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## INFLUENCE OF CUSTOMER SERVICE STRATEGY ON PERFORMANCE OF SMALL AND MICRO ENTERPRISES IN WEST POKOT COUNTY, KENYA

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### ABSTRACT

The study sought to evaluate the influence of customer service strategy on performance of small and micro enterprises (SMEs) in the County of West Pokot, Kenya. The study was conducted due to the increased cases of SMEs folding up within five years of operation in the county of West Pokot. Majority of SMEs are not sustainable and the research sought to know whether application or non-application of pricing strategy influence their performance. The study was guided by Economic Theory, Kirzner's Alert Theory of Entrepreneurship and Task Technology Fit (TTF) Theory. The study employed concurrent triangulation design. The target population consisted of SMEs (different sectors) which were 528 out of which 205 were selected through simple random and stratified random sampling (SRS)/probability techniques. A structured questionnaire, pilot-tested in Kitale town to obtain an overall Cronbach Alpha value of 0.815, was adopted for data collection. The data was analysed using descriptive statistics as well as Karl Pearson correlation to test the research hypothesis at 95.0% confidence level. The outcome of the data was presented in frequency tables.



The findings indicated that customer service strategy had  $R^2 = 0.146$ ), hence giving 14.6% variations in the performance of SMEs in West Pokot County. When customer service strategy was modified by one unit, there was a related shift in performance of SMEs in West Pokot County by 0.382 units. It was concluded that how customers are treated and served determines the performance of the SMEs. Therefore, the outcomes of the SMEs in terms of performance are largely hinged on the customer service. Improved customer service ultimately leads to enhanced performance of the businesses. To business owners, entrepreneurial strategies benefits according to this study have proved to be instrumental in enhancing SMEs performance. In addition, business owners need to invest more in ICT infrastructure and also train their staff on customer service and also use of technology devices so as to increase efficiency in service delivery. This could be attained through proper implementation of entrepreneurial strategies on performance to meet customer's needs.

**Key Words:** *Customer Service Strategy, Performance of Small and Micro Enterprises, West Pokot County*

## BACKGROUND OF THE STUDY

Entrepreneurship is the driving force behind economic and social development of any nation in the globe. Today, entrepreneurs contribute immensely to the economic growth and development of countries by creating of small business start-ups. In the countries which are developed economically, SMEs contribute to their overall economic growth and employment, hence, research on this area is very timely (Otachi, 2013). The wealth of a country is dependent on the competitiveness of the industries which in turn, relies fundamentally on the capabilities of its entrepreneurs (Otachi, 2013) and the strategies that they have implemented to achieve performance. In Kenya SMEs operate in all sectors of the economy, that is, manufacturing, trade and service subsectors. The SMEs range from those unregistered, known as *Jua Kali* enterprises, to those formally registered small-scale businesses, such as supermarkets, wholesale shops and transport companies. In today's competitive and dynamic environment, Small and Medium Enterprises (SMEs) need to develop, manage and monitor their businesses effectively to enhance their market performance. This requires the formulation and implementation of effective business strategies to produce a great performance (Brenes, Mena & Molina, 2007).

According to Njiru (2015), organisations develop various strategies for diverse and specified unit goals and objectives of the business, whether these strategies are broad, long term, corporate goals. Thompson, Strickland and Gamble (2007) define a strategy as a long-term plan of action premeditated to achieve a particular goal. In another view, Johnson and Scholas (2005) gave the definition of organisation strategy as the direction and scope of an organization over the long term through configuration of resources within the changing environment, to meet the needs of marketers and fulfil stakeholders' expectations. Therefore, even small businesses have to develop entrepreneurial strategies in order to remain competitive. Customer care was defined by Kotler (1998) as a service that one can offer to another which is essentially intangible and does not result in the ownership of anything but brings about customer delight and satisfaction. In other words, customer care is a service that seeks to acquire new customers, provide superior performance and build customer loyalty. As times change, so do customers' care aspects of purchasing, the hospitality industry is one that is constantly undergoing change and because of this, the customer care service program must be kept constantly updated as well. Customer care services in organization include reliable services, security, parking space, front desk services, attractiveness, speed in service delivery, after sales services, customer attention and sensitivity to their needs, honesty, and good attitude towards customers.



Naituli (2003) noted that how the enterprise grows was significantly influenced by the level of education of the proprietor. The Asian Development Bank (2008) observed that the training programme that was well-designed and delivered effectively brings about the survival strategies in SMEs; the groups that are provided with training in a Participatory Model brings effectual experience. Mochache (2005) looked at the significance of training and how training assists in the growth and competitiveness of the SMEs. Training was noted to package the entrepreneurs and employers to make wise decisions and provide high quality goods and services. The key reason behind training is to assist the entrepreneurs to get new technical and business skills or improve their current skills. Performance refers to the output in terms of quantity and quality that helps the organization to realize its set objectives. In other words, performance can be measured by traits, behaviours' and/or outcomes, (Bratton and Gold, 2003). According to Stoner (2003), performance in financial institutions refers to the ability to operate efficiently, profitability, survive grow and react to the environmental opportunities and threats. In agreement with this, Sollenberg & Anderson (1995) asserts that, performance is measured by how efficient the enterprise is in use of resources in achieving its objectives. In Malaysia, Hajar, Jabar, Abdul and Fauzi (2014) while focusing on the customer relationship management (CRM) noted that is an integral determinant factor in the sorts of firms. For example, the SMEs have to infuse the practices of CRM in the daily running of their business operations to realize high productivity and value-added technical and innovative competences, and competitive advantages over contenders.

In Ghana, Naatu, Anafo and Nsubugah (2016) noted that the customer is a key stakeholder of the firm and if well take of, firms can have competitive edge over their competitors. Consumer support practices are used by marketing managers to ensure that their goods or services match or exceed customer needs and desires. The SMEs control the economic activities of a region/place or country. Customer care is considered as a major tool for the performance of financial institutions (Kotler 1998). In many financial institutions today revealed that their job satisfaction at work is not well treated with the utmost concern by management and as a result majority of the employees are not happy at work. Due to the dissatisfying nature of attitude for employees, the SMEs sector in the locality have challenges with high labour turnover, low commitment of employees, high absenteeism rate, labour unrest and subsequent low productivity in the organization. A recent study conducted by the Institute of Development Studies University of Nairobi on behalf of Ministry of Planning (2008) which used a sample of businesses operating in Central Kenya. The study revealed that 57% of small businesses are in stagnation with only 33% of them showing some level of growth. Although management and owners of SMEs develop new ideas and solutions, they rarely utilize a formalized logistical strategy, along with overall business objectives which can contribute to the success and the survival management of the enterprise. They therefore face critical constraints that inhibit their growth, competitiveness and performance (GoK 2008).

## **STATEMENT OF THE PROBLEM**

The sector of SMEs contributes immensely to the household income and growth and development of the country. Over 5% of the country's GDP is attributed to the SMEs (Kenya Bureau of Statistics Economic Survey, 2014). Despite the opportunities presented by globalization, the results have been unsatisfactory for SMEs in terms of their growth. This is evidenced by baseline survey; undertaken by Central Bureau of Statistics (2004) which indicated that there is high rate of failure and stagnation among many SMEs. The survey reveals that only 38% of the SMEs are expanding while 58% have stagnated and that more micro and small enterprises are most likely to close in their first three years of operation.



However, majority of SMEs in the Country with inclusions of the SMEs from the West Pokot County have faced myriad of challenges in their operations. Some of these SMEs are increasing closing down day by day. Research examining the influence of entrepreneurial strategies on how the SMEs perform in West Pokot County Kenya is limited with the few that have been conducted focusing on Nairobi alone (Muriungi, 2013; Otachi, 2013; Thaimuta & Moronge, 2014) but none of the studies reflect the customer service strategy employed by SMEs in West Pokot. In response to the above, the researcher sought to investigate the influence of customer service strategy on performance of small and micro enterprises in West Pokot County, Kenya.

## **THEORETICAL FRAMEWORK**

### **Economic Theory**

The economic perspective of an entrepreneur appears to embrace all the three schools of thought; both, qualities and role of an entrepreneur as well as his/her abilities to recognize opportunities. Economists have identified an entrepreneur as an industrial business person with the spirit of innovation, and who is credited with changes that continue to transform modern society and providing the goods and services required today. Kilby (1971) pointed out that the entrepreneurial task is critical to success in the economy. These tasks include recognition of market opportunities, gaining command of resources, marketing, and management of human and financial resources, among others.

This theory is thought to have had a much stronger influence on the origin and growth of entrepreneurship, originating the key terms like risk bearing, innovation, provision of capital, and growth of the firm. Schumpeter (1934) a famous economist viewed the businessperson as an innovative risk bearer, involved in the creation, production and marketing of new products, which often resulted in the growth of enterprises. Other Schumpeter further viewed a businessperson as a necessary innovator and risk bearer, who introduces competition, which in turn leads to economic development. The businessperson bringing adjustments into an existing 'equilibrium' of flow of commodities and services, argued Schumpeter. The businessperson comes up with emerging and innovative ways that could improve places of doing businesses and could lead to the growth of the businesses.

### **Kirzner's Alert Theory of Entrepreneurship**

Kirzner (1973) looked at whether the economy of the market works and if that is possible, then how that could balance the economy. This hypothesis additionally watched that at first the economy is in disequilibrium and the opposition among 'alert' business person's prompts balance and those business sectors are not generally clear. There is no flawlessly educated delegate specialist and for change to happen the business visionaries require motivating forces and this impetus originates from the distinction among operators as far as data and learning. A change in the method of generation or move in inclinations prompts change (disequilibrium) in the market where at first there was equilibrium (Robinson, 1932). In the event that there is balance in the market there is nothing for the business people to do and no trade and benefit open doors for them since everyone will have the capacity to complete his at first decided trade designs. Yet, at whatever point the change has happened, some arranged exercises won't be figured out.

An ascent in expectations for everyday comforts would eventually suggest an expansion sought after for items subsequently, giving more prominent chances to organizations to make benefits. An economy witnesses changes in monetary exercises. This would suggest that if there should arise an occurrence of an ascent in monetary movement the



request of the item will increment and thus the cost will increment. If there should be an occurrence of diminishment sought after, the costs will go down. Business procedures ought to be produced remembering these vacillations. The idea in Kirzner (1973) hypothesis of business enterprise is sharpness that leads people to make disclosures that are profitable in the fulfilment of human needs. The part of business visionaries lies in their sharpness to unnoticed open doors. Business visionaries work to abuse these open doors, in this way wiping out blunders, with the goal that the economy moves towards equilibrium. Kirzner Theory of Entrepreneurship is applicable in SMEs in West Pokot County, as managers are alert to opportunities and takes conscious steps in decisions making taking the necessary pricing strategies to improve their performances and out compete their competitors. The more one of a kind the separation the more the favorable circumstances gathered since separation should definitely include cost which are recouped if the business will pay the top-notch costs.

### **Task Technology Fit (TTF) Theory**

This theory was propagated by the Goodhue and Thompson (1995), in conjunction with utilization, to be a significant predictor of user reports of improved job performance and effectiveness that was attributable to their use of the system under investigation. Although the Goodhue and Thompson (1995) model operates at the individual level of analysis, Zigurs and Buckland (1998) present an analogous model operating at the group level. According to the theory of task-technology fit, the success of any technology should be related to the fit between task and technology, whereby success has been related to individual performance and to group performance (Zigurs & Buckland, 1998). The competences of technology adoption should match the tasks that the user must perform alluded by this theory. Capabilities of technology adoption are more likely to have a positive impact on individual performance.

Factors that measure task-technology fit as, quality, locatability, authorization, and compatibility, eases of use/training, production timeliness, systems reliability and relationship with users. The model is useful in the analysis of various context of a diverse range of information systems including electronic commerce systems and combined with or used as an extension of other models related to information systems outcomes (Goodhue & Thompson, 1995). This theory underwent various adjustments for it to fit in the first objective of the research, that is, the link of technology adoption and performance of SMEs in West Pokot County. Perceived desirability, propensity to act and performance expectancy have a significant positive influence on behavioral intention, and explained a significant amount of the variance in predicting a SMEs owner's technology adoption. SME owners have the choice to adopt and use new technology in their business operations to improve productivity.

### **EMPIRICAL LITERATURE REVIEW**

In Ghana, Naatu *et al.* (2016) investigated how SMEs deliver services affected the practices of customer service in the Municipality of Wa. The study targeted eighty-three (83) SMEs managers who were sampled. The organizations had characteristics that were mixed-shared. Descriptive statistics and non-parametric statistical procedures were the statistical tools Data used to analyse the collected information. The study outcomes were: customer service that is good and passage of messages were found reliable with how business successes were delivered. Furthermore, it was suggested that organization do not apply good management practices to ensure quality customer service delivery. The outcomes provide very vital information on how the SMEs in the Municipality could be developed.





Sepulaand and Shirandula (2017) conducted the study on how the customer service influences the accomplishment in the area of hospitality. Analysis of documents of Annual Report of Sunbird Tourism Limited (STL) of 2015 of the hospitality industry in Malawi was used. Related and relevant literature review of on customer service was conducted. The use of secondary data provided an easy way to link the information to theory and the study concepts. Results could aid the management and the stakeholders in hospitality industry in Malawi to understand and make use of ways of embracing and improving customer service which ultimately leads to enhanced performance of the businesses.

Ng'ang'a, Ombui and Iravo (2015) sought to determine how the customer service strategies affected satisfaction of customers of the organizations in Telecommunication. The descriptive survey design was embraced using both secondary and primary information. The questionnaires collected primary data. The procedure for the administration of these questionnaires was: customers who were queued in the centres were issued with the questionnaires, filled and given back while collection of the secondary information was through review of relevant and related documents. After the results, it was resolved that customer service had a very significant role in influencing satisfaction of customers and the consumers had liking for the impartial and acceptable pricing, services of high quality, quick and effectual recovery of services and the customer would prefer a service provider with brand image that is good. However, study did not reveal how customer service strategy could influence the performance of SMEs.

According to Mulwana (2002), in paper presentation at Uganda manufacturer's seminar, he noted that customer service is a major tool for market penetration. Mulwana like Balunywa (1995) noted that financial institutions always look forward to win, to increase their turnover every other time and that this necessitates basic strategies that can attract and retain customers and the major tool is high quality customer services. Mulwana emphasized that high quality customer care delights and satisfies customers and the biggest benefit is that it creates loyal customers. Mulwana therefore noted that the process of customer care means delivering quality service that can satisfy the customer.

## **RESEARCH METHODOLOGY**

This study utilized a concurrent triangulation design. Research was carried out in the West Pokot County which is one of the 47 counties in Kenya targeting 528 respondents in the six (6) SMEs sectors in West Pokot County and Officials from the County Department of Trade, Investment, Industrialization and Energy (see Table 1). West Pokot County's capital and largest town is [Kapenguria](#). The county covers an area of approximately 9,169.4 square kilometres and stretches a distance of 132 kilometres from North to South. West Pokot County is bordered to the north by [Turkana County](#), to the east by [Baringo County](#), to the southeast by [Elgeyo-Marakwet County](#), to the south by [Trans Nzoia County](#) and to the west by [Uganda](#). According to the 2019 census, the county has a population of 621,241 (Kenya National Bureau of Statistics, 2019).



**Table 1: Sampling Frame**

SMEs Sector	Target	Sample	Sampling Techniques
Small manufacturing	56x0.3	17	<ul style="list-style-type: none"> <li>• Stratified random sampling (SRS)/probability techniques</li> <li>• Simple random</li> </ul>
Service	85x0.3	26	
Transport	27x0.3	8	
Retail (whole sale included)	188x0.3	56	
Food and beverages	126x0.3	38	
Metal and wood sector	46x0.3	13	
30% non-response rate		47	
<b>Total Respondents</b>	<b>528</b>	<b>205</b>	

*Source: County Government of West Pokot Licensing Department (2019)*

The respondents were chosen using simple random and stratified random sampling/probability techniques. The stratified random sampling was used to ensure that the population is classified into various sectors of SMEs while simple random sampling ensured that every respondent has equal chance of inclusion. Thirty percent (30%) of the target population was used in this study since 10-30% of a sample is deemed sufficient enough for homogenous population (Mugenda and Mugenda, 2012). Therefore, a sample of 158 SMEs was arrived. A 30% non-response rate was added to the sample size ( $30/100 \times 158 = 47$ ;  $47 + 158 = 205$ ). Primary data (quantitative data) was collected with the use of the structured questionnaires. Pilot study was conducted in the neighboring Kitale town in Trans-Nzoia County whose findings were not be included in the final analysis. Reliability analysis was conducted to test for reliability of the questionnaire items. Cronbach's alpha coefficients of all the constructs were found to be above 0.7 (alpha coefficient = 0.8158), therefore, the test items were retained and used in this study hence considered reliable. The study used construct validity and content validity. Data analysis used both descriptive and inferential statistics where inferential statistics tested the following research hypothesis at p-value of 5% (0.05) at confidence interval of 95%:  $H_0$ 1: Pricing strategy has no significant moderating influence on Performance of SMEs in West Pokot County.

## FINDINGS AND DISCUSSIONS

The study analysed the descriptive statistics for customer's service and the findings highlighted in Table 2. Findings showed that most employees have not been trained on customer service methods regularly (Mean = 3.51, SD = 1.434). The study further showed that customers who make bulk purchases are not assisted to carry their products to their destinations at free or subsidized cost (Mean = 3.61, SD = 1.103). Consequently, business owners were indifferent with regard to customers' being randomly contacted to give their feedback on the products and services offered to them (Mean = 3.91, SD = 1.060).



**Table 2: Descriptive Statistics of Pricing Strategy on Performance of SMEs**

<b>Descriptive Statistics</b>					
<b>Questions</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
Our employees are trained on customer service methods regularly	185	1	5	3.51	1.434
Customers who make bulk purchases are assisted to carry their products to their destinations at free or subsidized cost	185	1	5	3.61	1.103
Customers are randomly contacted to give their feedback on the products and services offered to them	185	1	5	3.91	1.060
All employees are kind and social to customers	185	1	5	4.00	.984
What was order by customer is what is delivered at their satisfaction	185	1	5	3.96	1.390
We do provide services at customers doors if requested	185	1	5	3.79	1.336
Greeting customers by names or title whenever the need arises	185	1	5	3.50	1.445
<b>Average Mean</b>				<b>3.754</b>	

**Source: Survey Data, (2020)**

The findings showed a neutral approach with regard to the question, “all employees are kind and social to customers” (Mean = 4.000, SD = 0.984). Most respondents agreed to that customer get what they ordered and is delivered at their satisfaction (Mean = 3.96, SD = 1.390). Similarly, most SMEs did provide services at customers doors when requested (Mean = 3.79, SD = 1.336). Greeting customers by names or title whenever the need arises also impacted a lot on their businesses (Mean = 3.50, SD = 1.445). Overall, the items on customer service summed up to a mean of 3.754. The results suggest that customer service needed to be improved in order to improve service delivery. In a nutshell, conducting regular trainings on employees with regard to customer service, and holding dear to customer’s needs was important. The study outcomes were congruent with findings of Naatu *et al.* (2016) that customer service is good and passage of messages were found reliable with how business successes were delivered. The same views are held by Ng’ang’a, Ombui and Iravo (2015) who resolved that customer service has a very significant role in influencing satisfaction of customers and the consumers had liking for the impartial services of high quality, quick and effectual recovery of services and the customer would prefer a service provider with brand image that is good.





**Performance of SMEs**

Table 3 shows descriptive statistics of performance of SMEs in West Pokot County which was the dependent variable.

**Table 3: Performance of SMEs**

Descriptive Statistics					
Questions	N	Minimum	Maximum	Mean	Std. Deviation
Number of customers being served	185	1	5	4.02	1.128
Sales volume in a month	185	1	5	4.29	1.000
The market size	185	1	5	3.54	1.741
The reputation by others on our business	185	1	5	3.72	1.236
Number of branches (or stock increase)	185	1	5	4.24	1.063
Profitability	185	1	5	3.99	1.154
Customer satisfaction/ loyalty	185	1	5	4.04	1.226
<b>Average Mean</b>				<b>3.977</b>	

**Source: Field Data, 2020**

The study findings in Table 3 showed that most businesses serve a relatively high number of customers (Mean = 4.02, SD = 1.128), hence they are able to get a high sales volume (Mean = 4.29, SD = 1.000). The findings also revealed that most businesses have an average market size (Mean = 3.54, SD = 1.741). Further, most business owners confirmed of having received a good reputation by others on their businesses (Mean = 3.72, SD = 1.236). However, a majority of them had fewer branches or stock increase within West Pokot County (Mean = 4.24, SD = 1.063). Many businesses recorded a fairly good profit (Mean = 3.99, SD = 1.154) and their customers indicated they received a satisfaction from the services rendered to them (Mean = 4.04, SD = 1.226). The items on SMEs performance realized an average mean of 3.977, implying that the SMEs in West Pokot County had an average steady growth. The study sought to evaluate the influence of customer service on SMEs performance. The hypothesis stated that:  $H_01$ : Customer service strategy has no statistically significant influence on performance of SMEs in West Pokot County. The results are as illustrated in Table 4.



**Table 4: Model Summary for Customer Service and SMEs Performance**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.382 <sup>a</sup>	0.146	0.141	0.75482
a. Predictors: (Constant), Customer Service Strategy				
b. Predicted Variable: SMEs Performance				

**Source: Field data, 2020**

Table 4 gives a correlation coefficient (R) of 0.382 which implied that customer service strategy had a direct positive relationship with the performance of SMEs in West Pokot County. The findings in Table 4 indicated that customer service strategy had  $R^2 = 0.146$ , hence giving 14.6% variations in the performance of SMEs in West Pokot County.

**Table 5: ANOVA Results for Customer Service and SMEs Performance**

ANOVA				
Change Statistics				
R Square Change	F Change	df1	df2	Sig. F Change
0.146	31.216	1	183	0.000

**Source: Field data, 2020**

Table 5 illustrates ANOVA results for customer service and SMEs Performance Change statistics results pointed out that technology adoption and SMEs performance were statistically significant ( $F = 31.216$ ,  $P = .000$ ). Thus, the model was fit to predict performance of SMEs using customer service strategy. The regression coefficients were generated and the findings presented in Table 6.

**Table 6: Coefficients**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.305	0.305		7.568	0.000
	Customer Service	0.442	0.079	0.382	5.587	0.000
a. Dependent Variable: SMEs Performance						

**Source: Field data, 2020**

Findings in Table 6 showed that customer service strategy had coefficients of estimate which was positive and significant,  $B_1 = 0.442$ ,  $p < 0.05$ . From the results, when customer service strategy was modified by one unit, there was a related shift in performance of SMEs in West Pokot County by 0.382 units. The  $H_0$  was thus failed to be accepted and it was determined that customer service has a statistically significant influence on PSMEs in West Pokot County. A simple linear regression model was derived as shown below.



$$Y = 2.305 + 0.442X_1 \dots\dots\dots \text{Eq.1}$$

The study findings were analogous to the research findings by Ng'ang'a, Ombui and Iravo (2015) sought to determine how the customer service strategies affected satisfaction of customers of the organizations in Telecommunication. Study findings illustrated that CS had a very significant role in influencing satisfaction of customers and the consumers had liking for the impartial and acceptable pricing, services of high quality, quick and effectual recovery of services and the customer would prefer a service provider with brand image that is good.

## CONCLUSIONS

The findings on customer service indicated that customers get what they ordered and is delivered at their satisfaction. Customer service also contributes greatly to performance of SMEs. Greeting customers by names or titles impacts heavily as customers feel welcome. Further, assisting customers with bulk purchases in delivering to their destinations is enticing. How customers are treated and served determines the performance of the SMEs. Therefore, the outcomes of the SMEs in terms of performance are largely hinged on the customer service. Improved customer service ultimately leads to enhanced performance of the businesses. The customer service had a very significant role in influencing satisfaction of customers and the consumers had liking for the impartial and acceptable pricing, services of high quality, quick and effectual recovery of services and the customer would prefer a service provider with brand image that is good. The regression results revealed that customer service had the least effect on the SMEs performance. Therefore, the null hypothesis ( $H_0$ ) was rejected.

## RECOMMENDATIONS

Recommendations of this piece of work are: To business owners, entrepreneurial strategies benefits according to this study have proved to be instrumental in enhancing SMEs performance. In addition, business owners need to invest more in ICT infrastructure and also train their staff on customer service and also use of technology devices so as to increase efficiency in service delivery. This could be attained through proper implementation of entrepreneurial strategies on performance to meet customer's needs.

## CONFLICT OF INTEREST

No potential conflict of interest was recorded by the authors.

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