



BOOK OF ABSTRACTS

2ND **SOBARC** SCHOOL OF BUSINESS ANNUAL RESEARCH CONFERENCE **2022**

27th - 28th July 2022

Conference Partners



Theme:

**Business Innovations and Sustainability
amidst the Global Pandemic**

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MESSAGE FROM THE CONVENOR OF SOBARC



Dr. Edward Owino

Allow me to take this opportunity to thank everyone for finding time to join us at this very important conference. I want to start by acknowledging the presence of our Chief Guest, the University leadership, invited guests, my colleagues, and our visitors watching from all parts of the world. I have been given a few minutes, to give some opening remarks and you will allow me to share with you one or two points that will be coming from my reflection on the global pandemic and how it affected us as the School of Business.

In February 2020, we were going about our business as usual, and suddenly there were rumors of a disease outbreak in China named Covid. In a very short span of a time, the University was closed! Students who had just reported were asked to go back home! Lectures who were preparing to start the semester were asked to recess and everybody else left campus in a haste. I made an attempted stop over the next day and the security at the entrance did not allow me in, reason being there was a virus that was spreading all over the world and countries were talking of lockdown. Nobody knew what to do, all that was being broadcast was that the virus was going to be with us for a while before a vaccine was discovered.

The KCA University management sought ways of resuming its business and weighed alternative ways of engaging the learners. KCA University soon realized it could leverage technology to continue offering a learning platform. KCA University management realized they could use the virtual space to continue with learner engagement amidst the global pandemic. This realization was a wake up to a new dawn. The classroom had leaped to the virtual space.

At the School of Business, upon adopting the virtual platform, it became necessary for us to indulge in learner-centered approaches of teaching. The learner had to learn from wherever they were with little support from the instructors. We used the zoom platform, Teams platform and so many other virtual platforms for learning to go on.

It called for creativity and ingenuity of the University leadership then to think of how the assessment would be done, how the students would be examined and how we could actually roll on the academic process in the virtual space. This was a milestone from which the University realized another form of lecture room - the virtual space. From this experience KCA University today prides itself in having a Center For Teaching and Learning Excellence (CTLE) where University Teaching Staff are equipped with modern pedagogies of teaching and learner-centered methods of student engagement, under the leadership of Professor Simon Ngigi.

KCA University School of Business has embraced research as a path of growth and innovation. SOBARC is a research conference that allows scholars to disseminate knowledge that they have realized over time. This conference brings the industry and the scholars on a common platform. I see it as a forum on which the Scholars will showcase their theoretical prowess, as the industry practitioners demonstrate reality out there and that the fusion of the academics and industry practice will result in new and greater knowledge.

SOBARC has taken the virtual form because of the global pandemic. SOBARC will be there this year (2022), SOBARC will be there next year and SOBARC

will be an annual event and a forum on which researchers will engage in academic discourse. We envision SOBARC as a global outreach event that shall seek to bring together scholars and industry practitioners from various parts of the world to share their experiences and perhaps, challenge our understanding of what goes in the industry that can be infused into academic practice to improve humanity.

The School of Business at KCA University seeks to lead in Business disciplines not only in Kenya but in the greater East African region. We seek to provide leadership in; finance, accounts, marketing, human resources, supply chain, entrepreneurship and other management courses. Just recently the school launched a Ph.D. in Finance and a Ph.D. in Business Management. These are indications of our quest to offer leadership in research in business-related disciplines.

With these few remarks colleagues and our guests, I want to thank you so much for lending me time to talk about research at the School of Business. I look forward to a very fruitful engagement throughout the SOBARC conference period. I wish you the very best learning experience. Please open your ears wide and learn as much as you can from our academic leaders and the Industry captains as the two engage each other. Welcome to SOBARC.

Dr. Edward Owino
Dean, School of Business,
KCA University & Convenor of SOBARC



**Dr. Jane Wangari
Njuru**

MESSAGE FROM THE CHAIRMAN OF THE STEERING COMMITTEE

On behalf of the conference steering committee, I am humbled and privileged to welcome you all, to the 2nd School of Business Annual Research Conference (SOBARC).

Allow me to take this opportunity to thank our Chief Guest, His Excellency, Ambassador Dr. Michael Mlynar, the Permanent Representative of Slovak Mission to the United Nations, New York, for finding time out of his busy schedule to grace our conference. I also thank our Note key Speakers, CPA Edwin Makori, CEO of ICPAK, Mr. Jerome Ochieng, PS, ICT & Innovation Ministry of ICT, Innovation & Youth Affairs and Dr. Habil Olaka, CEO, Kenya Bankers Association. Many thanks also go to our Deans of Schools, Faculty Members, Students and all participants. It is our concerted effort that has made this conference a success and we don't take your participation for granted.

As you are all aware, we are just coming out of a global crisis like no other. The COVID 19 pandemic sent shockwaves through the global economy. Communities were devastated and citizens were worried about their lives and livelihoods. Many businesses were distressed and most governments spent beyond their budgets as they tried to cushion citizens. It has been difficult for all of us. But we thank God that we are here today to participate in this annual conference and address future challenges.

This 2nd School of Business Annual Research Conference is dubbed '**BUSINESS INOVATIONS AND SUSTAINABILITY AMIDST GLOBAL PANDEMIC**'. It aims at bringing together the academia, practitioners and policy makers from public and private sectors to share ideas and explore emerging opportunities through the lens of leadership, innovation and sustainability.

Today, leaders in governments find themselves at crossroads - a point at which they must make crucial policies, which have far-reaching consequences. As they are faced with these complex challenges and crisis, they are also energized by the knowledge that they can find great opportunities during tough times.

The ability to apply innovation is especially important in times of volatility, uncertainty, complexity, and ambiguity. It is at such a time that we seek innovative leadership in our institutions of learning, in government departments, in business and in politics in order to pivot quickly and capitalize on an evolving business landscape and shifting consumer demands. The willingness to consider different concepts, approaches and models! The willingness to embrace paradigm shifts! The willingness to adjust mindset! The willingness to turn imaginative ideas into reality! Yes we need to embrace transformation in order to reverse socio-economic uncertainty.

Let me also note that industry partnerships are instrumental in advancing research and creating skilled workforce. It is therefore important to explore the unknown, to identify new opportunities, and that's why we are gathered here today.

As the Chairman of SOBARC, I hope the conference will lay a strong foundation

for identifying new opportunities and resources needed to exploit such prospects through innovation. As Steve Jobs once said “Innovation is the ability to see change as an opportunity, not a threat.”

SOBARC is indeed timely! It has attracted both local and international participants. It has come at a time the stability of financial systems is threatened and survival of most people has become unpredictable. Policymakers all over the world are looking for strategies to contain future spread of pandemics while limiting the economic crisis and turbulences.

It is in this regard that SOBARC has focused on various topical issues, such as: Financial Innovations and Inclusion; Leadership and Innovation in the Public Sector; Start-up Innovations and Social Entrepreneurship Ecosystem; Marketing in the Digital Space; Supply Chain Disruptions and Resilience; Cloud-Based and Forensic Accounting; Human Resource Innovation and Workplace Diversity. Further, SOBARC provides an opportunity for participants to share insights and experiences through discussions that would serve as a basis for establishing strategic collaborations, linkages and networks.

At this juncture, allow me to recognize and appreciate members of the steering committee for their resilience and commitment to making SOBARC a reality. Indeed, innovation starts with the efforts of individuals! I thank the steering committee and entire School of Business faculty for their support and pray that they continue being innovative even as we strive to make KCA the university of choice in the region.

I also want to highly appreciate our sponsors and partners. I want to assure them that SOBARC will create action plans for dissemination of knowledge, publication of conference proceedings, and policy briefs to the government and industry.

Once again, it is my absolute pleasure to welcome you to the 2nd School of Business Annual Research Conference. I wish all participants a very enjoyable and memorable conference experience.

Thank you!

Dr. Jane Wangari Njuru
Chairman, 2nd SOBARC Committee



**Dr. Christine
Nanjala Simiyu**

MESSAGE FROM THE DEAN, RESEARCH INNOVATION & OUTREACH DIVISION (RIO)

Ladies and Gentlemen,

Karibu at KCA University. At KCA University, we pride in Advancing Knowledge, Driving Change.

Bill Gates once said: "I believe in innovation and that the way you get innovation is through research and you learn the basic facts."

That means, research outputs create facts; and the facts create innovations; and innovations solve human needs.

Again,

Margaret Heffernan once said: "For good ideas and true innovation, you need human interaction, conflict, argument, debate."

That means, for innovations to occur, we humans have to interact debate about ideas, debate about the facts generated – agree and sometimes disagree.

Ladies and gentlemen, that is why we are here today. To discuss good ideas and debate the facts generated through research. This should eventually lead to innovations that serve humanity.

Now, the Research, Innovation and Outreach Division at KCAU is mandated to foster an enabling environment that encourage robust research discussions and disseminate research findings through conferences among other dissemination avenues that lead to innovations.

The 2nd SOBARC conference we are having today is meant to enable robust discussions about Business Innovations and Sustainability amidst Global Pandemic. This conference is meant to set pace towards the main International Conference on Innovations and Sustainability coming on between 11–13th October, 2022 at the KCA University grounds. Both conferences are in the spirit of generation of knowledge that can inform the creation of innovations that serve mankind sustainably.

So, to our partners and all the participants, it's my pleasure therefore to extend a cheerful welcome to you all to the 2nd SOBARC conference and to the KCAU International Conference in October 2022.

Your presence makes us very happy!

Thank you.

Dr. Christine Nanjala Simiyu
Dean, Research Innovation & Outreach Division (RIO)



Prof. Damiannah M. Kieti Manono

MESSAGE FROM THE DEPUTY VICE-CHANCELLOR, FINANCE, PLANNING AND DEVELOPMENT

The Chief Guest Speaker- HE ambassador Dr. Michael Mlynar , Keynote speakers: Mr. Jerome Ochieng-PS-ICT and Innovation, Ministry of ICT, Innovation and Youth Affairs; Dr. Habil Olaka- CEO, Kenya Bankers Association; CPA Edwin Makori- CEO ICPAK; Deputy Vice Chancellor, invited guests and guest speakers, good morning!

May I take this opportunity to welcome you to the 2nd School of Business Annual Research Conference (SOBARC) 2022, whose theme is **Business Innovation and Sustainability amidst the Global Pandemic**.

As a University, we take pride in the fact that this annual research conference has continued to create an important platform for showcasing, sharing research findings and expertise locally, regionally and internationally.

Furthermore, ladies and gentlemen,

The theme of this year's conference is in itself encompassing really gets into multiple areas of major concerns and growing interest- innovations, sustainability and recovery strategies from the impact of the Covid-19 pandemic and the need for Universities to invest in technology.

It, therefore, provides a perfect canvas for participants to discuss a whole range of topics and issues. The University remains committed to supporting research and dissemination of the research findings.

Ladies and gentlemen,

In the global arena **"Leave No One Behind"** has been a key objective, and a top priority of the United Nations 2030 Sustainable Development Goals (SDG). **KCA University is not left behind in these endeavors.**

The university, as provider of the highest level of academic education, has a special role in research, innovations, digital transformation and national development. In the world over, we have seen cases where a University has had a marked impact on the community around it and sometimes even the entire world.

Welcome to SOBARC and I wish all participants a wonderful and productive experience.

THANK YOU!

Prof. Damiannah M. Kieti Manono
Deputy Vice-Chancellor, Finance, Planning & Development

MESSAGE FROM THE DEPUTY VICE-



**Prof. Joshua G.
Bagaka's**

CHANCELLOR ACADEMIC AFFAIRS & STUDENT AFFAIRS

Distinguished guests, ladies and gentlemen, let me take this opportunity to welcome you all to the 2nd Annual Research Conference on **Business Innovations and Sustainability Amidst Global Pandemic** organized by the School of Business. I am convinced that a number of cross-cutting issues will be discussed around the theme and subthemes thereof. We are glad that you made time to be with us for the two days of this conference. This conference, without a doubt, presents another opportunity for the business sector and academia to exchange ideas, share knowledge and research findings. I am hopeful that this conference will go a long way to achieve its objectives as envisaged.

Let me join other speakers in commending the School of Business for putting together this conference. As a university, we put premium on research, innovation and outreach. This is a manifestation of the school's efforts to fulfill one of the university's strategic pillars. As I congratulate the organizers of this great conference, let me also urge faculty members of KCAU to continuously and proactively engage in research activities. The world is looking for solutions to the so many global challenges and the answers lie in our research and innovation activities.

Distinguished guests, ladies and gentlemen, let me say that this event does not only enhance scholarly growth but also strengthens our strategic networks. In this forum participants will present papers, will network for future collaborations, will publish, and will socialize. I look forward to the wonderful academic presentations and another SOBARC in 2023.

I wish you well as you engage. Thank you.

Prof. Joshua G. Bagaka's
Deputy Vice Chancellor Academic Affairs & Students Affairs



**Prof. Isaiah I.C.
Wakindiki**

VICE CHANCELLOR'S FOREWARD

On behalf of KCA University, I am pleased to welcome you all to the 2nd School of Business Annual Research Conference (SOBARC). In a special way, allow me to welcome Our Chief Guest Speaker- HE ambassador Dr. Michael Mlynar, other Keynote Speakers, national and international participants, faculty and students. Thank you for finding time out of your busy schedules to preside over the official opening of this conference.

As you all know, aside from the teaching role of a University, institutions of higher learning also derive meaning from active engagement in research both academic and action-oriented. In line with this, we have established a Directorate of Research Support and Dissemination to facilitate KCA University researchers to undertake high quality research which is relevant in solving the challenges facing mankind in the 21st century.

I would like to commend the school of business for organizing this 2nd annual conference. The theme of the conference reflects today's global approach to global challenges. I urge all faculty members to take up an active role in spearheading research in their respective areas. Through research, universities, industry and governments are able to unfold unexplored horizons that stimulate working capacity, and develop new approaches to tackling global issues. The new ideas and facts sparked by research help policy makers to make decisions grounded in the best available experiential and contextual evidence. To build capacity in research, we need to actively engage more in outreach activities. Community engagement provides a fertile ground where new knowledge is discovered through inquiry and discovery.

International conferences like this one provide us with opportunities not only to share knowledge but also to network. As we engage, let's also strive to create strategic partnerships and collaborations that will go a long way in aligning KCA University graduate skills with industry demands.

As I conclude, allow me to once more acknowledge those who tirelessly worked to ensure this conference succeeds. I wish to single out the efforts made by the Dean, School of Business, the Chairman of the Organizing Committee, members of the Committee, Conference Partners, Sponsors as well as the Delegates.

Distinguished guests, ladies and gentlemen, again welcome to KCA University. To all the participants, I wish you all interesting and fruitful discussions in the course of this conference

Prof. Isaiah I.C. Wakindiki
Vice Chancellor & CEO

MESSAGE FROM ICPAK CHIEF EXECUTIVE OFFICER



CPA Edwin Makori

Distinguished guests, participants, ladies and gentlemen...

On behalf of ICPAK, I would like to register my gratitude for this wonderful event. I had wished to be present at the opening session of SOBARC conference but couldn't due to other official engagements.

As captured in the theme of the conference, we acknowledge that COVID 19 pandemic has thrown the world into uncertainty, volatility and complexity. It is not surprising that today we live in anticipation of what, when and how the next big wave is going to be like.

The pandemic has however presented us with numerous opportunities. As a business community we have had to explore new frontiers. We have had to be innovative to remain sustainable. Only five years ago, it was not easy to set up a zoom platform for a meeting. It wasn't easy neither to convince people to use the zoom technology for meetings. Today, this technology is part of us.

This 2nd annual conference provides us with an opportunity to rethink business innovation and sustainability amidst COVID Pandemic.

Supply chain management has been disrupted. New financial services and business models have been invented to respond to the changing consumer demands. Businesses are quickly coming up with new ways of dealing with global risks and challenges. We must look at consumer preference, demands, requests and tastes that continue to rapidly change with technology that is shared around the world.

As we look at business sustainability, complexity and volatility and ambiguity of the business environment, it is important to establish how other global threats like the war in Ukraine and pandemics like monkey pox will affect the business landscape.

To this end, academic research integrated with business practice should provide feedback upon which new business models that can stand pandemic storms are developed. We need more models that look at financial services taking advantage of the digital space. We need to come up with other financial products that can meet the demands of consumers.

Ladies and gentlemen, through this interaction we are able to come up with best business innovations that are agile and sustainable.

Enjoy the conference.

CPA Edwin Makori
ICPAK, Chief Executive Officer



Chief Guest

**HE Amb. Dr. Michael
Mlynar**

KEYNOTE SPEECH FROM THE PERMANENT REPRESENTATIVE OF SLOVAK MISSION TO THE UNITED NATIONS

Dear Colleagues, Dear Friends,

It's my great honour to participate in today's 2nd KCA University School of Business Annual Research Conference.


Sustainable recovery after the COVID-19 pandemic is one of the most pressing current issues, but today we are putting the spotlight on Africa, a continent that host 17.6 % of global population with rich human and natural resources and enormous economic and social potential. African countries remain crucial part of sustainable development journey as they represent a change and progress that needs to occur for 2030 Agenda to be successful. Yet the continent still faces social, economic and political challenges in the realization of development goals.

The climate change, the ongoing covid-19 pandemic, and geopolitical tensions among other crises are the greatest challenges to Africa's development and post-covid-recovery. Current food and energy prices are unsustainably high, without little ambitious action, the situation is set to worsen due to extreme weather events. A rules-based multilateralism provides hope for achieving "the Africa we want," Africa's priorities are global priorities.

Progress is possible with the right investment and in cooperation with local communities, especially women and youth. Investing in women and youth is critical for sustaining development progress overall. However, it is even more critical for addressing climate crisis. COP27 in Egypt is coming up and the world has an opportunity to support African countries, particularly their needs and priorities, to ensure their meaningful progress against climate change. This includes ensuring access to reliable, affordable, and sustainable energy as well as enhanced investment in adaptation, which is only becoming more urgent by the day. We must also capitalize on the synergies of 2030 and 2063 Agendas by tackling longstanding constraints of lack of access to finance. We must work together to unlock innovative domestic sources of finance to support sustainable development and climate action on this Continent.

Dear Friends,

The pandemic has led to the worst economic recession in half a century across Africa with real GDP contracting by 3% in 2020. The war in Ukraine on its part has hindered projection of Africa's GDP growth by 0.7% and inflation is expected to rise by extra 2.2% in 2022, negatively impacting lives and livelihoods of Africa's most vulnerable population. This multiple crisis has amplified the urgent need to rebalance global economy, rethink the global debt architecture and facilitate food and energy security. We need collective action and international solidarity to address looming threat of famine, induced by the triple crisis of climate change, pandemic and conflicts, particularly on the continent of Africa.



One of the first conditions we need to ensure is equal access to COVID-19 vaccines among marginalised populations in Africa. Recent High-Level Political Forum (HLPF) on Sustainable Development emphasized the importance of sustainable COVID-19 recovery and, only a few days later, the Special High-Level Dialogue of the Presidents of the General Assembly and the Economic and Social Council reconfirmed that the development of Africa is one of the priorities of the work of the United Nations. As was advocated during the HLPF – there is an unprecedented opportunity to step up to these challenges, speed up economic diversification and integrate Africa further upstream in the global supply and demand chains.

Ladies and gentlemen,

Let us recommit to achieve sustainable development in Africa and let us take concrete steps to foster progress and sustainable development of Africa. By working together and advocating for and implementing better policy solutions we can make sure that no one is left behind as we jointly rebuild the economy and the livelihoods. Research and dissemination of new knowledge are definitely good ingredients in this endeavor. I wish for this conference to be an inspiration to galvanize action, leaving no one behind.

Thank you!

HE Ambassador Dr. Michael Mlynar
Permanent Representative of Slovakia to the United Nations



Mr. Jerome Ochieng

MESSAGE FROM THE PERMANENT SECRETARY ICT, INNOVATIONS & YOUTH AFFAIRS MINISTRY

The Chief Guest, HE Ambassador Dr. Michal Mlynár, Permanent Representative of Slovakia to the United Nations, KCA University Vice Chancellor and CEO Prof. Isaiah Wakindiki, KCA University DVC – Academic & Students Affairs, Prof. Joshua Bagaka's, Deans of Schools,

Faculty Members, Ladies and Gentlemen.....

Good morning!

It gives me a great pleasure to be part of this 2nd annual conference organized by the School of business at this great university. Indeed, the theme of this conference, 'Business Innovation and Sustainability Amidst Global Pandemics' resonates well with global business realities.

I commend the organizers of this conference for identifying innovation as the key driver of business growth and sustainability.

Ladies and Gentlemen,

As captured in the Kenya Vision 2030 blue print, the government aims at transforming the country into a newly industrialized middle-income economy providing a high quality of life to all its citizens in a clean and secure environment.

The Vision recognizes the role of science, technology and innovation (ST&I) in a modern economy, in which new knowledge plays a central role in wealth creation, social welfare and international competitiveness through effective exploitation of knowledge, innovation system and flourishing entrepreneurship, among others.

To make this National Vision a reality, the Government, through the Ministry of ICT, Innovation and Youth Affairs has undertaken a number of initiatives geared towards ensuring ICTs play their rightful in role in its attainment.

Among the most notable initiatives including the National ICT Policy Guidelines, the Kenya Digital Economy Blueprint, the Kenya National Digital Masterplan 2022-2032, which assist the private sector in investing in this strategic sector of our economy and infuse new energy and vigour in the industry in order to spur a new wave of innovations that will keep Kenya in the global ICT map as a hub for innovations.

As a Ministry, we have a framework that continuously seeks to promote business innovation and sustainability. Today, the issuance of business licenses is done within one working day. This was not possible a decade ago; Through the

Huduma Center, Kenyans can access crucial services under one roof; Through the E-citizen platform, Kenyans can access almost all government services from their smart phones, laptops, and cyber cafés at the comfort of their living rooms.

To facilitate provision of e-enabled services across the country, the Government has continued to expand the reach of National fibre-optic backbone infrastructure across the country with over 8, 900 Kilometers laid across all the 47 counties.

Ladies & Gentlemen

These milestones, coupled with other infrastructural development like expansion of road network, and rollout of the 4G network are an enabler towards innovation and sustainability of business. It goes without saying that Kenya's geographical positioning makes accessibility to high speed internet connection easier and cheaper.

More so, as an English and Swahili speaking nation, we are better placed to transact competitively with the rest of the world. This is also made possible by the peace and tranquility that we enjoy as a country.

In the same vein, Kenya is not only endowed with skilled manpower which is acquired from technology driven higher institutions of learning, but also boasts of a youthful population that drives innovation.

Ladies & Gentlemen

As a government, we commit to continue ensuring that the space available to innovators, and to the business community in particular, is always open. We are committed to ensuring that the policies and legislative frameworks that will allow you to do your innovations or launch your start-ups are in place.

I urge all of us here today, and especially young people attending this conference, to take advantage of the numerous opportunities made available by the Ministry of ICT, Innovation and Youth Affairs. Leveraging on these technology-driven platforms will transform you from job seeking to job creating.

As I conclude, I would like to once more commend the architects of this conference. This is the way to go for all of us. I wish all participants fruitful two-day of academic discourse.

Thank you, and God Bless You!!!

Mr. Jerome Ochieng
PS – ICT, Innovations & Youth Affairs Ministry



Dr. Habil Olaka

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER, KENYA BANKERS ASSOCIATION

KCA University Vice Chancellor and CEO Prof. Isaiah Wakindiki,
Distinguished members of faculty and staff, Researchers, Students,
Distinguished guests, Ladies and Gentlemen

Good morning!

It is a pleasure for me to join you this morning as you mark the second edition of the KCA University School of Business Annual Research Conference. Let me begin my address today by thanking Prof. Wakindiki for deigning to invite me to speak at this important occasion. I commend KCA University for this inspiring initiative that is worth emulating across the academic fraternity.

At the outset, I would like to take some liberty, as your keynote speaker, to say a few words about the institution I represent. Kenya Bankers Association is the financial sector's leading advocacy group and the umbrella body of the institutions licensed and regulated by the Central Bank of Kenya. Currently, the Association has 46 members, constituting 39 commercial banks and seven microfinance banks.

Our core mandate is to continue reinforcing a reputable and professional banking sector in Kenya to best support Kenyans, who entrust their ambitions and hard-earned resources with our member banks. This commitment has been strengthened over the years through strategic blueprints. The current Strategic Plan for the period 2019 to 2023 is entrenched in a deliberate focus towards deepening innovation, with an aim to facilitate access to affordable credit for all.

Fortuitously, this conference comes in the year the Kenya Bankers Association is marking its 60th Anniversary. I am, therefore, delighted to speak here today during the banking industry's birth year. Please feel free to follow the hashtag #BankingHistoryKE to learn more about the banking industry in Kenya, dating back to as early as 1900 and even beyond.

I note with satisfaction that this conference is aptly themed: Business Innovations and Sustainability Amidst Global Pandemic. There is no doubt that the concept is motivated by the upheavals the global financial system has encountered in the wake of the COVID-19 pandemic over the past two years.

Indeed, the pandemic reaffirmed the important role of innovation, not only in the financial services sector, but beyond. Various sectors, including retailers, manufacturers, employers and even institutions of learning have embraced innovation to ensure sustainable continuity in operations and customer service.

From a banking perspective, the pandemic stretched the frontiers of possibilities. At the pandemic's zenith in 2020, banks found themselves in a precarious position following restrictions imposed on movement and a raft of other containment measures that threatened to hamper operations and services extended to customers across branch networks.

In retrospect, it is now widely acknowledged that the banking industry's

long running investment in technological innovations helped in preventing the health crisis from morphing into a financial crisis. The presence of well-established digital banking channels ensured that customers continued to access all banking services from their homes.

The COVID-19 pandemic has made it apparent that innovating on the service side alone is not enough. The other trend, precipitated by the pandemic, was an enhanced use of data insights. The lesson was that data could be used further in designing products tailored to the unique needs of the diverse banking demographics.

This is the point at which research comes in. It is not possible to understand market dynamics without a deliberate effort to conduct research to inform strategies that can be put in place to address emergent problems. It is through research that effective targeted interventions can be instituted.

For this reason, research is at the core of the Kenya Bankers Association's advocacy initiatives. To this end, the Association has a Center for Research on Financial Markets and Policy. Established in 2012, the Centre offers an array of research, commentary, and dialogue regarding critical policy matters that impact on financial markets in Kenya.

It is important to note that the conduct of research demands rigour in analysis, adherence to best practices, and ability to effectively communicate outcomes, particularly to the targeted policymakers. I, therefore, encourage you to uphold standards. The commitment will ensure your research output is credible and useful in policy formulation.

As an industry, we are now raving up our efforts to extend inclusion to fully include vulnerable members of our banking public that include Persons with Disability, women, and the youth. I similarly invite you to download a banking environment Kenyan Sign Language App on your phone to learn how to communicate via sign language at a bank. It is called Deaf Elimu Banking.

In closing, I would like to reiterate that the Kenya Bankers Association recognizes cross sector collaboration as an important element of research. We are, therefore, open to partner to partner with institutions of higher learning in conducting research towards supporting the post COVID-19 enterprise and household recovery process.

In this regard, I would like to indicate that the Association convenes an annual banking research conference. I encourage KCA University to submit papers for the conference. It would be a great opportunity to interact with other researchers in the collective bid to create solutions.

Finally, I would like to congratulate KCA University once again for organizing this conference. I look forward to interactive sessions. There is no doubt that the outputs of this convention will make an important contribution to the national social-economic agenda.

Asanteni!

Dr. Habil Olaka, EBS
Chief Executive Officer, Kenya Bankers Association

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INTELLECTUAL CAPITAL INVESTMENT AND FINANCIAL SUSTAINABILITY OF FIRMS LISTED AT THE NAIROBI SECURITIES EXCHANGE, KENYA

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Abstract

Firms listed in the Nairobi Securities Exchange (NSE) directly and indirectly contribute up to 14% of Gross Domestic Product (GDP). The financial sustainability of these firms is however threatened with the increasingly competitive business world coupled by pandemics such as Covid-19. The competitive business world arises from the increasing economic globalization that has made tangible assets less unique for firms therefore increasing demand for knowledge-based investments for firms that seek to remain sustainably competitive. Moreover, in capital market-based accounting research, there is strong evidence of an increasing gap between book and market values of firms pointing to intangible value addition. Extant empirical evidence shows that sustainable competitive advantage has increasingly been rooted in investment in Intellectual Capital (IC) elements resulting from idiosyncratic resources controlled by firms such as specialised human resource, unique information technology (IT), unparalleled research and development (R&D) and superior advertising. Although one of the issues surrounding intellectual capital is the missing accounting regulation for its disclosure, less is known about the role of Intellectual Capital investment in enhancing financial sustainability in emerging markets such as the Nairobi Security Exchange (NSE). The present study, founded on a metatheoretical approach therefore aimed to establish the extent of intellectual capital investment in the NSE and its effect on financial sustainability of the listed firms. The study was based on the resource-based theory. Using the static and dynamic panel data economic models for ten-year data of 40 continuously-listed firms, findings reveal challenges and opportunities for IC investment. First, IC investment is shown to be low though improving. Second, the study finds that IC investment differs across the different sectors of firms listed in the NSE and across the three measures of Human Capital, Relational Capital and Structural Capital. Overly, the study reveals that IC investment has a positive significant effect on financial sustainability of the listed firms. The study therefore builds a case for IC investment for the firms.

Keywords: Intellectual Capital Investment, Financial Sustainability, Listed Firms, Nairobi Securities Exchange

EFFECT OF INTEGRATED FINANCIAL MANAGEMENT INFORMATION SYSTEM ON PUBLIC EXPENDITURE MANAGEMENT IN KENYA

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Abstract

Kenyan public sector has been recording an increase in the misuse of public funds through fraud and corruption over the years. Public expenditure amounting to Kshs.66.7 billion incurred for the financial year 2013/14 was not fully accounted for and a further Kshs.24.5 billion unapproved excess expenditure. This represents 4.6% and 1.7% respectively of the actual net expenditure of that financial year. The unaccounted amount was due to expenditure in the government without adequate authentication. Part of the excess expenditure was also due unapproved utilization of public expenditure in various ministries. Misuse of public funds has been derailing government service delivery and economic development. If integrated financial management information system (IFMIS) was fully operational and its components interlinked, it would ensure transparency and accountability in all the public units, that is, procurement, budgeting and accounting. This would enhance expenditure management in public sector if the three systems are well coordinated. Automating and linking these processes would result to a sound public finance management since managers in each unit can communicate easily in case a fraud is detected in the system. The linking of the three modules would also improve on public expenditure management since each unit will stick and adhere to the itemized budget estimate without diversion of finances to other unplanned expenditure. This study sought to establish the effect of electronic procurement, electronic budgeting and automated cash management on public expenditure management in Kenya. The study adopted descriptive research design and the target population was 140 respondents drawn from five ministries in the National Government. Primary data collected using a structured questionnaire was coded and analyzed using multiple regression analysis and correlation analysis. The study found out that there is a significant positive relationship between electronic procurement, electronic budgeting, automated cash management and public expenditure management in Kenya. According to the study findings, Kenyan IFMIS modules are inadequately interlinked and this creates a loophole for fraud and misuse of public funds. This study recommends the linking of the electronic procurement, electronic budgeting and cash management modules so as improve on public expenditure management since each unit will stick and adhere to the itemized budget estimate without diversion of finances to other unplanned expenditures.

Keywords: Electronic Procurement, Electronic Budgeting, Automated Cash Management, Public Expenditure Management in Kenya.

DIGITAL LENDING AND LOAN PORTFOLIO OF THE LISTED COMMERCIAL BANKS IN KENYA

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Abstract

Digital lending has served to ease activities relating to the process of acquiring loans from various financial lending institutions in Kenya. Several concerns have been raised including the need to regulate the provision of digital loans to safe guard the banks from making losses and preventing customers from exploitation. Current studies have emphasized the effect of mobile lending on the Kenyan banks' financial performance. The study's general objective involved analyzing the effect of digital lending on the loan portfolio of the listed commercial banks. The project embraced a descriptive research design. The target population involved listed commercial Banks that embrace digital lending. The findings revealed that the length of digital lending had a favorable but statistically negligible influence on the loan portfolio of listed commercial banks. Also, the findings revealed that the correlation between digital lending duration and amount of non-secured loans was positive and significant ($r = 0.578, P = .000 < .05$). Also, the study underlined that digital lending costs ($r = -0.622, P = .000 < .05$) had a negative and significant correlation with amount of non-secured loans.

Keywords: Banking, Banks, Digital lending, Loan Portfolio, Technology, Financial Institution Act, Unsecured loans,

EFFECT OF MICROFINANCE INSTITUTION FINANCIAL PRACTICES ON PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN KAJIADO COUNTY, KENYA

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Abstract

Despite the critical role SMEs play in the economy, their growth and success is always dogged by myriad of challenges due to their limited ability to access expansion finances and bridging the working capital deficits. However, MFIs comes in handy by playing a key role in financial intermediation in so far as growth and Success of the SMEs is concerned considering that to a large extent, they lack collaterals and other borrowing requirements imposed by commercial bank. Alive to that fact, the study therefore sought to establish the nexus between microfinance institutions practices and the performance of small and medium enterprises in Kenya. In doing so, the study adopts a case study of Kajiado County specifically to examine the effect of microfinance lending practices, microfinance savings practices, microfinance insurance practices and microfinance loan recovery practices on financial performance of small and medium enterprises. This study adopted descriptive research due to its ability to explore and offer detailed explanation on the study's unit of analysis, which in this case is the SMEs in Kajiado County. The study target population was 2851 SMEs registered in Kajiado County. However, the study sample was the 372 SMEs registered in Kajiado Township within Kajiado County. Given the small size of the target population, the study employed census. The study utilized secondary data collected using structured questionnaires administered to the SME owners. STATA was used for data analysis in which analyses included computation of measures of central tendency, as well as the measures of dispersion. In addition to the descriptive statistics, correlation analysis of the study variables was used to examine the relationship among the variables. To determine the specific effect of microfinance financial practices on the SME performance, we relied on a linear empirical model using a multivariate Ordinary Least Squares method. In addition, several diagnostic tests namely: heteroscedasticity, multicollinearity, and autocorrelation tests were conducted. The study found that microfinance lending practices to the SMEs has a negative and significant effect on the SME's profitability with one-unit increase in micro credit likely to lead to 0.106-unit decline in SME profitability holding other factors constant. Further, microfinance savings practices were found to have a negative and significant effect on the SME's profitability with one-unit increase in micro saving likely to lead to 0.421 -units decline in SME profitability holding other factors constant. In addition, microfinance insurance practices were found to have a negative but insignificant effect on the SME's profitability with one-unit increase in micro insurance likely to lead to 0.015-units decline in SME profitability holding other factors constant. Lastly, microfinance loan recovery practices were found to have a negative effect on the SME's profitability with a single unit increase in outstanding loan likely to increases SME profitability by 0.008 holding other factors constant. The diagnostic tests results concluded the absence of heteroscedasticity, multicollinearity and autocorrelation problems.

Keywords: Capital Deficits, Performance, Microfinance, SMEs

DYNAMIC LINKAGES OF STOCK MARKET SECTORS: EVIDENCE FROM THE KENYAN STOCK MARKET

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Abstract

This paper undertakes an empirical investigation into the dynamic linkages of the Nairobi securities Exchange's sectors. Using weekly indices for the 9th June 2008 to 14th February 2019 period, it examines the dynamic linkages of the Investment, Manufacturing and Allied, and Banking sectors. The study finds out the presence of one co-integrating relationship in the long run. A Vector Error Correction Model is fitted to estimate the temporal relationships of the three indexes. Results of Granger Causality testing, which are based on the VECM output, indicate the presence of bidirectional granger causality between the Manufacturing and Allied & Banking sectors as well as the Banking & Investment sectors. However, there is no granger causality between the Investment & Manufacturing and Allied sectors. Impulse response analysis show that shocks to the Manufacturing and Allied Sector are least significant in terms of their ability to invoke responses from other sectors, while shocks to the Banking sector are most influential as far as the tendency of elevating the volatility of other sectors' indexes is concerned. Forecast Error Variance Decomposition (FEVD) analysis further indicate that shocks to the banking sector are most influential in terms of their explanatory power of other sectors' forecast variances. The study therefore concludes that the banking sector has the highest tendency to influence other sectors' volatility, while the Manufacturing and Allied Sector is least significant in terms of its ability to influence other sectors' volatility. Therefore, it is recommended that that stocks that are listed under the Manufacturing and Allied Sector should be considered for diversification purposes due to the low scale of linkages that this sector has with other sectors. But, better still; investors should seek inter-market diversification opportunities in order to tap fully into the benefits of portfolio diversification.

Keywords: Dynamic Linkages, Sectoral Indexes, Cointegration, Impulse Response Analysis, Forecast Error Variance Decomposition

FINANCIAL SERVICES AND FINANCIAL PERFORMANCE: EVIDENCE FROM TIER TWO COMMERCIAL BANKS IN KENYA

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Abstract

The aim of this study was to assess the influence of financial services on performance of fourteen tier two banks in Kenya. The major goals of the study were to assess, investigate and determine the influence of saving and loan services, and financial training on the financial performance of tier two commercial banks in Kenya. Time series data generated from financial results of the fourteen banks in Kenya that are classified as tier two, was analyzed for a period covering five years from 2014 to 2018. A census study was adopted of the fourteen tier two banks. Data was analyzed using descriptive statistics, correlation analysis and time series regression analysis using Stata. The study found that savings services and loans services are statistically significant negative influencers of the performance of tier two banks in Kenya and which could be explained by the aspect of increased bad debts as well as reduced savings due to minimal interest rates on the part of the depositors. On the other hand, it was established that financial training services has a positive influence on the performance of tier two banks in Kenya, although the contribution was insignificant.

Keywords: Savings Services, Loan Services, Financial Training Service

EFFECT OF STRATEGIC MANAGEMENT PRACTICES ON THE SUSTAINABILITY OF NON-PROFIT ORGANIZATIONS IN NAIROBI COUNTY, KENYA

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Abstract

Strategic management is considered to be one of the critical elements for the long-term sustainability of organizations. This research seeks to establish the relationship between Strategic management and sustainability of non-profit organizations. The specific objectives include: determining the effect of strategy planning, strategy formulation, strategy implementation, and strategy evaluation on the sustainability of non-profit organizations in Nairobi County, Kenya. The study will be underpinned by four theories, namely: Porter's Fiver Forces and Generic Strategies; Resource Based View; Survival; and Contingency theories. This study applied a descriptive research design since it was focused on describing the characteristics of the participants involved in the study. The data was collected from a target population of 200 employees from 20 NPOs in Nairobi County. The study applied the questionnaire method of data collection due to the benefit of the inclusion of more extensive inquiries and the convenience of getting responses from individuals who are not easily accessible due to hectic working schedules. The study employed the expertise of strategic management personnel from 10 of the NPOs to provide content validity as part of a peer review pilot study. Additionally, criterion validity was provided by the assurance that each individual will be accorded an equal opportunity to respond to each question equitably. This study used Cronbach's alpha of 0.7 to measure internal consistency. It also used a five-point Likert scale to develop the questionnaire to use in tandem with two measures of central tendency, standard deviation and mean, to describe the data. The examination of data was conducted using the Statistical Package for Social Sciences (SPSS) to conduct a regression analysis, descriptive analysis, and inferential analysis. The presentation of the results was then done using graphs and tables. The results of the descriptive statistics indicate that the organizations had not been able to effectively apply most of the examined aspects of strategic planning with the exception of responses to identified business risks by setting up commercial entities in businesses related to its core mission where it had established competitive advantages in its existing skills, staff, and facilities. Additionally, there was a general consensus amongst the respondents regarding the statements pertaining to strategy formulation, implementation, and evaluation. Further, the respondents agreed with all the statements pertaining to the sustainability of NPOs. According to the Correlation Analysis, all the independent variables had positive correlations with the dependent variable, and all the pvalues of the independent variables were below 0.05 indicating that they were statistically significant. The multiple regression analysis revealed that the results explained 32% of the variation in the sustainability of NPOs

whenever there is a one percent change in the four independent variables. Further, according to the ANOVA statistics, there is a significant relationship between all the independent variables and the dependent variable; while there was a statistically significant relationship between all the independent variables and the dependent variable which demonstrates the goodness of fit of the model. Finally, the Beta Coefficient Analysis implied that the most influential independent variables on the Sustainability of NPOs are Strategy Implementation, Strategic Planning, Strategy Formulation and Strategy Evaluation, respectively. Additionally, the p-values of Strategy Formulation and Strategy Evaluation were both above 0.05 indicating that there were both statistically insignificant and had to be removed from the optimal equation of the variables.

Keywords: Sustainability, Strategic Planning, Formulation, Implementation, Non-Profit Organization

DELIVERY OF DIGITAL PUBLIC SERVICES AND E-GOVERNMENT: HUDUMA KENYA MODEL

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Abstract

Globally, governments are embracing innovations especially Information and Communications Technology (ICT) to develop and deliver cross-sector digital public services or e-government. Such services are aimed at providing citizens with a wide variety of benefits including increased efficiency, savings for government and business sectors, improved transparency, and greater citizens' participation in policy processes. In Kenya, the government has initiated Huduma Kenya Model whose aim is to turn around public service delivery by enhancing accessibility and efficiency of government services at the convenience of citizens through various integrated service delivery platforms. Citizens are supposed to transact online or book appointments by selecting the location, type of service, and time that is convenient. The COVID-19 pandemic made an already exploding trend of online services even more important, accelerated the growth of the convenience particularly during restrictions that enforced social distancing. This process saves costs in terms of time previously wasted lining up in government offices for service and thus loss of productivity. It also eradicates the brokers who collect bribes to facilitate the delivery of free public services. This paper examine and describe the efficiency of Huduma Kenya Model from the perspectives of citizens who have sought digital services at the centers . The research will seek information on the citizens expectations about service delivery, ease of doing business, and how they are embracing digital services. The proposed study will use two data sources: semi-structured interviews and focus group interviews to collect in-depth qualitative data. The sample size for the individual interviews will consist of 25 people and a focus group of 6 people. A purposive sampling strategy will be used. The MAXQDA software and manual coding will be used to assist in thematic data analysis. It is anticipated that the results will inform policymakers, be of value to society, and add to the existing body of knowledge.

Key Words: E-government, Huduma, Model, Transparency, Accessibility, Convenience, Pandemic

POLITICAL LEADERSHIP AND REGIONAL INTEGRATION: A CASE OF THE EAST AFRICAN COMMUNITY COMMON MARKET

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Abstract

The East African Community (EAC) marks one among many of the efforts of East African countries, including Uganda, Tanzania, Kenya, South Sudan, Burundi and Rwanda to unite. As far back as the colonial era, these countries sought economic and social integration through the construction of the Kenya-Uganda railway in 1897. The East African Community ratified the Common Market Protocol (CMP) in 2010 with the goal of increasing intra-regional trade by allowing the free movement of factors of production, such as capital, people, goods, and services. The objective of the CMP is to give EAC citizens the right to reside and to establish themselves or their business ventures anywhere within the region's boundaries. The growth in trade would, in turn, promote the region's integration. However, the EAC member states are yet to fully embrace the protocol despite the anticipated benefits. The process has dragged on for years due to numerous setbacks. Thus, the present research investigated political leadership as an impediment to the region's advancement. Political leadership is key to the regions progress and a deeper analysis to the challenges and solutions associated with leadership sheds light on how to fast track the regions implementation of the common market. The research utilized triangulation including a literature review, content analysis, field research findings from questionnaires and the interviewing of selected individuals from the member state governments, regional trade bodies and private sector practitioners across the region. The present research uses a mixed methods research design with interpretative phenomenology for qualitative findings and multiple regression analysis for quantitative findings. The findings posit that the poor political leadership is a major challenge affecting common market implementation. The research proposes reconciliation, market-driven cooperation, the principle of subsidiarity and political cooperation as major solutions towards CMP implementation.

Keywords: Common Market Protocol, East African Community, Regional integration, Trading blocs, Regional Economic Communities, Common Market, International Business, International Trade.

AN ANALYSIS OF POLICY ON PUBLIC SPACES: A COMPARATIVE STUDY OF KIGALI, RWANDA AND NAIROBI, KENYA

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Abstract

The Western world is characterized by highly maintained public spaces that are owned and managed by government entities and made accessible to all people. Green parks, public squares, car parks, roadside pavements, beaches, and other recreational spaces are kept clean most of the time. To a large extent, these spaces help determine the relationship between people and their surroundings. They have the potential to create a sense of belonging, cultural vibrancy and promote happiness and wellbeing. Citizens in these “well manicured” regions hardly disrespect public spaces because of their love for better recreational areas, and the high fines charged to anyone caught by the authorities littering or trespassing on grass lawns or flower beds. In Kenya, public spaces appear to be an afterthought or nonexistent. The situation is worse in the informal settlements. News abound about public spaces being grabbed by private developers and in other cases get utilized as dumping sites or vehicle garages. This has led to lack of clean and manicured public spaces in most cities and towns in Kenya. In addition, many public spaces in Kenya are characterized by dense population, waste mismanagement, inadequate sanitation, and lack of access to quality health care. In East Africa, Rwanda is considered a model of highly maintained public spaces. This study uses a comparative qualitative analysis approach to identify similarities and differences between the perspectives of residents of Kigali, Rwanda and Nairobi, Kenya in regard to utilization and maintenance of public spaces. The findings are useful in informing policy and practical directions on public spaces in Kenya and other regions facing similar challenges.

Key Words: Public Spaces, Recreational, Public Space Network, Public policy

BUILDING RESILIENT AND EQUITABLE NATIONAL HEALTH SYSTEMS: THE ROLE OF NONGOVERNMENTAL ORGANIZATIONS

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Abstract

Recent events, most especially the COVID-19 pandemic, have exposed the fragility and weaknesses across every aspect of public policy, culture, and social structures in Africa. Across the literature, resilient and equitable health systems are those that can prepare for and effectively respond to crises; protect human life and produce good health outcomes for all. Throughout Africa, the past two years have laid bare the fragility and inequality of many national health systems, and the apparent incapacity of international systems and institutions to provide practical support. However, it is unclear as to the capacity of nongovernmental organizations in the continent to play a more effective role than government in healthcare delivery during public health crises. The goal of the study is to examine the extent to which the third sector could complement government role in building up health systems. A qualitative survey of 20 purposeful respondents reveal that while international institutions including the nongovernmental organizations could make a difference during public health emergency, the healthcare policies of government remained a threat to universal health coverage as a fundamental component of the right to health. Data interpretation suggests Africa needs more powerful, diverse voices – to properly hold public officials and all those who exercise power to account. The study findings demonstrate the need for additional voices and ideas that could lead the transformation of systems and attitudes that entrench inequality and marginalize so many.

Keywords: Healthcare, Inequality, Pandemic, Governance, Accountability

PERSPECTIVES OF KENYANS ON PUBLIC PARTICIPATION

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Abstract

Public participation is an important aspect of citizen engagement in policy processes. Such engagement encourages the public to have meaningful input into the decision-making process on matters that concern them. The Kenyan Constitution provides for public access to information, participation, and involvement in the legislative and other business of parliament, county assemblies and their committees. One of the key objects of devolution is to give powers of self-governance to the people and enhance their participation in the exercise of the powers of the State on the decisions affecting them. Providing an opportunity for communication between decision makers and citizens fulfills one of the key principles of public participation. This principle notes that those who are affected by any public issue have a right to be involved in the decision-making process and their contribution must be taken into consideration. This research uses interpretative phenomenology to find out the perspectives of Kenyan citizens on the extent to which they get involved in the public policy decisions that affect their lives, livelihoods and how the practice can be made more effective. It appears that Kenyan citizens have not effectively benefitted from these provisions due to multiple challenges. Some of these challenges include asymmetric information, lack of understanding of the policy processes, the role of government, their role as citizens in governance, proper identification of issues affecting them, and importance of their input. In addition, citizens demand or expect payment for participation, have negative attitude or apathy, do not understand their rights, and elite capture make public participation costly and ineffective.

Keywords: Public participation, Constitution, Public policy, Decision-making

DESIGNING PUBLIC SECTOR BUSINESS LEADERSHIP EVALUATION FRAMEWORK: INNOVATION AND HEURISTICS

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Abstract

Turbulent COVID and out-of- COVID times have presented challenges to households, businesses, and government. In particular, the public leadership has had to deal with management decisions to run the economy whilst protecting the citizens from a global pandemic. Ulrich's 12 boundary questions of critique emanating from four systems thinking sources of motivation, power, knowledge and legitimation. In this regard an evaluative and innovative framework is adopted in this paper to extend CSH framework in public sector leadership of business. Specifically, business survival is considered integral in decision making to sustain economy and society welfare. In a utilitarian sense, the greater good of society should be a central goal for leadership. To confront the pandemic challenges and a dynamic business environment, innovative decision making is proposed as a requisite to address efficiency, complexity, resilience, and sustainability. As such what is (a-priori) and what ought to be (posteriori) situations are reviewed to suggest leadership optimal business management strategies in an unprecedented time. The business environment is thus evaluated as a public system that merits analysis of those involved and affected by leadership judgements made in day-to-day management. To integrate innovation as an additional theoretical contribution to CSH, an emphasis on efficiency is explored to identify leadership competencies in delivering greater good. Various leadership styles are also to be examined to highlight their strengths and shortcomings in public governance of businesses. Systems dynamic modeling will be adopted as an analytical technique for both statistical and weighted significance to design a CSH evaluative and innovative public sector business leadership framework.

Keywords: Business Leadership, Public Sector, Innovation, Pandemic, CST

INFLUENCE OF LEADERSHIP ON INNOVATION EFFICIENCY IN MANUFACTURING FIRMS IN KENYA

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Abstract

The purpose of this paper is to determine the influence of leadership on Innovation Efficiency (IE) in manufacturing firms in Kenya. The theoretical underpinnings in this study were theory of leader-member exchange and complexity theory. A mixed research methodology was used and cross-section design was applied. The target population was 2484 leaders and multi-stage sampling was used to sample 345 respondents. Primary data was collected which was both qualitative and quantitative. Data was analyzed using descriptive statistics, hierarchical multiple regression structural equation model and partial least square. The results revealed that leadership has a significant influence on IE. It is concluded that management should practice and encourage creativity, exploration, inspiration, exploitation and entrepreneurial mindset to promote IE. Further research should be conducted to find out how leadership should balance the trade-off between risk management and IE.

Keywords: Leadership, Innovation Efficiency, Exploration, Entrepreneurial Mindset

EFFECT OF PROFESSIONAL NETWORKS ON EMPLOYEE'S PRODUCTIVITY IN KENYA

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Abstract

Professional networks are platforms that professionals use to connect, communicate, and learn from each other. Ties in a professional network influence flow of information within a social network and therefore potentially determining the type and quality of information that professionals get access to. Studies on networks have mainly focused on social media networks. This presents a gap in the study of professional networks among certified accountants. To fill this gap, this study will seek to find out the effect of professional networks on employee's productivity in Kenya. Specific aims are to determine the effect of participation in professional networks on employee productivity in Kenya, to establish how the strength of ties in a professional network on employee's productivity in Kenya, to determine the effect of access to resources in a professional network on employee productivity in Kenya and to determine the effect of professional network size on employee productivity in Kenya. Theories that are pertinent to the provision of information on social networks are Strength of Weak ties Theory, Social Resources Theory and Structural Holes Theory. This study adopts a descriptive research design. The population of this study will be all 22, 908 certified public accountant's firms in Kenya. A sample size of 393 will be used in data collection. Data analysis will be done by use of regression analysis. Results showed that professional networks have a role on employee productivity. In particular, results established that access to resources and strength of ties have positive and significant effect on employee productivity. On the other hand, participation in professional networks has a positive insignificant effect on employee productivity. Professional network size has negative effect on employee productivity. This study recommends that professionals in Kenya engage in professional networking as this can enhance their performance. At the same time, engaging in professional networks broadens skills and this in turn can improve employee productivity.

Keywords: Professional Network, Participation in Professional Networks, Strength of Ties, Access to Resources, Professional Network Size, Employee Productivity.

FACTORS INFLUENCING START-UP INNOVATIONS AMONG SOCIAL ENTREPRENEURS IN KENYA

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The general objective of this study is to examine factors influencing start up innovations among social entrepreneurs in Kenya. The study will adopt descriptive research design and focus on start-ups among entrepreneurs in Kenya. The study will use stratified sampling technique to select the study sample size. The sample size will comprise of social entrepreneurs in Kenya. Data will be collected using a self-administered questionnaire consisting of a five Likert scale table. Data will be analyzed using Statistical Package for Social Sciences (SPSS) and result presented in figures and tables. Summary statistics such as means and Pearson correlation will also be used. Primary data will be collected using a questionnaire while secondary data will be sourced from journals, text books and available published and unpublished information materials regarding the study topic. Hypothesis testing will be used to determine the relationship between study variables. Multiple linear regression and Analysis of Variance (ANOVA) will be employed to help in hypothesis testing.

Key words: Start-up innovation, Social entrepreneurs

THE IMPACT OF E-COMMERCE ON SMALL AND MEDIUM SIZED ENTERPRISES (SME) IN KENYA

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Abstract

Electronic commerce or e-commerce, may be categorized in Kenya as either domestic, when it takes place within a country's borders, or cross-border, when it occurs across international orders. E-commerce is an innovative and revolutionary development of the modern technological era. It is a major milestone that has encouraged a modern phase in the global communication sector. Kenya has one of the most vibrant e-commerce ecosystems in Africa and has shown steady growth. During the COVID-19 lockdown period even more businesses opened up online shops. Small and Medium sized enterprises constitute 98 percent of all business in Kenya and contribute 3 percent of the GDP. In total 65% of SMEs have introduced some form of e-commerce platform in their day to day operations. SMEs employ more than 80% of the working population in Kenya and play a central role in its economic and growth strategies. Efforts to make SMEs more competitive can help the country achieve its development objectives by creating more jobs, strengthening sectors and developing business models that work. The survey aims to study and understand the impact of ecommerce on Kenyan SMEs. The researcher will conduct a survey where questionnaires will be used as the main source of data collection. Data processing and analysis will finally be done by the help of the IBM SPSS software Version 24 from which several findings will be arrived at.

Keywords: e-commerce, enterprise, technology, benefit

FUNCTIONAL INTEGRATION AND COMPETITIVE ADVANTAGE OF FOOD AND BEVERAGES MANUFACTURING FIRMS IN KENYA

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Abstract

The major aim of this study was to establish the relationship between functional integration and competitive advantage of food and beverages manufacturing firms in Kenya. The study adopted a cross sectional survey. The target population was managers working along the supply chain from 270 food and beverage manufacturing firms in Kenya. Two-stage sampling design was employed. First stage, cluster random sampling was used to obtain 73 food & beverages manufacturing firms. Second stage, convenience sampling was used to select two participants from the 73 selected firms. Thus, a sample size of 146. Questionnaires were used to collect primary data using both the drop and pick and mailing methods. Secondary data was obtained through document analysis. Data was analyzed using SPSS version 28 to generate descriptive and inferential statistics. The study found that functional integration had a positive significant linear relationship with competitive advantage. Additionally, the competitive advantage is anticipated to grow for every unit increase in functional integration. Thus, the study concludes that the parameters of functional integration are crucial in enhancing a company's competitive advantage in the food and beverage industry. Consequently, the study recommends that improvements in integrating functions internally should be strategically implemented.

Keywords: Functional Integration, Competitive Advantage, Procurement Integration, Production Integration, Distribution, Warehousing Integration, Marketing Integration.

CONSUMER INNOVATIONS AMIDST COVID-19 PANDEMIC FOR SMEs' SUSTAINABILITY IN KENYA

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The COVID-19 pandemic affected nearly every aspect of life, from how people live and work to how companies interact with their customers, how customers choose and purchase products and services, and how supply chains deliver them. It is probable that in the next three to five years, the fallout from COVID-19 will change the way organizations do business. Most of them assert that the crisis will have a lasting impact on their customers' needs and buying behaviour. It is on this background that this study conducted an empirical review of 10 journals reporting empirical studies of customer innovation published between 2019 and 2022. The literature was coded according to method used, type of study, data collection and analysis techniques. From the analysis of the reviewed literature, a conceptual discussion on the correlation between customer innovation and SME sustainability amidst pandemic was undertaken. To gain insight into the existing literature on customer innovation approaches, the guiding question was: what role did customer innovation play in SME sustainability in Kenya during COVID-19 pandemic. Findings – The review shows that the literature on customer innovation is highly diverse and fragmented, lacking a common understanding of what constitutes customer innovation and its implication on SME sustainability. There exist a multitude of conceptualizations of customer innovation, which limits effective accumulation of domain knowledge. This study therefore recommended convergent investigation into the factors that constitute customer innovation and their implication on business sustainability.

Key words: Customer Innovation, Customer Participation, Customer Involvement, Marketing Strategy

KENYAN REGULATIONS AND OPERATIONAL, INCOME STRUCTURES ON REAL ESTATE INVESTMENT TRUSTS UPTAKE

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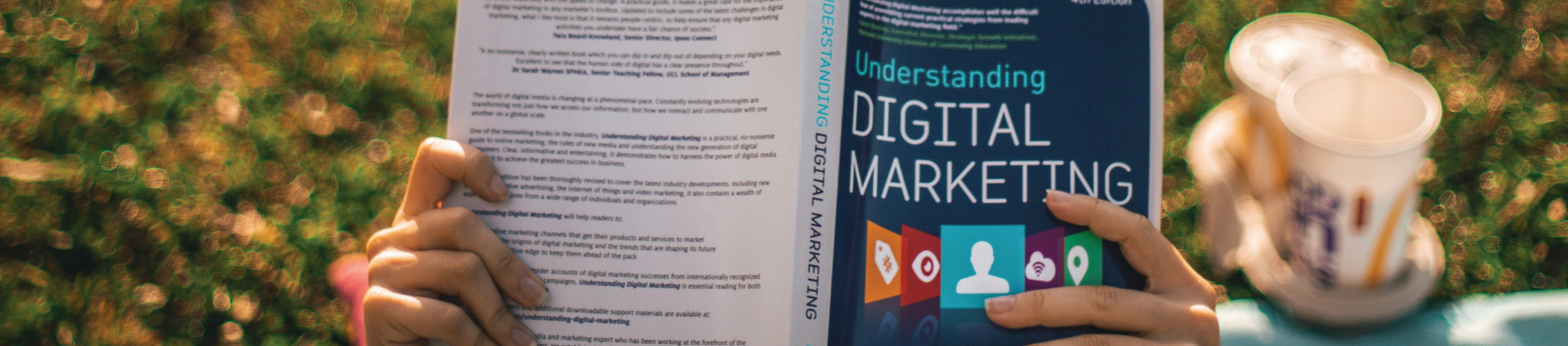
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Abstract

Kenyan real estate sector has been vibrant for the past decade with a market resilient to compete internationally. This industry is one of the main contributors to the country's GDP, however it faces such barriers as; illiquidity and financial insufficiency. This paper's objective is to establish factors that influence uptake of Real Estate Investment Trusts (REITs) in Nairobi Kenya. Factors like regulatory framework, operational structure and firm income structure. A census of 67 Real Estate Development firms in Nairobi, registered in 2017 with the Kenya Property Developers Association was used. Data was collected using a questionnaire and analysis done using statistical package for social science. Results show that when combined, the REITs income structure, regulatory framework and operational framework have a significant-positive effect on REITs uptake. The main conclusion is that to enhance the REITs uptake in Kenya, installation of an appropriate regulatory frameworks is necessary and effective operational frameworks leading to improved uptake and improved REITs' performance.

Keywords: Real Estate Development Firms, Income Structure, Regulatory Framework, Operational Framework, REITs



DIGITAL MARKETING STRATEGIES AND BUSINESS PERFORMANCE IN KAMUKUNJI NAIROBI COUNTY

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Abstract

This study examined the extent to which accessibility and utilization of digital marketing strategies have enabled business performance by Small and Medium Enterprises (SMEs) in Nairobi County, Kenya. The study was centered on two theories, the Technology Acceptance Model and Social Network Theory. The study sought to determine the extent to which digital marketing strategies' accessibility and adoption by SMEs in Nairobi County have enabled business performance. A descriptive survey was used in a sample size of 280 SMEs. Using a structured questionnaires data was collected from the owners/managers of the SMEs. Both the test-retest reliability method and Pearson Product Moment Correlation method were applied yielding a reliability co-efficient of 0.78, which meant the tool was reliable. Descriptive statistical analysis were done, and chi-square test was applied in hypothesis test of the relationship between means of groups at a 0.05 level of significance. It was established that the level of adoption of digital marketing strategies (LOADMS) amongst the SME marketers comprised of social media marketing, mobile applications, and website marketing. The digital strategy with the highest application was social media marketing and website marketing and the two were the key enablers of business performance. It was noted that availability of the digital marketing strategies is hindered by inadequate finances, inaccessibility to internet, unskilled IT personnel and lack of information. LOADMS was negatively affected by age on the contrary it was positively affected by the level of education and availability of finance. The study concluded that SMEs in Kamukunji have adopted and accessed digital marketing strategies to a moderate extent. The study recommends the provision of financial support and more training to SMEs to enhance the adoption and use of digital marketing strategies.

Keywords: Accessibility, Adoption, Digital marketing strategies, SMEs (Small Medium Enterprises)

DYNAMIC CAPABILITIES, KNOWLEDGE MANAGEMENT, AND INNOVATIONS

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Abstract

Dynamic capabilities theory and knowledge management theory are both an extension of the resource-based view of the firm. The strength of an organization after adopting a particular strategy is affected by its knowledge, resource, and dynamic capabilities. Research has shown that dynamic capabilities are the primary source of sustainable competitive advantage as the competitive landscape changes. They enable the firm to create new products and processes and respond to changing market circumstances. These capabilities allow the firm to use its resources – to integrate, reconfigure, gain, and release resources – to match and even create market change. However, the correlation between dynamic capabilities, knowledge management, and innovation remains under-examined. Research on knowledge management, dynamic capabilities, and innovation has always been distinctive and studies large-size organizations. This paper seeks to establish if Small and Medium Enterprises in developing economies have adopted dynamic capabilities and knowledge management practices. Second, we seek to further our understanding of the potential convergence between dynamic capabilities, firms' innovation, and knowledge management practices. Measuring the mediation effects of knowledge management provides a theoretical and empirical account of the overlaps and complementariness and establishes a theoretical link between these constructs. Establishing a link between dynamic capabilities and knowledge management activities will bring research on dynamic capabilities one step forward by creating a better understanding of the mechanism involved in developing and renewing the organization's dynamic capabilities and innovations in SMEs. The population for the study was 215 SMEs in Kenya. The study adopted hierarchical linear regression analysis to analyze the relationships between dynamic capabilities, knowledge management, and firms' innovation performance.

Keywords: Dynamic Capabilities, Knowledge Management, Innovations

MEDIATING EFFECT OF ACCOUNTABILITY PRACTICES ON THE RELATIONSHIP BETWEEN BOARD FUNCTIONS AND PERFORMANCE OF DEVOLVED UNITS IN KENYA

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Abstract

The study sought to establish the mediating effect of accountability practices on the relationship between public board functions and performance of Devolved units in Kenya. A descriptive research design was adopted. The target population comprised of the 47 devolved units in Kenya while the devolved units' structures formed the unit of analysis. Correlation, regression and Structural Equation Modeling (SEM) were employed in evaluation of the relationship. From the findings, the study concludes that accountability practices significantly intervene in the relationship between public board functions and performance of the devolved units in Kenya. The study consequently encourages devolved units to take a more comprehensive approach to perfect their devolved public board functions and accountability practices to improve their performance.

Keyword: Board Functions, Accountability Practices, Performance, Devolved Units

RELATIONSHIP MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF INDIGENOUS THIRD PARTY LOGISTIC BUSINESSES IN THE TRANSPORT SECTOR IN KENYA

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Abstract

The main objective of this study was to establish Relationship Management and organizational Performance of Indigenous Third Party Logistic Businesses in the Transport Sector in Kenya. The third party logistics industry has been constantly changing due to global industry consolidation, technology integration, industry specialization, and industry alliance networks. Literature presents three sub variables for creating organizational performance. These are Guanxi, trust, commitment. This paper was to analyze from the retailers' perspective, how factors of third party logistics providers could meet the customers' needs better and create organization Performance in the third party logistics market. The empirical data was collected through Questionnaires and interview schedules. In total 181 Logistic firms will take part in the survey, Census enquiry was used to get the sample where operations managers in the indigenous third party logistic companies as respondents will be interviewed. The collected data was analyzed using descriptive research design an exploratory factor analysis, multi-collinearity test, inferential statistical analyses and linear regression tests were carried out for each variable in the study. Data analysis was done using SPSS to generate quantitative reports through tabulations, percentages, and measures of central tendency. Validity and reliability was tested using a pilot study. It was concluded that the main drivers for retailers to outsource logistics activities A good relationship management, such as one that involves guanxi, trust, and commitment among supply chain partners, enhances 3PL organizational performance. Finally the study would recommend Organizations to understand the complex interactions between various business processes, and should focus on an integrative approach to the coordination of product development processes and market research, planning and resource allocation, and strategy formulation and implementation, the study recommend to the use of the blue ocean strategies by the indigenous third party logistic businesses.

Key Words: Relationship management, 3PL (Third Party Logistics), Supply chain management (SCM)

DIGITAL MARKETING AND CONSUMER PURCHASE INTENTION IN THE MOTOR VEHICLE INDUSTRY IN KENYA

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Abstract

The motor vehicle industry is gaining impetus following the Covid-19 slump of 2020-2021. Within the same period, businesses have been adopting technological advancements to sustain their performance amidst the global pandemic. Marketing departments are quickly integrating digital technologies into their daily operations in prospecting or maintaining customers. With the rate of vehicle production far exceeding purchase capacity in developing nations, motor industry firms have been integrating emerging digital marketing technologies to remain competitive. Today, more customers carry out online searches before narrowing them down to specific purchase options. Globally, there has been an increase in interest among policymakers and practitioners in examining factors that influence customer purchase decisions, especially within high-value goods industries. A vehicle purchase is a high involvement process whereby factors like price, brand name and quality all influence purchase decisions. However, despite the increased use of digital marketing tools, there is little empirical evidence on how the digital marketing mix affects automobile purchase decisions. The current study will seek to determine the nexus between digital marketing tools and customer purchase intention. Specifically, the study shall determine the effect of social media marketing, website marketing, and search engine optimization marketing on consumer purchase intention in the motor vehicle industry in Kenya. The study shall seek theoretical anchorage on; The Unified Theory of Acceptance and Use of Technology, Theory of Reasoned Action and Technology Acceptance Model. A cross-sectional sample of 197 registered motor dealers will be applied and a convenience sampling used to draw a sample of 139 respondents. A structured questionnaire shall be applied and a survey monkey technique employed in data collection. Descriptive statistical analysis and multivariate regression will apply in data analysis.

Key Words: Digital Marketing, Social Media Marketing, Website Marketing, Search Engine, Optimization Marketing, Consumer Purchase Intention

INFLUENCE OF WORK FLEXIBILITY ON ORGANISATIONAL PERFORMANCE OF MOBILE TELECOMMUNICATION COMPANIES IN KENYA

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Abstract

The need for flexible working has continued to increase in the modern competitive corporate world. The changing nature of work presents new challenges and opportunities, that can be mitigated through the agility that flexible working arrangements can yield. Work flexibility allows employees to design their own work, potentially increasing agility, improving work-life balance, and improving organizational performance. Despite of the benefits that accrue from flexible working, telecommunication companies in Kenya have not been able to operate effectively due to failure of incorporating work flexibility or not using it effectively to enhance their performance. This study created a question with the goal of exploring the effect of work flexibility on organizational performance, based on the divergent nature of prior findings and components theory. The purpose of the study was to determine the influence of work flexibility on organisational performance of mobile telecommunication companies in Kenya. The research design was descriptive study and the targeted population was 178 managerial staff of the four major telecommunication firms that operate in Kenya. A sample size of 89 respondents was utilized in this study. Because the sample was heterogeneous, stratified random sampling was utilized to ensure that all respondents were represented equally and without bias. To collect primary quantitative data, a structured questionnaire was used. The completed questionnaires were analyzed to create descriptive and inferential statistics. The SPSS Version 26 was used to analyze the data and the results presented in tables and figures. The findings of the study indicate that work flexibility has a positive and significant influence on the performance of Kenyan mobile telecommunication companies. This implies that an improvement in work flexibility practices such as having flexible work arrangements, distributing manageable amount of work to each employee, use of part time work and shifts, encouraging job sharing, and allowing employees to work overtime with adequate compensation can lead to significant improvement in performance of mobile telecommunication companies in Kenya. The study recommends that Mobile Telecommunication companies in Kenya should formulate and implement policies that support work flexibility; create awareness programs to sensitize employees on the benefits of such practices to self and organization, and to align flexible work initiatives to their business strategies.

Keywords: Work Flexibility, Flexible Working, Work-life Balance Organisational Performance



SUPPLY CHAIN DISRUPTIONS, RESILIENCE AND MITIGATION STRATEGIES: A SYSTEMATIC LITERATURE REVIEW IN THE CONTEXT OF THE COVID-19 PANDEMIC

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Abstract

In the broad sphere of supply chain management, mitigation of supply chain disruptions especially in times of a pandemic like covid 19 is a significant area of interest for both academics and practitioners. Supply resilience has transitioned from an emerging topic to a growing research area and therefore there is a need to review existing literature in order to ascertain developments in this area. There are many literature reviews on this topic, however there is lack of an extensive review using network analysis and meta-analysis within building resilient supply chains in the context of disruptions including mitigation strategies. To address this gap, the researchers performed a review of 500 articles published in peer-reviewed academic journals from 1985 to December 2022. First, we apply a network analysis tool on 500 articles and identify emerging research clusters. Second, to conduct meta-analysis, we collated empirical results from the studies identified. Of those 500 articles, 20 studies were empirical in nature including 19 studies that used a range of different constructs with appropriate correlation values required for performing meta-analysis. Through this study, we contribute to the literature on Supply chain resilience by discussing the challenges of current research, but more importantly, by identifying and proposing future research directions. Finally, the paper acknowledges the theoretical contribution, the limitations of this study, and suggests further research directions.

Keywords: Supply Chain Disruptions, Resilience, Network Analysis, Meta-Analysis; Systematic Literature Review, Mitigation Strategies.

LOGISTICS PLANNING AND RESILIENCE OF ELECTORAL SYSTEMS IN KENYA

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Abstract

Elections are becoming the foundation of democracy. Even before the enormous emergence of African states, adversaries attempted to corrupt, weaken, or otherwise disturb democracy by manipulating elections. Threats to the electoral process are as old as the vote itself: opposing governments, terrorist organizations, strikes for the Boss Tweed vote, and individuals attempting to sow mayhem, therefore the continuation of democracy necessitates election protection. As a result, following the 1990s Election Administration in African nations, the tendency of some persons to obstruct elections has not changed, citing a number of electoral fraud cases in African State history. In recent years, insufficient election planning and management have hampered the success of any election. As a result, the study intended to explore the role of logistics planning practices on the resilience of Kenya's electoral processes. This study was a comparative analysis of the general elections held in Kenya in 2013 and 2017 with regard to the management of logistics operations and the resilience of Kenya's electoral processes. In order to collect primary and secondary sources of data, the study utilised a longitudinal study research design, more specifically a retrospective study technique, as well as case study methodologies. In order to ensure that a sufficient comprehension of the phenomenon that was being investigated, the data were subjected to a methodical and rigorous analysis. The poor performance of the Independent Electoral and Boundaries Commission during the 2013 general election in Kenya was discovered to have been greatly improved upon in the 2017 general election, despite the fact that it was nullified, some lapses were still noticeable. This was discovered as a result of the analysis of both the 2013 and 2017 general elections in Kenya, in terms of the management of Election Day logistics. As a consequence of this, among other recommendations, the one that follows is offered. During the election process, the Independent Electoral and Boundaries Commission ought to make improvements to the logistics planning and communication procedures. Ten months before Election Day, it shall ensure the efficient distribution of electoral materials, conduct a pre-election inspection of transportation routes, and test run these routes in order to ensure the routes' effectiveness.

Keyword: Logistics Planning, Resilience of Electoral Systems, Reliability, Voter Turnout

NEXUSES BETWEEN DYNAMIC RETAIL INNOVATION CAPABILITY AND RESILIENCE IN RETAIL SECTOR IN KENYA

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ABSTRACT

The retail sector is susceptible to unprecedented disruptions occasioned by unending sector specific turmoil and disruptions. Succinctly, retail chains are not sufficiently resilient to adjust ex-ante and ex-post to disruptions. The nature of retail chains; short product life cycle, razor thin profit margins and stiff competition has permeated and precipitated non-resilience to either resist, adjust or recover from both ex-post and ex-ante disruptions by the sector players pushing some firms to insolvency and liquidation. However, in what is a juxtaposition of the retail chains, some sector specific players are ambidextrous to defy all turmoil and exhibit impeccable resilience. This phenomenon augments the research problem that the researchers sought to explore the nexus between dynamic retail innovation capability and resilience in the retail sector using Structural Equation Modelling. From the findings, the study rejected H_{01} : There is no statistically significant relationship between SC innovation capability and resilience in the Retail Sector.

Keywords: Innovation; Dynamic Capability; Resilience; Retail; Structural Equation Modelling

EFFECTS OF COVID 19 PANDEMIC ON THE KENYAN PURPLE TEA VALUE SUPPLY CHAIN

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Abstract

Kenya is the land of quality teas. The Tea Research Foundation of Kenya (TRFK) developed the Purple Tea (KRFK 306) released in 2011. It is a high yielding, high profit, drought resistant specialty tea with health benefits. Purple Tea is grown by small scale farmers who are vulnerable to the negative effects of climatic and economic shocks. The COVID-19 pandemic negatively affected logistics of the value chain. There is therefore need to improve the smallholders' business ecosystem. This study was carried out with the following objectives: 1) to identify key challenges that purple tea farmers faced during the COVID 19 pandemic. 2) to analyze the effects of COVID 19 on the value supply chain. The study was a mixed methods cross sectional survey. The study was conducted in Kirinyaga and Kiambu Counties in Kenya from April to June 2022. The key players in the Purple Tea value chain are Kenya Tea Development Agency (KTDA) and Gatanga Cottage Industry. KTDA is the umbrella body for small scale tea farmers. It primarily processes and sells wet purple tea as low value Black Tea. The production of KTDA dried Purple Tea is done only on demand. When processed as specialty purple tea, it fetches higher profit value. It is a disadvantage to KTDA farmers because they do not benefit from the added value of dried purple tea products. All wet leaves are harvested, weighed and sold at a flat rate. On the other hand, the Cottage Industry case of Gatanga is a farm that owns a small scale factory. It processes High Value Purple Tea products which are sold directly to local and international markets. Gatanga has diverse products such as agro-tourism. The analysis of price value comparison of Kenya shillings per kilogram dry weight is as follows: a) Black Tea 440 (100%) b) Purple Tea- Machine processed 1160 (264%) c) Purple Tea –hand rolled 5300 (1205%) d) Purple Tea-Crown 7300 (1659%). It is therefore beneficial to all stakeholders to produce and sell high value Purple Tea products. Production volumes for KTDA were not availed for analysis. The Gatanga production volumes for 2019 was 3427.6 Purple tea kilograms dry weight. In 2020, production increased by 27.7% due to special order from Chinese clients. In 2021, the production reduced by 74% due to low market demand. One of the proposed strategies for revitalizing the tea industry in Kenya is to promote the consumption of purple tea beverages locally thus increasing the domestic market. There is need to produce attractive purple tea products such lced tea, with attractive packaging to improve sales volumes.

Keywords: Purple Tea, Value Supply Chain, Covid-19

SUPPLY CHAIN RESILIENCE AFTER COVID-19 PANDEMIC

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Abstract

In the past decade and post COVID- 19, firms focus has been on the optimization of their supply chains mainly through cost efficiency. But with the COVID- 19 pandemic this focus has been put to question and a disruption has emerged. Many firms across the world were and still are hugely reliant on production and supplies from East especially China and South East Asia. With over 60% of the world export of consumer goods coming from China, this dependency has been put to test during the COVID- 19 period. Evidence of global supply chain disruptions is overwhelming and not in question, however how firms are dealing with these is what is scanty. This study seeks to identify how firms are building their supply chain resilience post Covid, and the trends that could be emerging from firms' posture. The study seeks to extensively explore the available literature on how firms are building or have built their supply chain after the pandemic and analyze if there is an emerging trend. The paper will add to the body of knowledge in two dimensions; one it will be a break away from majority of recent studies on supply chain that has focused so much on the impact of the COVID pandemic on supply chain; two, it will go further to analyze the emerging trends in how firms are building their resilience, an area that has not been deeply ventured into.

Key words: Disruptions, Supply Chain, Resilience, COVID-19

SUPPLY CHAIN INNOVATIONS AND SUSTAINABILITY AMIDST A GLOBAL PANDEMIC

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Abstract

During this period of COVID – 2019 all industries that contribute to the country economic growth notably manufacturing, agricultural sector as well as health sector are exposed to supply chain vulnerability. In the health sector for instance the Kenyan government moved swiftly to source for health care equipment; PPEs, Ventilators, testing reagents and testing apparatus. The horticulture industry almost got paralyzed since no much business was going on in our usual export countries such as Europe due to the lockdown as governments sought to contain the spread of COVID – 19. This also led to many job losses in the country. Therefore, COVID – 19 pandemics caused a lot of disruptions in various supply chains making them vulnerable than never before. Consequently, Kenya's economic growth remains more vulnerable to the external environment, locally, regionally and globally. Supply chain can be very intense to the productivity of the manufacturing sector globally and this complicates the working business environment for lean and flexible global operations. The growing supply chain complexity in managing global supply chains has left many customer needs and requirements unmet. For this reason, many organizations are more vulnerable in terms of their operations and economic threats from the external environment. The study therefore sought to examine Supply Chain Innovations and Sustainability amidst the global pandemic from the aspects; Diversity and inclusion, Big Data, strategic Sourcing and supply chain agility. The theories adopted for the study were Systems Theory, Contingency Theory, Strategic Choice Theory and Complex Adaptive Theory. The researchers used descriptive survey design. The study targeted 96 manufacturing firms in Kiambu County in Kenya. The respondents were 76 supply chain managers obtained using the Krejcie and Morgan tables. Descriptive statistics namely frequencies, percentage, mean and standard deviation were used for data analysis. In addition, inferential statistical; Pearson correlation and multiple regression were used to ascertain the relationship between variables. Data was presented by use of tables, charts, graphs. The study found out that manufacturing firms have ability to solve many unforeseen challenges in supply chain management though Big Data drivers such as connectivity, cloud computing and supply chain digitization. They were also able to implement legal framework that encourages diversity and inclusion vulnerable groups. It was also noted that strategic sourcing has become a major issue as many companies have moved towards rationalizing their supply base. Adoption of warehouse technology notably Warehouse receipt system for real time data entry and retrieval was necessary for supply chain agility. The Study therefore recommends that manufacturing firms need to embrace more supply chains as they seek to become more agile hence survive the negative effects of Covid 19 pandemic

Keywords: Agility, Big Data, Covid-19, Disruptions, Diversity, Inclusion, Pandemic, Supply Chain Innovations, Strategic Sourcing, Sustainability

STRATEGIC SOURCING AN ANTECEDENT OF SUPPLY CHAIN RESILIENCE IN MANUFACTURING FIRMS IN KENYA

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Abstract

Supply chain resilience can enable manufacturing firms to overcome disruptions and continually transform them to meet the changing needs and expectations of its customers, shareholders and other stakeholders. Therefore, the objective of this study was to investigate the influence of strategic sourcing on supply chain resilience in manufacturing firms in Kenya. The study adopted cross-sectional survey design using both quantitative and qualitative approaches. The target population was 613 manufacturing firms in Nairobi and its surroundings, who were members of Kenya Association of Manufacturers (KAM) in 2022. The study used stratified random sampling to pick a sample size of 62 manufacturing firms which represented 14 industrial sectors in manufacturing firms. Data was collected using questionnaire. Descriptive and inferential statistics was used aided by Statistical Packages for Social Sciences version 24 to compute percentages of respondents' answers. The study found out that strategic sourcing was significant predictor of supply chain resilience. The study recommends that it would be appropriate for management to adopt strategic sourcing approach when procuring strategic or critical items as strategic sourcing this would create supply chain resilience in the manufacturing firms. Likewise, the study recommends managers for manufacturing firms to adopt multiple sourcing in order to create reliable delivery and various criteria of selecting suppliers like financial strength, quality of products, past performance, capacity production requirements and technology.

Keywords: Strategic Sourcing, Supply Chain Resilience, Manufacturing Firms

BIG DATA ANALYTICS AND PERFORMANCE OF PRIVATE LEVEL FIVE (5) HOSPITALS IN NAIROBI CITY COUNTY, KENYA**Stephen Mutiso**

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The Kenyan healthcare system is at crossroads and big data analytics is taunted to play a pivotal role in its future. As more healthcare systems capture information electronically and begin to collect more novel forms of data, such as human DNA, it is high time to leverage these resources and use them to improve human health at a manageable cost. This study sought to examine the influence of big data analytics on performance of private level five (5) hospitals in Nairobi City County, Kenya. The study sought to establish how descriptive analytics, diagnostic analytics, prescriptive analytics and predictive analytics influence performance of private level five (5) hospitals in Nairobi City County, Kenya. The study was anchored on resource dependence theory, supply chain operations reference (SCOR) model, partnership theory and lean theory. The search study adopted a descriptive research design. The researcher preferred this method because it allows an in-depth study of the subject. The target population consisted of private level five (5) hospitals in Nairobi City County, Kenya. The unit of analysis was the procurement departments. The unit of observation was procurement officers. Data was collected using self-administered questionnaires. The data collected was analyzed using 1 descriptive and inferential statistics. Multiple regression model was used to show the relationship between the dependent variable and the independent variables. The data generated was keyed in and analyzed by use of Statistical Package of Social Sciences (SPSS) version 24 to generate information which was presented using tables, charts and frequencies. The findings indicate the adoption of big data analytics in private level five (5) hospitals contributes to the transformation of the Kenyan healthcare system. The study recommends the adoption of big data analytics as a way of improving healthcare delivery and achieving the goals of the modern healthcare system: high-quality, responsive, affordable, and efficient care.

Key Words; Big Data Analytics, Descriptive Analytics, Diagnostic Analytics, Prescriptive Analytics, Predictive Analytics

EFFECT OF FOURTH INDUSTRIAL REVOLUTION TECHNOLOGIES ON SUSTAINABLE SUPPLY CHAIN PERFORMANCE OF STEEL MANUFACTURING FIRMS IN KENYA

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Abstract

Fourth Industrial Revolution often known as Industry 4.0 and smart manufacturing, is built on information technology (IT)-driven industrial processes. Industry 4.0 technologies are envisioned to play a strategic role in guiding manufacturing sector toward sustainable supply chain performance. These technologies facilitate a high level of production process integration, which enhance the performance of organizations in all the three perspectives of sustainability which include the social, environmental and economic aspects. This study sought to analyze the effect of Fourth Industrial Revolution technologies on Sustainable supply chain performance of Steel manufacturing firms in Kenya. The study aimed to establish how Big data analytics (BDA), Internet of Things (IoT), Block chain technology Additive manufacturing (3D printing) affect Sustainable supply chain performance of Steel manufacturing firms in Kenya. To achieve this, the study carried out both theoretical and empirical review and proposed research methodology that helped in addressing the research gaps identified in the reviewed literature as well as answer the formulated research questions. The study employed descriptive research design to help in identifying characteristics, frequencies and trends of the study population. The target population of this study included all 60 Steel manufacturing firms in Kenya. The study used a census where all the 60 state corporations were surveyed. To identify the unit of observation, the study purposively picked the supply chain manager in all 60 Steel manufacturing firms in Kenya. This formed 60 respondents. Primary data was the main data for the study which was collected using questionnaires. The collected data was analyzed with the aid of the Statistical Package for Social Sciences (SPSS) Version 26. Descriptive statistics was used to summarize and organize characteristics of a data set collected which was presented in form of means, modes and standard deviations. Then inferential statistics through a regression model was used to show the relationship between dependent and independent variables. The study established that adoption of Industry 4.0 technologies contribute to Sustainable supply chain performance of Steel manufacturing firms in Kenya. The study recommended that the management of the steel manufacturing firms ought to ensure Industry 4.0 technologies are well applied in their manufacturing processes to improve their sustainable supply chain performance.

Key words; Industry 4.0 Technologies, Sustainable Supply Chain Performance, Big Data Analytics (BDA), Internet of Things (IoT), Block Chain Technology, Additive Manufacturing

INFLUENCE OF BLOCKCHAIN TECHNOLOGY ON SUSTAINABLE SUPPLY CHAIN PERFORMANCE OF MULTINATIONAL CORPORATIONS IN KENYA

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Abstract

Information technology has revolutionized supply chains around the world. The triple bottom approach which include the social, environmental and economic perspectives is used as a measure of sustainable supply chains. IT has been used to create sustainable supply chains by transforming the upstream and downstream activities. While IT is used to enhance all physical activities for a sustainable supply chain, blockchain technology, on the other hand encompasses transparency and visibility of all information and financial transactions therefore creating sustainability. This is due to the increasing demand of transparency and visibility. This study sought to examine the influence of blockchain technology on supply chain sustainability of multinational corporations in Kenya. The study aimed to establish how real time settlement, smart contracts, operations visibility and smart order management influence supply chain sustainability of multinational corporations in Kenya. To achieve this, the study reviewed both theoretical and empirical literature and proposed 1 research methodology that addressed the gaps identified in literature as well as answer the stipulated research questions. The study was anchored on innovation diffusion theory, technology acceptance model, Schumpeterian theory of creative destruction and dynamic capability theory. This research study adopted a descriptive research design approach. The researcher preferred this method because it allows an in-depth study of the subject. The target population consisted of multinational corporations in Kenya. The unit of analysis was the procurement departments. The unit of observation was 164heads of procurement in all 1 multinational corporations in Kenya. Data was collected using self-administered questionnaires. The data collected was analyzed by use of descriptive and inferential statistics. Multiple regression model was used to show the relationship between the dependent variable and the independent variables. The data generated was keyed in and analyzed by use of Statistical Package of Social Sciences (SPSS) version 244 to generate information which was presented using tables, charts and frequencies. 1The findings indicate the adoption of blockchain technology in multinational corporations operating in Kenya and increased activities that contribute to sustainable supply chains of multinational corporations in Kenya. The study recommends the adoption of blockchain technology as a way of managing information and financial transactions. Blockchain technology should also be used to boost sustainable supply chains.

Key words; Blockchain Technology, Sustainable Supply Chain, Real Time Settlement, Smart Contracts, Operations Visibility, Smart Order Management

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