Journal of Entrepreneurship & Project Management

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ISSN: 2616-8464

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project Management
Volume 6||Issue 3 ||Page 46-58 ||June||2022|
Email: info@stratfordjournals.org ISSN: 2616-8464

Influence of Customer Orientation in Performance of Small and Medium Enterprises in Animal Feed Manufacturing in Kenya

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How to cite this article: **Kiiru, D., K., Mukulu, E., & Ngatia, P. (2022). Influence of Customer Orientation in Performance of Small and Medium Enterprises in Animal Feed Manufacturing in Kenya. Journal of Entrepreneurship & Project Management, 6(3), 46-58. https://doi.org/10.53819/81018102t5080**

Abstract

Small and medium animal feed manufacturing enterprises in Kenya are performing poorly despite manufacturing sector stand tall as a key pillar in the Big Four development agenda and vision of 2030 by the National Government of Kenya. Literature demonstrates that market orientation factors such as customer oriented enhance firm performance. However, there are few local studies on customer orientation and firm performance. Therefore, the objective of the study was to determine the influence of customer orientation in performance of small and medium animal feed manufacturing enterprises in Kenya. The study adopted cross-sectional research design and target population was 65 animal feed manufacturing SMEs in Kenya. The study conducted a census approach. The unit of analysis was 65 managers/CEO and directors. The data was analyzed using descriptive and inferential statistics. The study findings revealed customer orientation had a statistically significant influence on performance of small and medium animal feed manufacturing enterprises in Kenya. The study concluded that for every one unit increase in customer orientation, performance of small and medium enterprises in animal feed manufacturing in Kenya is predicted to increase by 0.289 units. The study recommended that entrepreneur and management of animal feed manufacturing SMEs in Kenya, should regularly monitor, observe and anticipate customer needs and address them on timely and appropriately. Managers and marketing officers of small and medium enterprises in animal feed manufacturing in Kenya should be encouraged to adopt and embark on market orientation practices, for instance; addressing customer needs and wants promptly and also implement innovative practices so as to maximize performance.

Keywords: *Customer orientation, performance, SMEs, Kenya*

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project Management
Volume 6||Issue 3 ||Page 46-58 ||June||2022|
Email: info@stratfordjournals.org ISSN: 2616-8464

1.0 Background of the Study

Small and medium enterprises (SMEs) are businesses that play an important economic role in many countries' world over. Their activities contribute to job creation, contribute to Gross Domestic Product (GDP) and enhance industrial base in a country. SMEs constitute about 90 percent of the business in the leading and developing economies (Murithi, 2017). In European Union (EU), more than 90 percent of enterprises are SMEs employing more than 50 percent of workforce (SMEs European Report, 2018) as cited in Wanambisi, Namusonge and Nambuswa (2020). The report defines SMEs as enterprises employing 10-250 workers and having annual turnover ranging from 7 to 40 million Euros. Thinji (2017) indicates in middle income countries SMEs contribute 70% employment and 95% GDP and also 60% employment and 70% GDP for least developed nations. In East Africa Community (EAC), more than 90 percent of enterprises are SMEs and they employ more than 70 percent of labour force (Turyakira & Mbiddle, 2015). In Kenya, SMEs contribute to 80 percent of the new jobs and 20 percent of GDP Republic of Kenya (RoK, 2018).

The Micro Enterprises Act of 2012 defines small enterprises as those employing a minimum of 10 and a maximum of 49 permanent employees and having minimum annual turnover of Kenya shillings 500,000 and maximum 5 million. However, medium enterprises are not covered under the Act, but have been reported as comprising enterprises employing 50-99 permanent employees and annual turnover of between 5-800 million (Nelima, Namusonge & Sakwa, 2016). In the manufacturing sector, for instance, SMEs comprises 93.8% of all establishments (Chittithaworn, Islam, Keawchana, & Yusuf, 2011). Moreover, Edinburg Group (2014) affirmed that most of the world manufacturing is undertaken by SMEs. This signifies manufacturing SMEs in a country should be nurtured and supported to enhance performance.

Firm performance refers to the firm's success in the market, which may have different outcomes. According to Mark and Nwaiwu (2015) business performance consists of all effort by an organization to attain its set goals consisting but not limited to survival, employee, customer and satisfaction, sales growth and profitability. It was further opined that business performance entails the view about the values held by customers. However; research has shown that SMEs in the developing countries both in the formal and informal sector have failed to evolve into medium-sized firms signifying low performance (Ferrand, 2009). Further, Majama and Israel'Teddy'Magang (2017) indicated that internationally, only about 30% of SMEs survive to the second generation, while fewer than 14% make it beyond the third generation. The low performance of SMEs implies that they face serious challenges that impede growth. Several studies have associated low performance among SMEs in the developing countries to numerous factors.

Lack of financing, political, legal environment and lack of an entrepreneur mind set of continuous improvement, forward looking and bold venturing in unknown were noted as barriers to performance (Nabintu, 2013). Further, Hussein and Baharudin (2017) opined that SMEs suffer from inadequate resources, stiff competition, and inappropriate technology, low budget of research and development and poor organization that deter the performance Moreover, there exist stiff competition by peer SMEs and large organization, the SMEs are called upon to be strategic and apply entrepreneurial posture for survival and success. In the context of Kenya, despite the contribution of SMEs in social economic development in the country their performance is concern to many stakeholders including the government, scholars,

donors, policy makers and SME operators (Republic of Kenya, 2018; Mwangi & Namusonge,2016; Maina, Marwa, Waiguchu & Riro, 2016). Therefore, there was need to examine whether lack of embracing customer orientation had led to poor performance among animal feed manufacturing SMEs in Kiambu and Nairobi City Counties in Kenya and this formed the rationale of the study.

1.1 Statement of the Problem

Small and medium animal feed manufacturing enterprises in Kenya are performing poorly despite manufacturing sector stand tall as a key pillar in the Big Four development agenda and vision of 2030 by the National Government of Kenya (Muigua, 2019). For instance, Nyambura (2017) reports that most of the small and medium animal feed manufacturing enterprises are struggling in loan payment which is a proof of poor financial performance. Further, Kenya Bureau of Statistics (2016 - 2021) reports show that growth rate of the manufacturing sector was 3.5 % in 2015; 2.7 % in 2016; 2.9% in 2017; 3.7 % in 2018; 4.2 % in 2019 and 4.1 % in 2020. This translates to an average of 3.9 %, which is very low given that the Kenya Vision 2030 envisages that the manufacturing sector will grow at the rate of 10 per cent annually.

The poor performance of small and medium animal feed manufacturing enterprises had contributed to closure of a number of enterprises and loss of jobs (Dickson, 2018). Therefore, there is need to develop policies and strategies that would spur the performance of small and medium animal feed manufacturing enterprises in Kenya, local studies have attempted to research on predictors of performance of small and medium animal feed manufacturing enterprises. For instance; Kirumbi (2018) examined the competitive marketing strategies adopted by animal feed manufacturing firms in Kiambu County. Mwangi (2019) examined influence of free trade agreement on business growth of Animal Feed Firms in Nairobi County, Kenya. Dickson (2018) investigated inventory management practices and operational performance of Kenya animal feeds industry.

This demonstrated a conceptual gap, because previous studies on performance of small and medium animal feed manufacturing enterprises have not taken an entrepreneurial approach such as customer orientation. Empirical studies, demonstrated the role of customer orientation (Domi, Capellarus & Masabellin, 2020; Ndururi, Mukulu & Omwenga; Nyarangi, 2018; Atieno, 2018) on firm performance. This study attempted to investigate the influence of customer orientation on performance of small and medium animal feed manufacturing enterprises in Kenya. This study sought to fill the existing knowledge gap of lack customer orientation in the animal feed manufacturing SMEs.

1.2 Research Objective

The research sought to determine the influence of customer orientation on performance of small and medium animal feed manufacturing enterprises in Kiambu and Nairobi City Counties, Kenya.

1.3 Research Hypothesis

H_{01}: Customer orientation does not influence the performance of small and medium animal feed manufacturing enterprises in Kiambu and Nairobi City Counties, Kenya.

2.0 Literature Review

2.1 Theoretical Review

This study was anchored on Marketing Orientation Theory. This theory was first articulated by Narver and Slater (1990) which focuses on organization wide generation of market intelligence pertaining to current and future customer need, dissemination of the intelligence across department, and organization wide responsive to it. Marketing orientation is a philosophy of business, through which the firm can recognize and meet customer demands and integrate the concept of marketing through the firm (Kiessling, Isaksson, & Yasar, 2016). Further, market orientation is the ability of firms to anticipate, address and capitalizes on market changes in customer needs (Kocak, Carsrud & Oflazoglu 2017). It can also be said that, market orientation is the persistent search for market opportunities and the development of congruent response strategies that enable firms to optimize their performance.

2.2 Empirical Review

Customer orientation describes entrepreneur strategies that strive to address the needs and wants of business clients. It is the process of meeting the interest and desires of customer through monitoring and observing customer behavior. According to Atieno (2018), customer orientation is a service specifically offered by firms focusing on external and internal needs of the customer. McEachern and Warnaby (2007) as cited in Mwaura and Obonyo (2018) explains customer orientation as a component of market orientation that focuses on putting the customers at the center of strategic focus thus bringing about high business performance. A number of scholars have studied on the interaction between customer orientation and performance of SMEs.

Domi, Capelleras and Musabelliu (2020) studied effects of customer orientation (CO) on performance and its indirect effects mediated by innovativeness and innovation behavior in Albania. A sample of 211 Albanian tourism SMEs participated in the research. Data was collected through questionnaire and interview. Results indicate that CO has a direct positive impact not only on performance but also on both innovativeness and innovation behavior. However, none of these two dimensions of innovation play a mediating role in the relationship between CO and performance. The study also reveals that SME firm owner can accelerate their performance through maintaining a positive relationship with customers, through concentrating on maximizing the customer's value.

Bamfo and Kraa (2019) assessed the impact of market orientation on performance of small and medium enterprises in Ghana. Innovation played the role of mediating variable. The methodology adopted was explanatory research design and a sample of 500 SMEs. Purposive and convenience sampling techniques were adopted in selecting the SMEs and questionnaires used to collect data. The study used Structural Equation Model (SEM) for data analysis and explored various relationships as presented in the hypothesis. The findings indicated that, market orientation variable of customer orientation positively and significantly predict performance; while competitor orientation positively predicts performance; however, not significant. Inter-functional orientation inversely and non-significantly impacts on performance of SMEs in Ghana. Innovation partially mediates between customer orientation and performance. Innovation fully mediates between inter-functional orientations and performance whereas innovation has no mediation between competitor orientation and performance. Businesses, particularly SMEs are encouraged to adopt and embark on market orientation practices and implement innovative practices so as to maximize performance. Particularly, owners/managers of enterprises need to focus on customer orientation to enhance firm performance.

Al Asheq and Hossain (2019) studied the influence between firm performance and market orientation, customer orientation and brand orientation in Bangladesh. Data were collected from boutique and clothing-oriented SME business firm enterprises located in Dhaka. A total of 193 SME entrepreneurs were surveyed in the study through adopting pre-tested survey questionnaire from the past literature. Correlation analysis and hierarchical regression were used to test the hypotheses. The findings show all the three predictor factors have a positive influence on SME performance. Further, the study reveals that SME firm performance is driven by the firm's ability to satisfy customer's need and pursue the untapped opportunity.

Neneh (2018) examined the moderating effect of networking ties on the relationship between customer orientation and firm performance. This study adopted a survey approach to collect data from251 respondents in the Mangaung Metropolitan Municipality in the Free State province, South Africa. A hierarchical regression analysis was used to examine the moderating effect of networking ties on the relationship between customer orientation and firm performance. The results showed that customer orientation had a significant positive association with firm performance, thus supporting the existing calls for examining the unique contributions of customer orientation to firm performance. Furthermore, this study hypothesized that business, political, and social network ties positively moderated this association. However, the results showed that only business and social network ties had a positive and significant moderating effect, with the influence of customer orientation on firm performance being more pronounced for firms with high as opposed to low business and social network ties. Nevertheless, all the three types of network ties showed a positive and significant direct relationship with firm performance, thus supporting the consolidated literature on the positive impact of network ties on firm performance

Atieno (2018) examined the influence of customer orientation on the performance suppliers of roofing sheets in Nairobi, Kenya. The study adopted cross sectional survey by targeting companies on roofing sheets suppliers. The primary data collection method will be through questionnaires. The study found that the organization develops new products/services to cope with dynamic changing tastes and preferences of the customers on continuous basis. It was found that customers care is exercised during service delivery and the staff understands the target market needs and wants. The study found that that there is a positive relationship customer orientation on the performance. The study found that customer orientation explains 65% of execution in associations. To make due in the dynamic condition, authoritative procedures need to center around their clients and managing developing ecological changes in its working condition. The study recommends that the roofing sheet industry should focus basically around the requirements and inclinations of their clients, and serve clients effectively with the end goal to have a prevalent execution.

Nyarangi (2018) investigated the effect of market orientation on the performance of small scale enterprises in Kisumu City, Kenya. The predictor variables were; customer orientation, competitor orientation and innovation orientation while performance being explained variable. The study was anchored on dynamic capability theory. Correlational research design and stratified random sampling technique used in selecting respondents. The target population was 1321 registered small scale enterprises within Kisumu City. Data was collected using questionnaire and regression analysis was undertaken. The study findings revealed that customer orientation accounted for 22.9% change in organization performance (β=.479, p=.000), competitor orientation accounted for35.0% change in organization performance (β=.592, p=.000), innovation orientation n accounted for 52.9% change in the organizational

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performance (β=.727, p=.000). All the variables had unique strong and positive significant contribution to small scale enterprises in Kisumu city

Kimani (2016) examined market orientation and performance of Micro and Small Enterprises in Kenya. Dimensions of market orientation include innovativeness, competitive aggressiveness, pro-activeness and information sharing. The study was conducted in Nairobi where most of MSEs are found. A list of SMEs was obtained from the Kenya Business directory whereby out of the target population of1600 employees, a sample population of 160 employees (10%) were selected after cross-checking the 2013 and 2015 directories to ensure that only those firms that are 3 years and above are in the study. The study used questionnaire and adopted explanatory and descriptive approach. The study established a positive relationship between Market Orientation and the performance of Micro and Small Enterprises in Nairobi County. All the four dimensions of market orientation were positively related to performance and the regression analysis indicated that an increase in each of them would result into an increase in performance. The findings of the study suggest that MSEs need to employ market orientation as a strategic tool to compete with the large organization and also stated owned enterprises.

2.3 Conceptual Framework

The conceptual framework presented in Figure 1 the relationship between customer orientation and performance of small and medium animal feed manufacturing enterprises in Kenya.

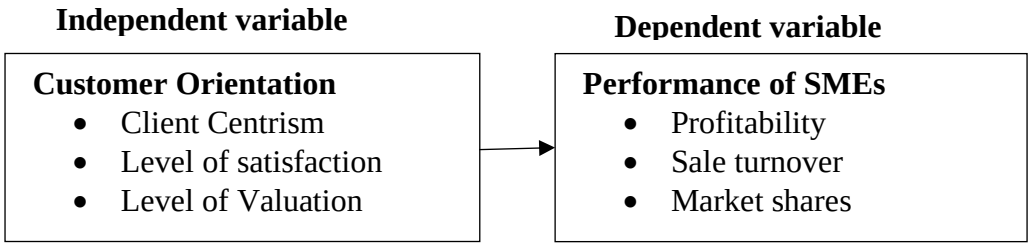

Figure 1: Conceptual Framework

3.0 Research Methodology

The study was anchored on positivism research paradigm as an element of epistemological research philosophy and cross-sectional research design. The target population was 65 small and medium animal feed manufacturing enterprises that are members of Association of Kenya Feed Manufacturing (AKEFEMA) that are based in Kiambu and Nairobi City County in Kenya. Celsius sampling technique was used and thus, 65 managers/CEO and 65 directors were selected as respondents. The study used questionnaires to collect the primary data. The study employed descriptive statistics and inferential statistics. Inferential statistics involved use of correlation and PLS Structural Equation Modelling (PLS- SEM). PlS SEM was used for model analysis and hypothesis testing. The model used was as indicated below

$Yi= \beta o + \beta X + \acute{e}$…….. (1)

Where:

Y= Performance

B_0- Constant

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X= Customer orientation

ε= Error Term

4.0 Results and Discussion

4.1 Descriptive Results

the descriptive results of the measurement of customer orientation are summarized in Table 1

Table 1: Measurement of Customer Orientation

Customer Orientation Items	Mean	Std Dev
The quality of enterprise products has attracted more customers	4.299	0.519
Majority of the customers are regular and show that they are generally satisfied	4.304	0.523
Customer loyalty has promoted in new products, new market and trade mark/patents	4.324	0.798
Our firm timely responds to our customer feedback and concerns	1.971	0.571
We have received a lot of customer referrals for our products	1.990	0.637
My business objectives are driven by customer satisfaction	1.569	0572
I closely monitor and assess my enterprises' value of commitment in serving customer needs	4.157	0.593
I ensure that business strategies in my enterprise are driven by the goal of increasing customer value	3.049	1.338
Providing value for our customer is the most important thing my enterprises does	4.441	0.623

Based on findings as indicated on Table 1, majority of the respondents agreed with most of the aspects of customer orientation as shown by the mean values above the average. The findings reveal that animal feed manufacturing SMEs in Kenya are customer focus through offering quality products, monitor the behavior of customers and value firm customer a lot. However, the study found that the SMEs under survey performed poorly on responding to customer needs and customer referrals were noted to be below average. Therefore, the animal feed manufacturing SMEs to realize better profits, sale turnover and increase market share they ought to act promptly on customers' feedback.

4.2 Correlation Analysis

The correlation results which show the movement of the variables is presented in Table 2

Table 2: Correlation Analysis

	Customer orientation	Performance
Customer orientation	1.000	
Performance	0.458**	1.000

The study found that customer orientation had a positive linear association with firm performance in small and medium animal feed manufacturing enterprises in Kenya. The Pearson correlation coefficient was 0.453 at 0.01, significance level as shown in Table 2. These finding showed that customer orientation had weak positive association with performance.

Thus, SME firm owner can accelerate their performance through maintaining a positive relationship with customers, through concentrating on maximizing the customer's value (Domi, Capelleras & Musabelliu, 2020)

4.3 Diagnostic Tests

In this study, test for normality, multicollinearity and heteroscedasticity were carried out.

4.3.1 Normality

Table 3, indicates the test results for normality, using skewness and kurtosis

Table 3: Univariate Normality for Technology Orientation

constructs	Statistic	Std. Error	Statistic	Std. Error
Customer orientation	-0.086	0.239	-0.672	0.474

Based on the results presented in Table 3, shows skewness values are below 3.0 and kurtosis values are below 8.0. The data therefore, adhered to the regression assumption of normal distribution

4.3.2 Multicollinearity

Table 4, shows the test results for multicollinearity, using both the Variance Inflation Factor (VIF) and tolerance

Table 4: Multicollinearity Test

Construct	VIF	Tolerance
Customer Orientation	1.029	0.972

Based on Table 4, VIF values were less than 5. It was thus concluded that there no presence of multicollinearity.

4.3.3 Heteroscedasticity Test

Breuch-pagan / cook-weisberg test was used to test null hypothesis that the error variances are all equal versus the alternative that the error variances are multiplicative function of one or more variables. Table 5 shows the results of test of heteroscedascity.

Table 5: Heteroscedasticity Test of study variable

Ho	Variable	**Chi2**	**Variable**
Constant Variance	CO	2.409	0.121

Based on Table 5, shows that the constant variance (Chi-square= 2.409) is insignificant (P = 0.121). A large Chi-square value greater than 9.22 would indicate the presence of heteroscedasticity (Sazali , Hashida, Jegak & Raduan, 2009).Thus we fail to reject the null hypothesis and conclude that the error variance is equal thus heteroscedasticity is not a problem in the data.

4.4 Partial Least Squares- Structural Equation Modelling (PLS-SEM)

In this study, Partial Least Squares Structural Equation Modelling (PLS-SEM) statistical tool was used for hypothesis testing. PLS-SEM involves two processes that is measurement model and structural model. The measurement model examines the relationships between the latent variables and their measures. The measurement model further entails two stages; namely, exploratory factor analysis and confirmatory factor analysis. Structural modelling follows measurement model to assess the relationship between exogenous and endogenous latent variables.

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4.4.1 Measurement Model Estimation

Explanatory factory analysis was first tested to impute factor loading, communalities and principal component analysis. The results of the factor analysis for customer orientation are presented in Table 6

Table 6: Factor Analysis for Customer Orientation

Item	KMO	Bartlett's (df)	Sig.	%Variation	Factor loadings	Communalities
CC1	0.731	χ^2 =232.973 (d.f.=36)	0.000	36.176	0.713	0.523
CC2					0.590	0.698
CC3					0.614	0.600
LS1				15.993	0.631	0.671
LS2					0.623	0.710
LS3					0.652	0.706
LV1				11.816	0.803	0.729
LV2					0.723	0.670
LV3					0.669	0.653
			cumulative %	**73.202**		

Based on the factor loading indicated by Table 6 none of the items was removed because all of them had a factor loading of greater than 0.4 (Rahim & Magna, 2005). These findings confirmed that all the factors significantly contributed to the overall variable and thus all items retained for further analysis. The communalities show that the communalities ranged from 0.523 to 0.729 thus showing that all were above the 0.5 cut-off points as posited by Hafiz and Shaari (2013) hence this shows the variables fitted well with other variables in their factor. Based on the criteria, three factors were imputed, amongst themselves; they were able to explain 73.202 % of the total variance in the data.

Moreover, Discriminant Validity as element of confirmatory test was carried using the criterion suggested by Fornell and Larcker (1981). The first criterion is that the inter-construct correlation should not be higher than 0.9 and the second criterion was to confirm the square root of a construct's Average Variance Extracted (AVE) to be greater than the correlation between the construct and other constructs in the model (Madhoushi, Sadati, Delavari, Mehdivand & Mihandost,2011). The study results are presented in Table 7

Table 7: Results of Discriminant Validity

	CO	Ent	Inn	Per	Risk	To	Proa
CO	**0.785**						
Ent	0.397**	**0.791**					
Inn	0.384**	0.502**	**0.787**				
Per	0.458**	0.461**	0.395**	**0.905**			
Risk	0.398**	0.518**	0.477**	0.536**	**0.729**		
To	0.205	0.372**	0.182	0.802**	0.404**	**0.814**	
Proa	0.527**	0.427**	0.567**	0.597**	0.627**	0.378**	**0.797**

As in correlation matrix illustrated in Table 7, the discriminant validity was confirmed as the square root of a construct's Average Variance Extracted AVE was greater than the correlation between the construct and other constructs in the model.

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4.4.2 Structural Model and Hypothesis Testing of the Study Variable

The second stage of PLS SEM involved latent variables structural equation modeling (SEM) to test the hypothesized relationships and to fit the structural model. Structural model was used to test hypotheses and to fit the theoretical model. Before testing hypothesis, model fits and goodness of fit were tested with the purpose of establishing if the model is acceptable and if acceptable then then establish whether specific paths are significant (Moss, 2009). The statistical objective of PLS is to show coefficient of determination (R-squared), coefficients (βs), t-values, thus rejecting the null hypothesis of no effect.

The hypothesis tested in this study was:

H_{01} Customer orientation does not influence performance of small and medium enterprises in animal feed manufacturing in Kenya.

Table 8 depicts the results of confirmatory factor analysis model fits of customer orientation

Table 8: Confirmatory factor analysis model fits of Customer orientation

Model	NFI	SRMR	d_{ULS}	d_G	GOF
Saturated Model	1	1	1	1	1
Independent Model	0.975	0.039	1.004	0.589	0.547

The value of Standardized root mean square residual (SRMR) value was 0.039 which is less than 0.08, thus). Normed Fit Index (NFI) had a value of 0.975 and it was acceptable because any value of 0.90 or greater indicate well-fitting model (Bentler & Bonett, 1980). The squared Euclidean distance (d_{ULS}) fit indices had the value of 1.004 which was less than the bootstrapped HI 95% of d $_{ULS}$ and similarly, the geodesic distance (d_G) had the value of 0.589 which was less than bootstrapped HI 95% indicating the data fits the model well. The GOF of the model was 0.547, which shows that empirical data fits the model satisfactory and has substantial predictive power in comparison with baseline value (Henseler et al., 2016).

The structural model therein shows path coefficients relationship between customer orientation and performance of small and medium animal feed enterprises in Kenya. Figure 2 shows the structural model path coefficients between customer orientation and performance of small and medium enterprises

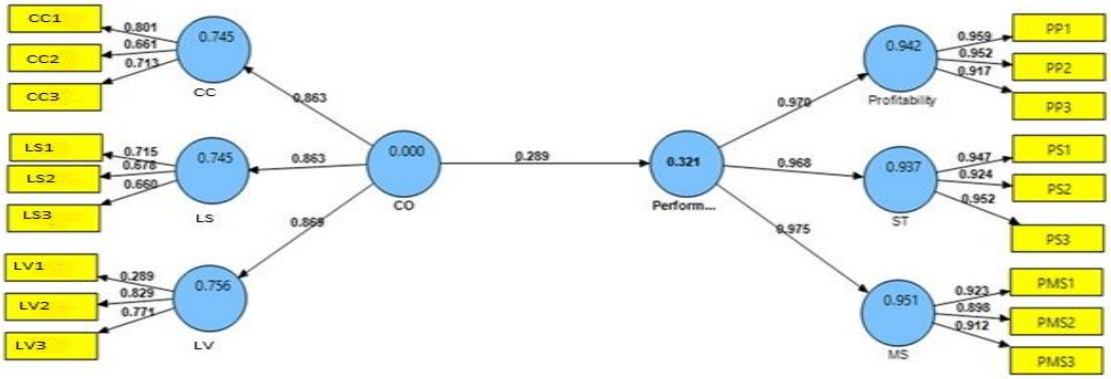

Figure 2: Structural model path coefficients between customer orientation and performance of small and medium enterprises

The study as shown in Figure 2 found there was a positive path coefficient (beta= 0.289) between customer orientation and performance of small and medium enterprises in animal feed

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manufacturing in Kenya, as shown in figure 4.2. Also, results shows that customer orientation had coefficient of determination (R^2) 0.321. The value of R^2 indicates that 32.1% of the variation in firm performance can be accounted for by customer orientation.
The study results summarized in Figure 3 includes structural model t-statistics for relationship between customer orientation and performance of animal feed manufacturing SMEs.

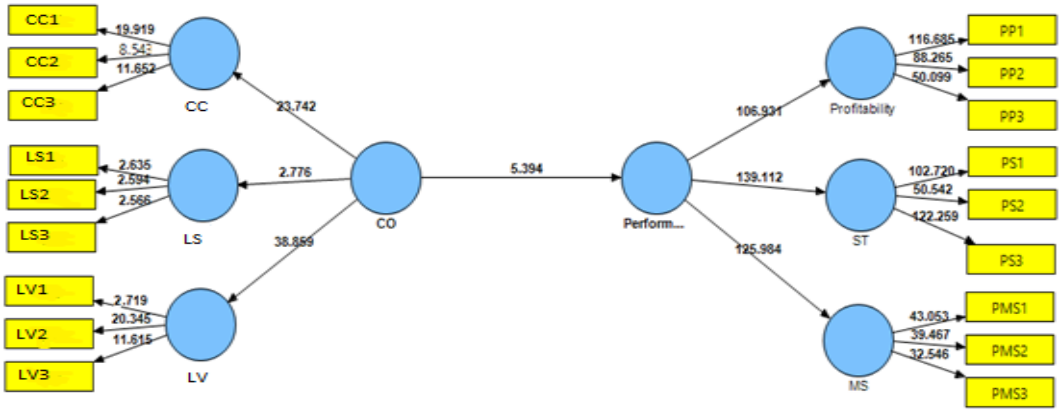

Figure 3: Structural Model T-Statistics for relationship between Customer orientation and performance of animal feed manufacturing SMEs

Figure 3, shows that the relationship between customer orientation and performance of small and medium enterprises was significant, Since the T value was 5.394 which was above the critical value 1.96 ($p<0.05$). The study rejects the null hypothesis and accept alternative that customer orientation influence performance of small and medium manufacturing enterprises in animal feed manufacturing in Kenya.

Based on the output of structural model the beta value of 0.289, signify that for every one unit increase in customer orientation, performance of small and medium enterprises in animal feed manufacturing in Kenya is predicted to increase by 0.289 units. The study also revealed that customer orientation was statistically significant to animal feed manufacturing SMEs in Kenya. Therefore, managers and marketing officers of small and medium enterprises in animal feed manufacturing in Kenya should be encouraged to adopt and embark on market orientation practices, for instance; addressing customer needs and wants promptly and also implement innovative practices so as to maximize performance

5.0 Conclusion and Recommendations

Based on the findings, the study concluded that customer orientation among animal feed manufacturing SMEs in Kenya, contributed significantly to performance. The study showed for every one unit increase in customer orientation, performance of small and medium enterprises in animal feed manufacturing in Kenya is predicted to increase by 0.289 units. Therefore, managers and marketing officers of small and medium enterprises in animal feed manufacturing in Kenya should be encouraged to adopt and embark on market orientation practices, for instance; addressing customer needs and wants promptly and also implement innovative practices so as to maximize performance. The entrepreneurs in animal feed manufacturing SMEs in Kenya should put in place the culture of client centrism, satisfying and value their customers to enhance enterprise performance. The study recommended that entrepreneur and management of animal feed manufacturing SMEs in Kenya, should regularly monitor, observe and anticipate customer needs and address them on timely and appropriately.

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