006		
Total	1655.847	159			
The independent variable is ENTREPRENEURIAL SKILLS.					

Table 4: ANOVA for Entrepreneurial skills.

The ANOVA Table 4 shows that the significance of f statistics was (0.000). Due to this, the null hypothesis $\beta_5=0$ was rejected and alternative hypothesis $B_5 \neq 0$ failed to be rejected. This implied that the model $Y= \beta_0+ \beta_5+X_5+e$ is significantly fit.

Coefficients					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
ENTREPRENEURIAL SKILLS	.605	.068	.576	8.852	.000
(Constant)	2.063	.978		2.110	.036

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

Table 5: Coefficient table for entrepreneurial skills

There is a positive unstandardized beta coefficient of 0.605 as indicated by coefficient Table 5. For the regression line to be significant, the following hypothesis has to be true.

Ho: $\beta_1=0$

H₅: $\beta_1 \neq 0$

Table 5 shows that the P-value is less than 0.05. Therefore, in this case, the null hypothesis was rejected and failed to reject the alternative hypothesis $\beta_1 \neq 0$ which implies that entrepreneurial skills had a significant influence on innovation in youth enterprises in Kenya. The independent variable had a standard error of .068 indicating that the smaller the standard error, the more representative the sample will be of the overall population.

The model $Y = \beta_0 + \beta_5 X_5 + e$ as shown in Table 5 had a constant beta coefficient of 2.063 and a beta coefficient of the independent variable of 0.576 with p-value (0.000) (0.036) respectively. The p-values are less than 0.05 meaning the model $Y = \beta_0 + \beta_5 X_5 + e$ were significantly fit for this study.

$$Y = 2.063 + 0.576X_5$$

P-value (0.000) (0.036)

Hypothesis 5

H₅ Entrepreneurial skills determine innovation performance in youth enterprises in Kenya

3.2. Entrepreneurial Skills and Loan Processing

If loan processing (LP) mediates the Entrepreneurial skills (ES) and innovation performance (IP) relation, then the following condition must hold.

- ES predict IP

- ES predict LP

-LP predict IP

Step 1 $Y = \beta_1 + cX_1 + e$

Step 2 $Y = aX + e$

Step 3 $Y = c'X + bZ + e$

When IP are predicted by both ES and LP:

- The regression coefficient of LP(b) should be significant
- The regression coefficient of ES differently when LP is in the regression than when LP is not (c' is different from c)

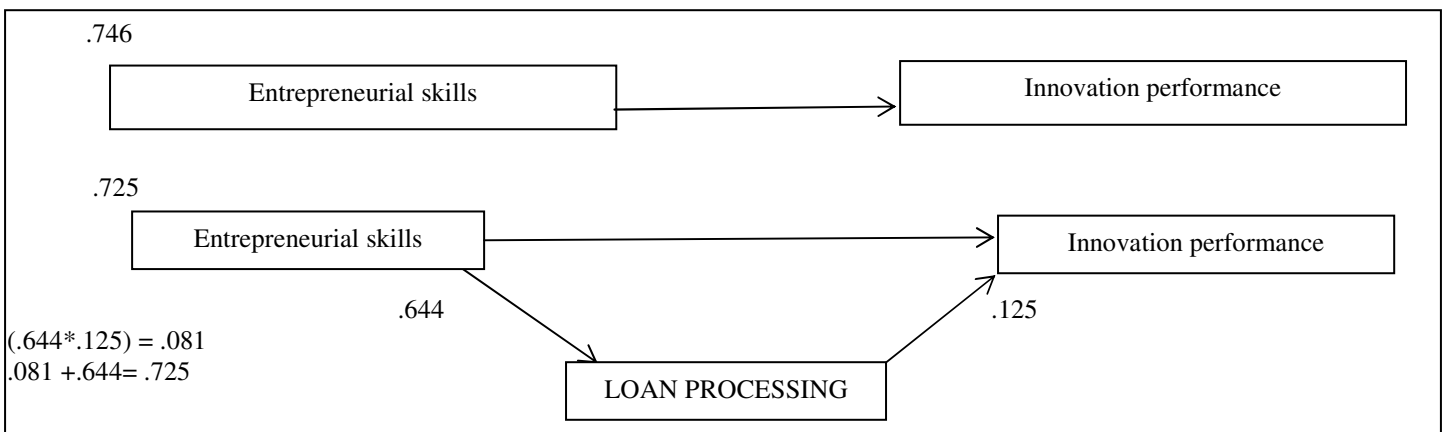


Figure 2

The study showed that LP mediated the relation between human ES and IP ES predicted IP coefficient.746 and p-value .000, ES also predicted LP coefficient. 644 and p-value .000 and LP predict IP when both LP and ES are in regression a coefficient .125 and p-value .024. It was therefore concluded that since the regression coefficient of ES is different when LP is in regression from when LP is not in regression, there is partial mediation in this study because the coefficient of ES in the presence of LP was smaller (.725) than when ES was in regression alone(.746).Loan processing procedures and requirement, therefore, play a mediating role in the youth enterprises in terms of innovation where entrepreneurial skills in consideration as an element of intellectual capital.

Model		Coefficients ^{a,b}			T	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	ENTREPRENEURIAL SKILLS	.746	.015	.970	50.457	.000
a. Dependent Variable: INNOVATION PERFORMANCE						
a. Linear Regression through the Origin						

Table 6: coefficients for entrepreneurial skills through the origin

Coefficients ^{a,b}						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	ENTREPRENEURIAL SKILLS	.644	.047	.838	13.694	.000
	LOAN PROCESSES	.125	.055	.139	2.271	.024
a. Dependent Variable: INNOVATION PERFORMANCE						
b. Linear Regression through the Origin						

Table 7: coefficients of entrepreneurial skills through loan processing

Hypothesis 6

H₆ Loan access procedures and requirements play an intervening role in innovation performance in youth enterprises in Kenya.

4. Discussion

Entrepreneurial skills in this study determined the level of innovation performance in youth enterprises in Kenya. It explains 32.4 % of the variance of innovation performance in youth enterprises in Kenya. Entrepreneurial skills are the support system that help in the utilization of other resources regarding communication, decision-making skills and, therefore, the patterns of interaction between other elements of intangible assets is catalyzed. The influence of Entrepreneurial skills in determining the innovation and creativity pattern of an enterprise was clearly observed in the study. The study established that Entrepreneurial skills determine innovation performance in youth enterprises through communication skills, decision-making skills and ability to take risks.

Correlation analysis gave coherent results that indicated a strong positive correlation between Entrepreneurial skills and innovation performance. The regression was significant since the alternative hypothesis that $\beta_5 \neq 0$ was not rejected. This implied that Entrepreneurial skills have a significant role in facilitating the implementation of knowledge possessed by the employees and owners, thus determines the innovation performance in youth enterprises in Kenya. This is conforming a study done and established that Entrepreneurial skills enhance management of human capital in terms of skills, attitudes, and knowledge by (Prahalad & Hamel, 1990; Zack, 1999). This helps in empowering the human capital in an organization as with the case of the youth enterprises in Kiambu, County in Kenya. In this study the youth entrepreneurs who had attained higher level of education from diploma to masters had better communication skills and were able to make decisions which affected the businesses in a positive way. This was seen through the introduction of new products like adding money transfer business (M-pesa) in an existing Chemist business by those people that were trained in Pharmacy at Diploma level. This also portrayed a higher propensity in risk taking because money transfer business is very prone to robbery as compared to Chemist business.

5. Conclusion

Entrepreneurial skills had three dimensions which included the communication skills, decision-making skills, and propensity to risk-taking in this study. The results for communication skills were indicating that when youth entrepreneurs are well equipped with communication skills they were able to share ideas and business information in a timely and accurate way which consequently increased innovativeness in their enterprises. It also boosted their ability to get to new markets by establishing networks with others in similar industry for instance in value chain.

The results for decision making indicated that prompt and correct decisions highly determined the ability to innovate among youth entrepreneurs. The decision to reward new ideas, outreaches had great influence in getting more innovations among staff. The results for propensity to take risk indicated that majority youths were only ready to take risks cautiously thus more training on entrepreneurship was required. Entrepreneurial skills were important in regards to determining the level of innovation performance in the youth enterprises. These skills include the communication and decision making in this study. The study concluded that when youth entrepreneurs possess excellent communication skills they can make timely decisions for their enterprises which involved changing the way business is conducted thus promote the aspect of the innovation. This is supported by a study carried out by Karimi (2013) on intellectual capital or intangible assets which concluded that employee's knowledge and capabilities are the most important sources of innovation

6. Recommendations

The results for entrepreneurial skills indicated the need to improve on risk taking propensity. Most of the youth entrepreneurs were too cautious in venturing into new markets and even introducing new products. This could be traced from using the borrowed funds, and they feared that the business would fail leading to failure to pay the loans. More training after the loan disbursement was recommended to increase their ability to take calculated risks. This will help them make informed decisions without losing to their competition with the older generation which is more experienced but with less ability to use technology. This is informed by the fact that youth enterprise development fund as an economic stimulating initiative has emphasized more on disbursement, and little attention is given to training the youth entrepreneurs. The training given is pegged to disbursement and is done in a hurried way and some cases it was not even done. The support given by the youth fund staff was more inclined to application process as opposed to business advice. Bearing in mind the innovation requires extraordinary creativity, a culture of free sharing of ideas among youths need to be cultivated through exchange programs and exhibitions at county, national and international levels.

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