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Technological Orientation and SMEs' Survival in Kiambu County, Kenya

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ABSTRACT

This study examined the influence of technological orientation on the survival of Small and Medium-sized Enterprises (SMEs) in Kiambu County, Kenya. Guided by the Resource-Based View (RBV) theory, the research aimed to determine how the adoption and utilization of modern technologies enhance SMEs' performance, competitiveness, and long-term sustainability. A descriptive survey design was employed, targeting 1,362 SMEs from which a sample of 93 was drawn using Yamane's formula. Data were collected through structured questionnaires and analyzed using SPSS version 24, employing both descriptive and inferential statistics. The study revealed a strong positive relationship between technological orientation and SME survival, where firms that integrated innovative technologies in operations exhibited greater adaptability, efficiency, and profitability. Specifically, SMEs that embraced technology to improve performance, strengthen research and development (R&D), and harness innovation infrastructures reported higher survival rates. The findings underscore the need for SMEs to strategically invest in technology and build innovation-driven cultures to withstand market dynamics. The study recommends policy interventions that promote digital literacy, improve infrastructure, and enhance access to financing for technological investment among SMEs in Kenya.

INTRODUCTION

Technological orientation refers to how much importance companies place on acquiring and utilizing advanced technologies for developing new products, improving existing ones, and selling techniques. It is widely recognized that technology significantly enhances a company's processes and maximizes resource utilization. In today's highly dynamic business environment, technological advancements play a crucial role in market competitiveness, fostering innovation, and ensuring successful business operations (Mathafena & Msimango, 2022).

In the context of small and medium-sized enterprises (SMEs) in Kenya and Africa at large, the significance of technological orientation as a determinant of survival is increasingly recognized. The adoption of technological innovations is essential for improving operational efficiency, enabling market competitiveness, and fostering growth in SMEs. Chepkurgat *et al.* (2019) highlight that while the impact of technology on performance can vary across sectors, there is a general trend showing the importance of technology in enhancing productivity (Chepkurgat *et al.*, 2019). They also mention other studies suggesting that technology can automate processes and improve managerial functions, which are critical for organizational success. Furthermore, Nakola *et al.* (2015) reinforce the argument that technological orientation positively influences SME performance in varying contexts within Kenya (Chepkurgat *et al.*, 2019).

Understanding the socio-economic landscape of SMEs in Kenya is essential to appreciate the drivers and barriers to technological adoption. Korir and Mutua identify organizational culture, perceived usefulness,

and compatibility as significant drivers that facilitate innovation among Kenyan SMEs. However, challenges such as high costs, lack of technical skills, and inadequate infrastructure can hinder technological uptake (KORIR & Mutua, 2024). This highlights the complexities faced by SMEs in embracing technology and underscores the critical need for supportive policies and tailored interventions that align with the unique conditions of the Kenyan economy.

A comprehensive examination of the factors affecting technological innovation adoption among Kenyan SMEs reveals that managerial competencies and strategic alignment with technological capabilities are vital (Musebe, 2024). Musebe's study indicates a positive correlation between the adoption of advanced manufacturing technology (AMT) and performance metrics in Kenyan SMEs, emphasizing the crucial role of technological investments in enhancing productivity and survival (Musebe, 2024). As SMEs navigate the evolving digital landscape, their ability to leverage technology effectively becomes increasingly pivotal to their operational resilience and long-term viability.

The overarching impact of technological orientation is further supported by findings from studies examining specific challenges faced by SMEs within the broader African context, including those in South Africa. For instance, research on township SMEs illustrates that the dynamic nature of these enterprises necessitates tailored interventions to promote sustainability and growth through innovation (Bvuma & Marnewick, 2020). This is corroborated by findings from Lekhanya *et al.*, who explore the role of innovation in the fast-moving

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consumer goods sector and reveal that innovation strategies are necessary for ensuring operational efficiency and market relevance (Lekhanya *et al.*, 2017).

Moreover, understanding the financing landscape for these enterprises is crucial, as financial inclusion significantly impacts technological advancements. Wanyoik and Kalundu emphasize that financing decisions can influence financial performance, which subsequently affects an SME's ability to invest in new technologies (Wanyoik & Kalundu, 2022). This interplay between financial health and technological orientation underscores the multifaceted challenges that SMEs face, necessitating an integrated approach to capacity building and resource allocation.

Therefore, the integration of technological orientation in Kenyan SMEs reveals significant challenges that hinder technological adoption; however, the potential benefits are substantial. Building an environment that fosters a culture of innovation and addresses financial and infrastructural barriers will be crucial for the survival of SMEs in Kenya and the broader African context.

Small and Medium-sized Enterprises (SMEs) play a pivotal role in Kenya's economic growth, yet their survival remains threatened by rapid technological changes and limited adoption of innovation-driven strategies. Despite the recognized importance of technological orientation defined as a firm's commitment to adopting and applying modern technologies in its operations many SMEs in Kiambu County continue to lag behind in technology integration. This limits their competitiveness, operational efficiency, and ability to withstand market disruptions (Mathafena & Msimango, 2022; Chepkurgat *et al.*, 2019). While studies affirm that technological orientation enhances productivity and performance, the extent to which it contributes to the survival of SMEs within Kenya's dynamic business environment remains underexplored (Nakola *et al.*, 2015). Factors such as limited technical expertise, inadequate infrastructure, and the high cost of technological tools further constrain SMEs' capacity to leverage technology for sustainable growth (Korir & Mutua, 2024). These barriers raise critical questions about how technological orientation influences SME survival and what contextual factors shape its effectiveness within Kiambu County.

Moreover, the relationship between technological orientation and SME survival in Kiambu County is compounded by managerial, financial, and infrastructural challenges that influence technology adoption decisions. As Musebe (2024) notes, managerial competencies and strategic alignment with technological capabilities are vital determinants of technological success, while financial constraints limit firms' ability to invest in innovative systems (Wanyoik & Kalundu, 2022). Although empirical evidence from other African contexts indicates that innovation enhances sustainability and competitiveness (Bvuma & Marnewick, 2020; Lekhanya *et al.*, 2017), there remains a paucity of localized studies focusing on how technological orientation directly impacts the longevity of Kenyan SMEs. Understanding this relationship is

critical for formulating targeted policies and interventions to strengthen SME resilience, promote innovation-driven growth, and enhance their contribution to Kenya's socio-economic development.

LITERATURE REVIEW

This study was hinged on Resource-Based View (RBV) theory. The theory entails how SMEs can leverage their unique advantages in creating a long-term competitive advantage. The theory postulates that a business's ability to perform effectively is dependent on both external variables and internal resources and how it distributes and utilizes such resources. The RBV is based on Barney's work from 1991 and suggests that firms with strategic resources have a significant competitive advantage over those without.

Scholars in RBV components submit that a firm's capacity to focus on long-term goals and sustain an alignment that is efficient for improved commercial success is significantly influenced by its technology orientation (Davidsson *et al.*, 2009). The Resource-Based View (RBV) theory comprises the capabilities framework, which is viewed from a dynamic angle (Tajeddini & Mueller, 2009). Numerous studies and criticisms have been conducted on this theory (Foss & Knudsen, 2010).

The concept is crucial for technological orientation because, in order to increase their chances of survival and acquire a competitive edge, SMEs must recognize and make use of their special technology resources and capabilities. Utilizing this framework to apply the idea of technological orientation to a firm makes it clear how important it is to embrace current technologies. Novel technologies and other strategic resources are seen as valuable assets, and their value rises even further if they are uncommon and hard to duplicate. Firms with a strong technological focus are more capable of adjusting to shifting market trends over time, which strengthens their competitive advantage (Foss & Knudsen 2010). According to Tajeddini and Mueller (2009), the capacity of an enterprise to remain at the forefront of strategic breakthroughs and to maintain a lead in strategic innovations is ensured by its technological orientation, which adds to sustainability.

The technological orientation significantly influences the survival of a business. The enterprises that hastily embrace new technologies and integrate them into their operations are more likely to survive compared to those that stick to their old ways of doing things. Use of emerging technologies and embracing an innovation culture allow businesses to offer their consumers products and services that meet their preferences and needs, meaning that such consumers will be attracted to firms with new technologies, which will increase chances of survival of these businesses (Zhai *et al.*, 2018). In addition, technological innovation can help companies create new products, thereby diversifying and increasing their chances of survival.

A study by Arzubiga *et al.* (2018) confirms that SMEs that

have embraced innovation have performed excellently in their respective markets. According to Lumpkin and Dess (2001), adopting new technologies has helped SMEs explore new market opportunities, which has played a huge role in their survival. SMEs that fail to adopt new technologies or integrate innovation in their operations find it difficult to survive beyond the fifth year after their establishment. Thus, as these studies suggest, technological orientation determines whether or not a business, particularly SMEs, survives the dynamic forces that frequently occur in all markets.

Adam and Alarifi, (2021) evaluated the impact of innovation practices and external support on SMEs' survival and performance. The study aimed to determine the relationship between these variables, particularly during global crises such as COVID-19. The scholars administered online questionnaires to 259 SME managers randomly selected from various SMEs in Saudi Arabia. The collected data was analyzed using software known as SmartPLS3. The findings of this study indicated that the innovative strategies adopted by SMEs in Saudi Arabia to counter the COVID-19 repercussions improved SME performance and increased the likelihood of these businesses surviving the pandemic. The results of the study also demonstrated that while external support had little effect on SMEs' performance, it was essential in enhancing the beneficial effects of innovation methods that SMEs implemented on firm survival.

MATERIALS AND METHODS

The study adopted a descriptive survey research design to examine how technology orientation influences the survival of SMEs in Kiambu County. This design, as defined by De Vaus (2016), provided a structured approach for collecting data through standardized questionnaires to understand the behavior, strategies, and market orientation of SMEs. The target population

comprised 1,362 SMEs listed in the Kiambu Business Directory across different sectors, from which a sample of 93 respondents was selected using Yamane's (1967) formula and random sampling to ensure fair representation. Data collection involved the use of structured questionnaires developed after a pilot test, representing 10% of the sample size, to ensure reliability and validity. Content validity was confirmed through expert review and Principal Component Analysis (PCA), while reliability was measured using Cronbach's Alpha, with coefficients above 0.7 deemed acceptable.

For data collection and analysis, the researcher, assisted by a trained team, distributed and retrieved questionnaires over a two-month period, following approvals from Kenyatta University and National Commission for Science, Technology and Innovation (NACOSTI). Data were analyzed using SPSS (version 24), employing both descriptive and inferential statistics to test correlations between market, technological, and entrepreneurial orientations and SME survival. The results were presented using tables, bar graphs, and pie charts. Ethical considerations included obtaining informed consent, ensuring participant confidentiality, and complying with the Data Protection Act (2019). Respondents participated voluntarily and could withdraw at any stage without penalty.

RESULTS AND DISCUSSION

Response Rate

Table 1 provides crucial information about the participation of individuals in the study. It details the number of individuals who responded to the research instrument (response rate) and those who did not (non-response rate). This data is essential for understanding the representativeness of the study's findings and assessing potential biases that may have arisen due to non-participation.

Table 1: Response Rate

Rates	Frequency	Percentage
Response	73	76.8%
Non-Response	22	23.2%
Total	95	100

Source: Field Survey (2024)

The findings in Table 1 show a response rate of 76.8% and a non-response of 23.2%. The non-responses were a result of incomplete responses by the respondents. Cooper and Schindler (2009) noted that a response rate above 50% is considered acceptable for investigation. Based on this assertion, a response rate of 76.8% was considered appropriate for analysis and reporting in this study.

Demographic Information

To ensure the researcher's interpretations of data on strategic orientation and survival of the SMEs in Kiambu

County were unbiased and appropriately represented, the study gathered demographic information from respondents. This included details like gender, education level, age, business operational duration, and position of control within the business. By analyzing these characteristics, the researcher could identify potential biases or limitations in their own perspectives and adjust their interpretations accordingly.

Gender of the Respondents

Information on the respondents' gender was examined in the study to determine the number of male and female

who participated in the study. This is critical for the researcher to attain an unbiased outcome to ensure that responses are obtained from both genders. The outcome of this analysis is contained in Figure 1.

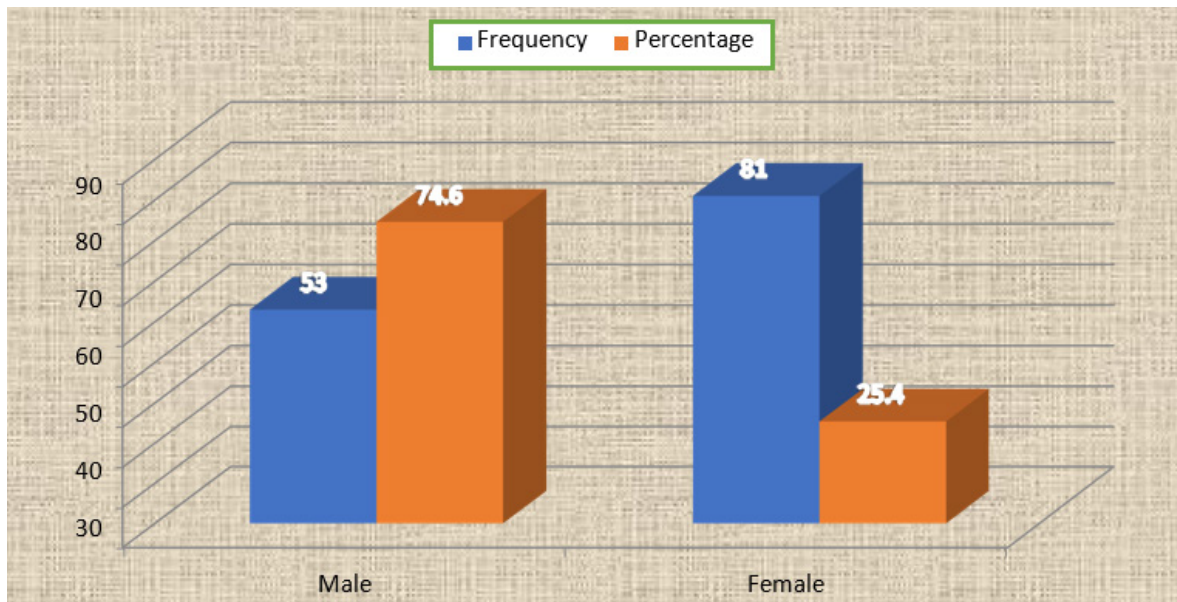


Figure 1: US Financial Crime Losses by Type
Source: Field Survey (2024)

With regard to strategic orientation and survival of SMEs in Kiambu County, Kenya, it was observed that males constituted 74.6% of the total respondents of the study, with the female counterpart representing the remaining 25.4%. From the observation, it could be attributed that the males who are heads of the households have more time to engage in productive activities compared to the females who have to combine both house chores with SMEs activities, thereby resulting in only a few women participating.

Educational Qualification

Education serves as the fertile ground for knowledge, and knowledge fuels the engine of innovation and creativity. For entrepreneurs, this translates to valuable insights that enhance their ability to navigate the competitive landscape and secure their businesses’ survival. Recognizing this crucial link, this section looks into the educational backgrounds of the study’s respondents, presenting the findings visually in Figure 2.

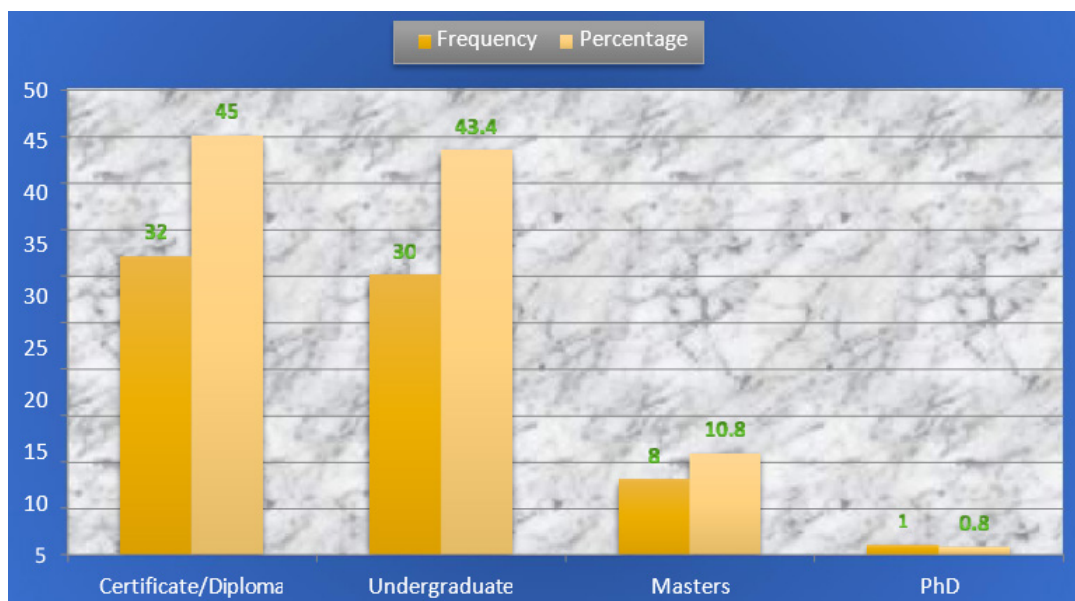


Figure 2: Educational Qualification of the Respondents
Source: Field Survey (2024)

Figure 2 revealed the educational landscape of the respondent pool. Notably, 45% held certificate/diploma qualifications, while 43.4% possessed undergraduate degrees. Masters and PhD holders made up smaller groups, with 8 (10.8%) and 1 (0.8%), respectively. This diversity of educational backgrounds strengthens the reliability of the information collected, as it encompasses a wider range of perspectives and experiences. This variety allows the researcher to draw valid conclusions

about strategic orientation and SME survival in Kiambu County, Kenya.

Age of the Respondents

Information on the age of the respondents was obtained to determine whether the knowledge of strategic orientation in relation to SMEs' survival plays a significant role in Kiambu County, Kenya. With respect to this, the outcome obtained from the respondents is documented in Figure 3.

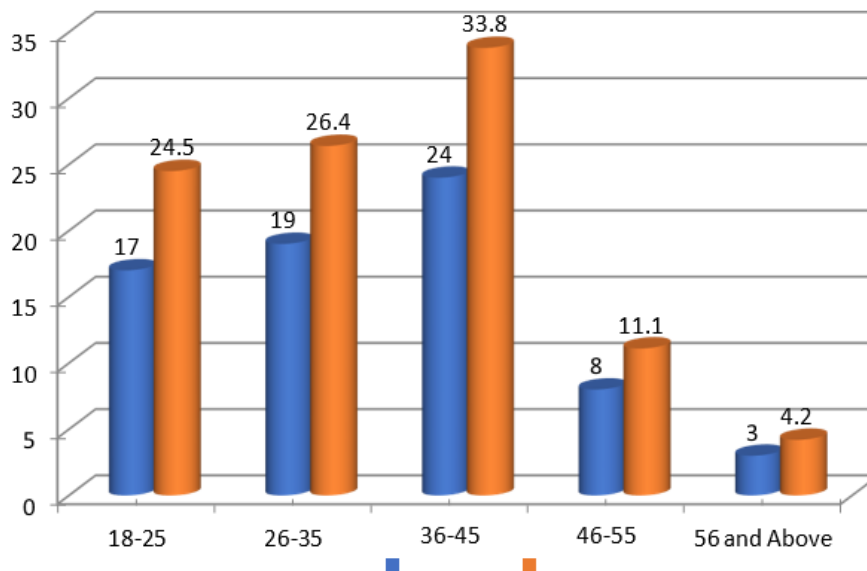


Figure 3: Age of the Respondents

Source: Field Survey (2024)

Out of the total respondents, 17 (24.5%) were between 18 to 25 years, 19 (26.4%) were between 26-35 years, while 24 (33.8%) were between 36-45 years. Only 8 (11.1%) were between 46-55 years of age. In addition, 3 (4.2%) respondents were 56 and above. This result showed that the majority (33.8%) of the entrepreneurs' population was young and in the active age group, implying that entrepreneurs can employ different strategic orientations to ensure their SMEs' survival in Kiambu County, Kenya.

Business Operational Duration

The length of time the business has been in place was examined in the study. This is crucial in determining the survival rate of the business as it relates to the employment of strategic orientation in Kiambu County. The outcome of the business with respect to the operational duration is presented in Figure 4.

Entrepreneurs' distribution by their business duration indicated that 42.2 (30%) had been in operation between 1 to 5 years, 26 (36.9%) had 6 -10 years of operational duration and 10 (13.5%) had 11 - 15 years of existence. However, only 5 (7.5%) of the respondents noted that their businesses have been in existence above 15 years. The result showed that the majority of the entrepreneurs have been in existence for six to ten years. The result

showed that even though the entrepreneurs have had a considerable experience owing to their active age groups, the majority of them still operated on a small scale. This may be as a result of the inadequate capital to deploy the right strategy for survival in the market.

Position of Control

Recognizing the critical role of ownership and control structures in shaping business decisions and influencing SME survival, the study gathered detailed information on this aspect. Through surveys with field respondents, data were collected to pinpoint the position of ownership and control within each business. The findings from this inquiry are comprehensively presented in Figure 5, offering valuable insights into the diverse ownership and control landscapes of SMEs in the study.

In order to determine the management or ownership of the business in the Kiambu County, information was obtained from the respondents, and the outcomes are shown in Figure 5. With this, it was noted that 69.7% capturing 49 participants, were owners of the investigated business in Kiambu County, while 30.3% of the participants were managers of these businesses in the study area. From the outcome recorded, it is worthwhile to note that the majority of the business owners prefer to manage and control their businesses, thereby deploying

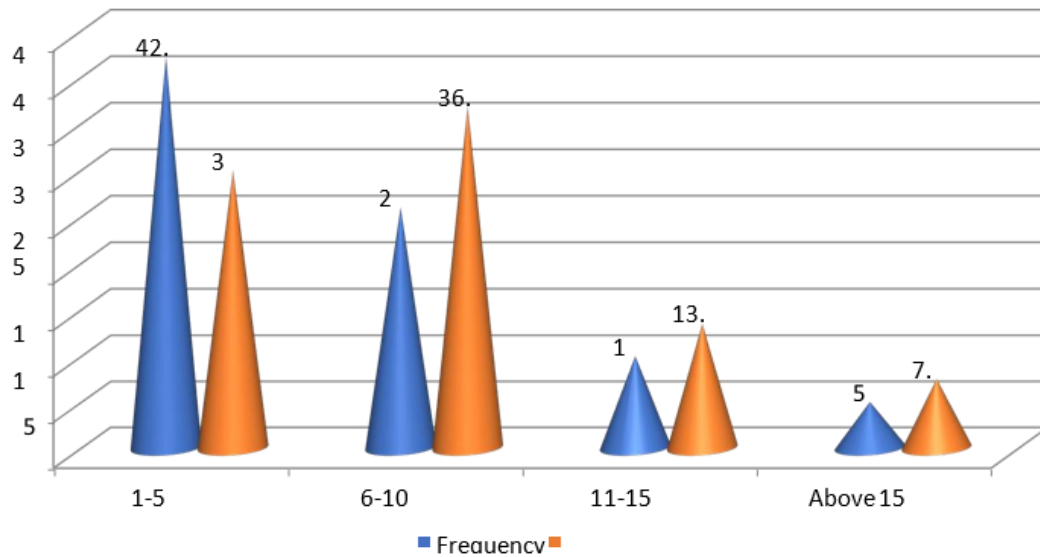


Figure 4: Duration of Business Operation
Source: Field Survey (2024)

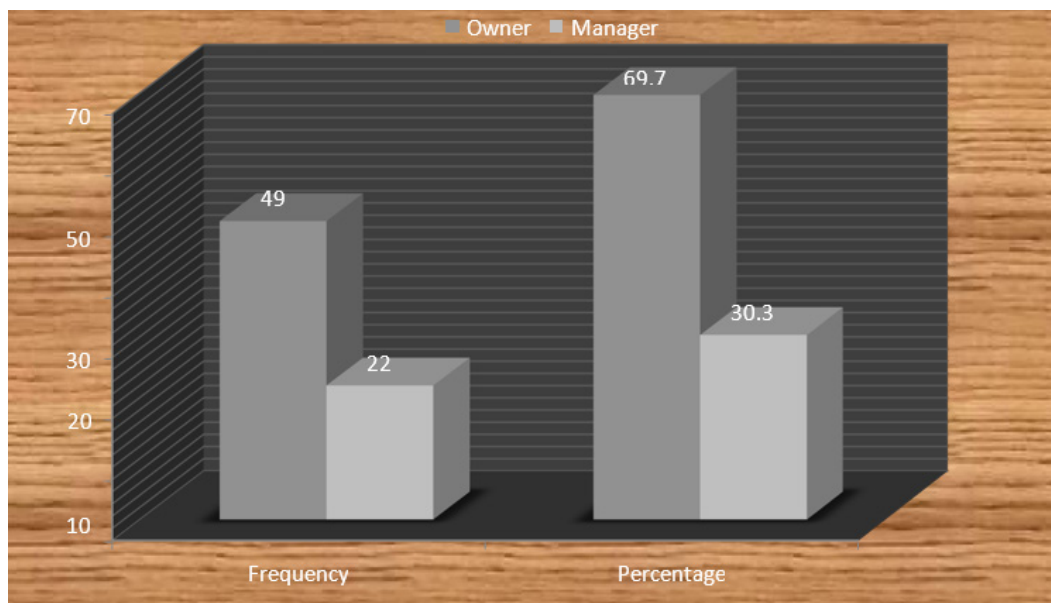


Figure 5: Position in the Business
Source: Field Survey (2024)

the best strategic orientation that would ensure the survival of the SMEs in Kiambu County, Kenya.

Descriptive Analysis

The analysis of the study’s findings leveraged descriptive statistics derived from respondents’ 5-point Likert scale responses in Kiambu County. Each option, ranging from 1 (strongly disagree) to 5 (strongly agree), was assigned a numeric value: 2 for disagree, 4 for agree, and 3 for neutral. To gauge the achievement of the research objectives, the researcher examined the percentage of responses fitting each category and calculated the mean and standard deviation. Ultimately, the study’s success was determined

by comparing the overall composite mean, representing the average across all survey questions, to pre-defined criteria.

Technology Orientation

Businesses leverage technology orientation to differentiate themselves and enhance service delivery to customers. Recognizing this crucial role, the study sought to gather participants’ perspectives on the matter. Table 2 presents the analysis of these perspectives, showcasing the percentage of respondents holding specific views and the variability in their opinions as reflected by the standard deviation of mean scores for related survey items.

Table 2: Descriptive Statistics of Technology Orientation

Item	Responses n=71					Mean	St. dev
	SD%	D%	N%	A%	SA%		
The company applies high technological know-how to improve performance	3.1	4.3	10.4	61.3	20.9	3.926	0.871
Technological application is vital for a firm	6.7	21.5	22.7	33.7	15.3	3.294	1.164
Research and development is usually carried out so as to be better at doing business.	15.3	38.0	22.1	19.0	5.5	3.613	1.123
The technical infrastructure is available within the firm	6.7	17.8	23.3	46.0	6.1	3.269	1.042
The firm harnesses innovation infrastructures to fit today's skills	8.6	14.1	10.4	46.0	20.9	3.564	1.212
Technological orientation helps to make business easy and efficient	5.5	1.8	10.4	54.6	27.6	3.969	0.977
Av. Mean = 3.60583; Av. St. Dev =1.06483							

Source: Field Survey (2024)

In view of technological orientation, the respondents were interrogated on whether the company applies high technological know-how to improve performance. Following the statement, 7.4% of the participants disagreed with the claim, with 10.4% observing neutrality of the assertion, while 82.2% agreed with the assertion that the company applies high technological know-how to improve performance. The validation of the assertions put forward was through a mean score of 3.926 and a value of standard deviation of 0.871. Technical application is vital for the firm was put forward to the target audience, where 22.7% remained neutral, while 28.2% of the participants disagreed with the claim while 49% agreed with the statement that technical application is vital for the firm. The claims made were affirmed by an average score of 3.294 and a corresponding standard deviation of 1.164.

Furthermore, research and development activities are often undertaken to enhance business operations. This view was supported by 24.5% of the respondents, while 22.1% remained neutral. However, a majority of 53.3% disagreed with the statement. Drilling from the responses, a confirmation by a mean of 3.613 and a deviation of 1.123 on a standard was obtained. More so, the technical infrastructure available within the firm was not supported by 24.5% of the participants, while such a statement was supported by 52.1% of the audience, with only 23.2% being neutral. These responses were supported by a mean score of 3.269 and a standard deviation of 1.042.

The assertion that the firm harnesses innovation infrastructures to fit into today's skills was acknowledged by 66.9% of the respondents, while 22.7% had a contrary view, with only 10.4% being neutral on the statement. The observed outcomes from the responses are demonstrated by a mean of 3.564 and 1.212 deviations from the standard. Also, technology orientation helps to make business easy and efficient was supported by 82.2% of the respondents, with 10.4% being neutral, and 7.3% of the participants disagreeing to the claim. Having observed the outcome

of the statements on technology orientation, a composite mean of Therefore, drawing from the statements under market orientation, a composite mean of 3.60583 was realized with a corresponding 1.06483 standard deviation. This outcome illustrated that technology orientation is significant in the survival of SMEs in Kiambu County in Kenya, as indicated by a mean value that is above the 3.0 threshold utilized in the study.

These results are supported by prior research, which emphasizes the critical role of technology in business sustainability. In their study, Okoisama and Ukoha (2019) found that entrepreneurial initiatives anchored on technology enhance organizational survival, while Ogbari *et al.* (2022) established that competitiveness is significantly influenced by a firm's technological orientation from a strategic perspective. Similarly, Kiiru, Mukulu, and Ngatia (2022) documented that technological adoption contributes positively to the performance of SMEs in Kenya, particularly in the manufacturing sector. Collectively, these findings affirm that technology orientation enables SMEs to adapt to market dynamics, improve service delivery, and secure long-term survival.

Survival of SMEs

To pinpoint the strategic aspects influencing SME survival in Kiambu County, the study gathered data on business longevity and its connection to strategic orientation. Table 3 presents a comprehensive analysis of this data, summarizing the performance of individual survey items through mean scores, percentages of responses, and standard deviations. This detailed breakdown allows for precise identification of the strategic components with the most significant impact on SMEs' survival.

Based on the findings in Table 3, it was realized that 5.5% of the respondents disagreed with the consistency aspect of the SMEs survival. 26.4% remain neutral to the assertion pertaining to the consistency of the SMEs, with the majority (68.1%) of the participants concurring with the same. The outcome was followed by a mean score

Table 3: Descriptive Statistics of SMEs Survival

Item	Responses n=71					Mean	St. dev
	SD%	D%	N%	A%	SA%		
The consistency of SME products/services contributes to their survival	1.8	3.7	26.4	49.7	18.4	3.791	0.849
The profitability of SME determines their survival	0	2.5	15.3	60.1	22.1	4.018	0.689
The growth of an SME helps its survival	0	1.2	6.1	65.0	27.6	4.190	0.593
Av. Mean = 3.9996; Av. St. Dev =0.7103							

Source: Field Survey (2024)

of 3.791 and a corresponding 0.849 deviation from the standard value of the mean. Regarding the profitability of the SMEs, only 2.5% of the respondents disagreed, 15.3% were neutral, while 82.2% of the respondents aligned their views with the profitability aspect of the businesses in Kiambu County, Kenya. The growth aspect of the SMEs was disagreed with by 1.2% of the participants. 6.1% showed neutrality to the claim regarding the growth of the SMEs in the study area, and 92.6% of the participants aligned their views with the survival of the SMEs through profitability. The outcome was validly confirmed by a 4.190 mean and 0.593 standard deviation. A mean and standard deviation of 3.9996 and 0.7103 were also revealed. Based on these outcomes, the survival of the SMEs depends mainly on consistency, profitability, and growth of the SMEs in question.

CONCLUSION

The study achieved a 76.8% response rate, which was considered adequate for reliable analysis. The demographic profile showed that most respondents were male (74.6%) and within the productive age bracket of 26–45 years, reflecting the dominance of youth-led enterprises in Kiambu County. Educational attainment was relatively high, with over 45% holding diploma or undergraduate degrees, implying that education plays a role in technology adoption decisions.

Findings from descriptive analysis demonstrated that technological orientation significantly enhances SME survival. Respondents agreed that applying high technological know-how (Mean = 3.93), maintaining technical infrastructure (Mean = 3.27), and conducting R&D (Mean = 3.61) improve firm performance and competitiveness. A composite mean of 3.61 affirmed that most SMEs in Kiambu County recognize technology as vital for efficiency and market adaptation.

Further, analysis of SME survival indicators (Mean = 3.99) revealed that consistency, profitability, and growth are the primary dimensions of survival. SMEs leveraging technology to optimize operations and innovate reported better outcomes in customer retention, profitability, and long-term sustainability. The study also found that managerial competencies, access to finance, and availability of infrastructure moderated the relationship between technological orientation and SME survival, influencing how effectively firms adopted new technologies.

These findings align with prior research by Ogbari *et al.* (2022) and Kiiru *et al.* (2022), who observed that technological capability is a core driver of SME competitiveness and resilience in dynamic markets.

CONCLUSION

The study concludes that technological orientation plays a critical role in the survival and competitiveness of SMEs in Kiambu County. Firms that proactively adopt and integrate new technologies in production, marketing, and management processes exhibit higher operational efficiency and adaptability to market shifts. Technological orientation not only enhances internal capabilities but also fosters innovation and responsiveness to customer needs, key elements for long-term sustainability.

However, SMEs continue to face challenges such as limited access to finance, inadequate technical skills, and infrastructural constraints that hinder technology adoption. Addressing these limitations is crucial to strengthening the resilience and competitiveness of Kenya’s SME sector.

Recommendations

Investment in Technological Infrastructure

SMEs should prioritize upgrading their technological tools and systems to improve operational efficiency and customer service. Government and development agencies should facilitate affordable access to digital platforms and ICT infrastructure.

Capacity Building and Training

There is a need to enhance the digital literacy and technical skills of SME owners and employees through training programs, mentorship, and partnerships with universities and innovation hubs.

Access to Finance for Innovation

Financial institutions should design SME-friendly credit facilities and innovation grants that enable firms to acquire and maintain modern technologies without excessive capital constraints.

Policy Support and Institutional Frameworks

Policymakers should implement supportive policies that encourage technological innovation among SMEs, including tax incentives, subsidized ICT tools, and

research grants for small firms.

Promoting a Culture of Innovation

SMEs should embed innovation into their strategic objectives, encouraging creativity, continuous improvement, and research and development to remain competitive in evolving markets.

Future Research

Further studies should explore the moderating effects of managerial competence, firm size, and industry type on the relationship between technological orientation and SME survival across other Kenyan counties.

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