



BOOK OF ABSTRACTS

3RD SOBARC

SCHOOL OF BUSINESS ANNUAL RESEARCH CONFERENCE 2023

20TH - 21ST JULY 2023
CONFERENCE MODE: VIRTUAL

Practitioners | Academia | Policy Makers

THEME: EVERYTHING RISES AND FALLS ON LEADERSHIP: INNOVATION, TRANSFORMATION AND SUSTAINABILITY



MURANG'A COUNTY
GOVERNMENT





Chief Guest Speaker

Hon. Musalia Mudavadi
Prime Cabinet Secretary

Keynote Speakers



H.E Hon. FCPA Fernandes Barasa
Governor, Kakamega County



H.E Dr. Irungu Kang'ata
Governor, Muranga County



H.E Gladys Wanga
Governor, Homabay County



H.E Prof Anyang' Nyong'o
Governor, Kisumu County



Prof. Isaiah I.C. Wakindiki, , PhD., Pr. Sci. Nat.
KCAU, Vice Chancellor & CEO



Dr. Beatrice Muganda Inyangala
PS, State Department for Higher Education &
Research, Ministry of Education

ACKNOWLEDGEMENTS

We acknowledge the participation of scholars and practitioners from the following Universities and Institutions;

- Lagos Business School, Nigeria
- Regenesys Business School, South Africa
- St. Paul's University, Kenya
- University of Nottingham, United Kingdom
- Cambridge University, United Kingdom
- Youth Enterprise Development Fund, Kenya
- Catholic University of East Africa, Kenya
- University of Embu, Kenya
- University of Nairobi, Kenya
- Fudan University, Shanghai-China
- Cooperative University, Kenya
- Kenyatta University, Kenya
- The Kenya Revenue Authority (KRA)
- Federal University, Oye Ekiti, Ekiti State, Nigeria
- Taita Taveta University, Kenya
- Jomo Kenyatta University of Agriculture and Technology, Kenya
- The Kenya Methodist University, Kenya
- Union College, New Jersey, USA
- DeGroote School of Business, Canada
- McMaster University, Canada
- Durban University, South Africa
- London South Bank University, United Kingdom
- Swinburne University of Technology, Sydney, Australia
- United States International University -Africa
- Africa Nazarene University, Kenya
- Kisii University, Kenya
- Northern Water Works Development Agency
- YBN University, Namkum, Ranchi, Jharkhand, India
- The Open University of Tanzania
- The University of Ghana
- Rongo University, Kenya
- Cavendish University, Uganda
- University of Stellenbosch Business School, South Africa
- Kelly Business School, Indiana University, USA
- North West University Business School, South Africa
- Cleveland State University, USA.
- Avenue Hospitals, Kenya
- Kenya National Chamber of Commerce & Industry (KNCCI)
- Farmer on Fire Limited, Kenya
- CPF financial services, Kenya
- Technology Service Providers of Kenya (TESPOK)
- University of South Africa (UNISA)

We appreciate the following external reviewers and editors who took part in the SOBARC III editorial process;

- Dr. Veronica Nyatichi - London South Bank University - UK
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- Dr. Paul Kariuki- Jomo Kenyatta University of Agriculture and Technology - Kenya





REMARKS BY THE KCA UNIVERSITY VC & CEO PROF. ISAIAH IC WAKINDIKI

Our Chief Guest, - The Prime Cabinet Secretary, HE. Musalia Mudavadi,

Our key note speakers,

Dr. Beatrice Muganda Inyangala, PS, State Department for Higher Education and Research, Ministry of Education,

HE. Prof. Peter Anyang Nyong'o, Governor Kisumu County,

HE. Dr. Irungu Kang'ata, Governor Murang'a County,

HE. Gladys Wanga, Governor Homabay County,

HE. FCPA Fernandes Baraza, Governor Kakamega County,

Distinguished Guests,

KCA University DVCs, Deans of Schools,

Faculty, Staff & Students,

Ladies and Gentlemen,

Let me take this opportunity to welcome you all to the 3rd School of Business Annual Research Conference (SOBARC). In a special way, allow me to welcome Our Chief Guest, the Prime Cabinet Secretary, Hon. Musalia Mudavadi. Thankyou sir for finding time out of your busy schedule to come and preside over the official opening of this conference. This marks the beginning of a two-day engagement which brings together scholars, experts from industry, policy makers and implementers from government.

Ladies and gentlemen,

Two years ago, we established a Directorate of Research Support and Dissemination to facilitate KCA University researchers to undertake high quality research which is relevant to addressing global challenges. To affirm our commitment, this month we launched the KCA University Research and Innovation fund with a seed capital of Ten Million Shillings. This fund is aimed at catalyzing research and innovation activities in the University.

As a University, we strive to remain an innovation driven, globally competitive business and technology university promoting integrity, diversity and teamwork. For this reason, we have embarked on a transformational journey to becoming a research based referral institution of higher learning. Through CTLE, we are constantly training our faculty and staff on new technology and best practices for world-class service delivery. This is happening against the University's popular belief that there are No Limits Anywhere!

Ladies and gentlemen,

Allow me to commend the School of Business for organizing this 3rd annual conference. As captured in the conference theme, indeed innovation, transformation and sustainability is today anchored in sound leadership. I urge all of us to purposefully engage and share new ideas and facts sparked by research because it will help policy makers to make decisions grounded in the best available experiential and contextual evidence.

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 in line with government policies.

As I conclude, allow me to once more congratulate those who tirelessly worked to ensure this conference succeeds. I wish to single out the efforts made by the Dean, School of Business, the Organizing Committee and Sub-committees, Conference partners, Sponsors, as well as, the Delegates. Your immense contribution is captured whenever the research history of this premier university will be documented.

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

THANK YOU AND GOD BLESS YOU!

Professor Isaiah IC Wakindiki
Vice Chancellor and CEO
KCA University



REMARKS BY THE KCA UNIVERSITY DVC RESEARCH, INNOVATION AND OUTREACH PROF. VINCENT ONYWERA

**Our Chief Guest, - The Prime Cabinet Secretary, HE. Musalia Mudavadi,
Dr. Beatrice Muganda Inyangala, PS, State Department for Higher Education and
Research, Ministry of Education,
The Vice Chancellor and CEO of KCA University, Prof. Isaiah I.C. Wakindiki,
HE. Prof. Peter Anyang Nyong'o, Governor of Kisumu County,
HE. Dr. Irungu Kang'ata, Governor of Murang'a County,
HE. Gladys Wangari, Governor of Homabay County,
HE. FCPA Fernandes Baraza, Governor of Kakamega County,
Our key note and guest speakers,
Members of the KCA University Management Board,
Members of the KCA University Senate,
Distinguished conference delegates,
Faculty, Staff and Students,**

Ladies and Gentlemen,

The 3rd School of Business Annual Research Conference (SOBARC) with the theme: "Everything Rises and Falls on Leadership: Innovation, Transformation and Sustainability," is a step towards achieving our vision in becoming a world-class academic and research institution. This conference is an excellent forum to exchange knowledge, share research findings and reflect on the role of academia in catalysing sustainable individual and communal development through research, innovation and outreach. It is, therefore, a great pleasure to welcome all delegates and participants from around the world to this conference. I would like to congratulate the School of Business and the organizing committee for making this conference a reality.

Ladies and Gentlemen,

I am very certain that this occasion will provide a platform towards strengthening our relationships in knowledge sharing while at the same time provide the necessary thrust in joint research collaborations within the research society. It is my belief that this conference will propel the growth of new ideas towards a better tomorrow.

Last but not least, I would also like to thank all the conference industry partners and sponsors. We look forward to the outputs, outcomes and impact of this conference. Distinguished guests, ladies and gentlemen, once again welcome to KCA University.

THANK YOU AND GOD BLESS YOU!

Professor Vincent O. Onywera

**Deputy Vice Chancellor Research, Innovation and Outreach & Professor of Exercise and Sports Science
KCA University**



REMARKS BY THE DVC FINANCE, PLANNING AND DEVELOPMENT PROF. DAMIANNAH M. KIETI MANONO

**Our Chief Guest, - The Prime Cabinet Secretary, HE. Musalia Mudavadi,
Dr. Beatrice Muganda Inyangala, PS, State Department for Higher Education and Research, Ministry of Education,
The Vice Chancellor and CEO of KCA University, Prof. Isaiah I.C. Wakindiki,
HE. Prof. Peter Anyang Nyong'o, Governor of Kisumu County,
HE. Dr. Irungu Kang'ata, Governor of Murang'a County,
HE. Gladys Wangari, Governor of Homabay County,
HE. FCPA Fernandes Baraza, Governor of Kakamega County,
Our key note and guest speakers,
Members of the KCA University Management Board,
Members of the KCA University Senate,
Distinguished conference delegates,
Faculty, Staff and Students,**

Ladies and Gentlemen,

On behalf of KCA University Management, Staff, Students and indeed on my own behalf, I warmly welcome you all to the 2nd day of the virtual School of Business Annual Research Conference. Just like the first day, today is packed with presentations and conversations by distinguished professionals and academicians. I have no doubt in my mind that each participant will learn something new from each other and that's the essence of academic discourse.

The business world is facing enormous challenges ranging from risks of inflation, competition, financing and many others which provides the School of Business a rainbow of opportunities to be relevant in providing solutions that enhance resilience to such challenges. The theme of this year's conference in itself encompasses multiple areas of major concern and growing interest. These include innovation, leadership, sustainability and recovery strategies from the impact of the Covid-19 pandemic, and the need for Universities to invest in technology.

The conference brings in professionals and academicians from diverse backgrounds who will offer contributions based on prior experiences and discussions on topical issues in new and relevant areas. Even though the conference is held virtually the impact and engagement will meet the intended purpose.

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). As a University we are not leaving anyone behind and hence the inclusion of all stakeholders present in this forum.

I want to thank the sponsors including ICPAK, KCB, MADISON, NWU, Ministry of Education, KEPSA and the County Governments of Kakamega, Muranga, Kisumu, Homabay, who have partnered with KCAU SOBARC III Conference. Through research, Universities are attracting funding, and SOBARC III is one such forum that enables researchers to sharpen and share research ideas, findings and expertise locally, regionally and internationally.

We commend the KCAU, School of Business and those who are in the organizing team for the work well done. We assure you that the management is committed to supporting conferences and workshops in its endeavours to spearhead new thinking and innovations. With this guarantee we expect to see more and more research and projects being rolled out not only from the School of Business but across KCAU Schools.

May I once again warmly welcome you to the conference and wish you the very best in the presentations and conversations.

THANK YOU

Professor Damiannah M. Kieti Manono
Deputy Vice Chancellor Finance, Planning and Development
KCA University



REMARKS BY THE DEAN, SCHOOL OF BUSINESS DR. EDWARD OWINO

I am pleased to welcome you to the 3rd KCA University School of Business Annual Research Conference. I would like to start by acknowledging the presence of our Chief Guest, KCA University leadership, Honorable county governors, invited guests, my colleagues, and our visitors watching from all over the world.

KCA University is happily sponsored by a professional body, The Institute of Certified Public Accountants of Kenya (ICPAK). This sets us aside as a leading Accountancy University and with our School of Business offering premier and industry relevant programs for Kenyan and the greater East African region. The School leads in Finance, Accounts, Marketing, Human Resources, Supply Chain, Entrepreneurship, Strategic Management and other management courses. The icing on the cake in our programme portfolio are our Ph.Ds in Finance and Business Management, which were recently launched and have received a resounding reception in the market.

Guided by the Theme, 'Everything Rises and Falls on Leadership: Innovation, Transformation and Sustainability', SOBARC III collates academia, industry icons, and policymakers to share ideas on how leadership shapes humanity. Innovation lies at the heart of progress and development. It is about finding new ways of doing things, developing new technologies, and fostering creativity and entrepreneurship. Kenya has shown its capacity in various fields with innovations such as M-Pesa demonstrating the capacity to solve our local problems with local solutions. Subsequently, to fully harness innovation, there is a need to invest in research, build a culture of innovation, and provide an enabling environment through leadership. Nevertheless, innovation alone is not enough. The need to drive the transformative agenda is imminent. Transformational leadership requires reimagining the future and embracing new ways of inventing solutions using the right tools, knowledge and skills in order to drive the transformative agenda forward. This will involve creating an all-inclusive and resilient environment by transforming sectors such as education, healthcare, infrastructure and governance with new ways of thinking and working.

Sustainability is at the core of innovation and transformation. We cannot afford to pursue development at the expense of the environment and our natural resources. We must therefore adopt sustainable practices that promote the use of renewable and clean energy. Sustainable development meets the needs of the present generation without compromising the ability of future generations to meet their own needs.

Therefore, to achieve innovation, transformation, and sustainability, the formation of a collaborative consortium between; Government, private sector entities, civil society organizations, Universities, and research institutions is crucial. The effort of the consortium must be geared towards knowledge sharing, generation of technical expertise, technology transfer, and pooling of financial resources for the common good.

In conclusion, we must redefine our future by embracing innovation, undergoing a transformative journey, prioritizing sustainability through research and development, fostering creativity and pursuing sustainable practices. With these few remarks, I thank you all our distinguished guests and colleagues for creating time off your busy schedules to tend to our conference. I look forward to a very fruitful engagement throughout the SOBARC III conference period. I wish you the very best learning experience. Please be active participants and learn as much as you can from our academic gurus, Industry captains and policymakers, as the three engage each other in a titanic discourse on Leadership.

Welcome to SOBARC III.

Dr. Edward Owino
Senior Lecturer of Marketing Management
Convenor of SOBARC III
DEAN SCHOOL OF BUSINESS | KCA UNIVERSITY



REMARKS FROM THE SOBARC III CHAIRMAN DR. JANE WANGARI NJURU

Good morning! My name is Dr. Jane Wangari Njuru. I have the greatest honor of being the Chairman of the steering committee for the School of Business Annual Research Conference (SOBARC III). On behalf of the conference steering committee, I am humbled and privileged to welcome you all.

Please allow me to take this early opportunity to thank our Chief Guest, Hon. Musalia Mudavadi, Prime Cabinet Secretary of the Republic of Kenya, for finding time out of his busy schedule to grace our conference. I also thank our Keynote Speakers, Dr. Beatrice Muganda Inyangala, PS, State Department for Higher Education and Research, Ministry of Education, our distinguished Governors H.E Prof. Peter Anyang' Nyong'o – Kisumu Governor, H.E FCPA Fernandes Barasa – Kakamega Governor, H.E Dr. Irungu Kang'ata – Muranga Governor and H.E Gladys Wanga – Homabay Governor.

Many thanks go to our Vice Chancellor & CEO, Prof. Isaiah IC Wakindiki and the University Management Board for their great support. I also thank the Faculty Members, Students and all participants from across the world. In a special way, I acknowledge and appreciate all the internal and external reviewers for a good job done! The 3rd SOBARC has its theme taken from the works of a leadership Guru, John Maxwell "Everything Rises and Falls on Leadership" that 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.

It gives me great pleasure to welcome you most cordially at the official opening of SOBARC III. This event is the culmination of an enormous collective effort which began with the realization not only of the critical role that leaders play but also the unique challenges that they face when it comes to making strategic, business-oriented decisions. If not thoroughly planned and executed, such decisions have real consequences with high-stakes outcomes. The question that we need to ask ourselves is "what can we learn from world leaders and experts who have faced monumental challenges, resolved complex problems and built high performing teams to successfully execute strategic ideas?"

By partnering with distinguished executives of county governments, business gurus and academia, this conference provides a unique platform that perhaps will show us how a purpose-driven strategy execution framework can lead to long-term adoption and success. As the steering committee, we have purposely invited eminent speakers to help us enhance our strategic thinking by understanding the core elements of leadership, management, strategy, execution and sustainability. From the industry practitioners, we will learn how to create a culture of consistency, resilience and empathy. These soft skills are fundamentally important for any organization to develop and sustain long-term success in the 21st Century. At no point in recent history have calls for Africa to industrialize been stronger than they have been lately. Across the continent, industrialization is arguably the most talked about subject among policymakers in governments. So why has action on the ground failed to move the needle on this important development marker? Innovation, transformation and sustainability remain as buzz words and campaign promises with acknowledged ability to bring prosperity, new jobs and better incomes for all. Yet our mother continent is still lagging behind and standard of living for our people declining by the day.

I am delighted that SOBARC III will engage in a candid discourse on perhaps how Business Schools can support the governments to design robust strategies on how to use the windfall they acquire from natural resources to set up or stimulate manufacturing industries and avoid wasting the money on non-productive expenditures. South of Saharan countries should arise and develop. We cannot be developing for centuries. For example, there should be conspicuous hope that our country, Kenya, will achieve its long-term development objectives outlined in the development blueprint— Vision 2030.

To achieve vision 2030 and the sustainable development goals, we can no longer have partnerships and collaborations between universities and industries that happen in an ad hoc and piecemeal manner. We should seek to develop permanent structures, processes and unique goals into fusion. We hope that this conference will provide the inspiration, motivation and direction to achieve larger and higher goals.

As the Chairman of SOBARC, I hope that the discourse from this conference will elicit greatness into humanity and personal commitment to drive results. May the words of President John Quincy Adams come true that as leaders may our actions inspire others to dream more, learn more, do more and become more.

Thank you!

Dr. Jane Wangari Njuru
Chairman, SOBARC III



SPEECH BY DR. BEATRICE MUGANDA INYANGALA, PRINCIPAL SECRETARY, STATE DEPARTMENT FOR HIGHER EDUCATION AND RESEARCH, MINISTRY OF EDUCATION

**Hon. Dr. Musalia Mudavadi, The Prime Cabinet Secretary and the Chief Guest,
HE. Prof. Peter Anyang Nyong'o, Governor Kisumu County,
HE. Dr. Irungu Kang'ata, Governor Murang'a County,
HE. Gladys Wangari, Governor Homabay County,
HE. FCPA Fernandes Baraza, Governor Kakamega County,
Prof. Isaiah Wakindiki, Vice Chancellor & CEO, KCAU KCA University DVCs,
University Management Board,
Deans of Schools,
Faculty, Staff & Students,**

Distinguished Guests,

Good morning!

It gives me a great pleasure to be part of this 3rd annual research conference organized by the School of Business at this great university. Indeed, the theme of this conference, 'Everything Rises and Falls on Leadership: Innovation, Transformation and Sustainability' resonates well with the global economic realities. I commend the organizers of this conference for identifying leadership as the key driver of innovation, transformation and sustainability. As Martin Luther King Jr. once said, "A true leader is not someone that follows the crowd. A true leader creates a following of people that share the same vision that is aligned with their mission and purpose." Leadership is a visual thing. You cannot take others on a journey with an unknown destination. KCAU is indeed on a leadership journey to providing globally competitive quality education, training and research for development.

Ladies & Gentlemen,

As captured in the conference theme, though not in exact words, effective governance structures are key to alleviating most of the challenges the world faces today. Indeed, some of the causes of financial crisis in our universities are deficiencies in governance and management. You are all aware of the imbalance that exists between the teaching and non-teaching staff, bloated workforces, which have led to rising wage bills in some universities.

Pragmatic, efficient and effective leadership at the universities is instrumental in ensuring that our institutions of higher learning are sustainable and that they play their role in national and regional development. With good leadership, our universities will be able to make instrumental decisions and prioritize the goals to focus on, in order to find innovative solutions to some of the challenges facing the society.

Ladies & Gentlemen,

As captured in the Kenya Vision 2030 blue print and the Government's Bottom-up Economic Transformation Agenda (BETA) which 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, leadership is key. The SDG4 commits to providing inclusive and equitable quality education at all levels and expresses the new key features of Education 2030, which underpin this Framework for Action.

As a Ministry, we are determined to spearheading innovation, transformation and sustainability. We already have policy and legislative framework in place that allows universities to undertake innovations and launch start-ups. We will continue promoting research in policy and practice, supporting research and innovations through such facilities as the Research Fund, tax incentives for Research and Development and protection of intellectual property.

This conference is a moment of truth. We are all gathered here to share findings on effectiveness of sound leadership as a catalyst for innovation, transformation and sustainability. Let us engage, share and learn as we all embark on a transformational journey. It is my sincere hope that this forum will post fruitful opportunities for connecting with industry expertise while strengthening professional relationships and networks. 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 – a breakthrough to excellence. I wish you two days of constructive academic discourse.

THANK YOU AND MAY GOD BLESS YOU ALL!

**Dr. Beatrice Muganda Inyangala,
Principal Secretary, State Department for Higher Education and Research,
Ministry of Education**

MEMBERS OF THE STEERING COMMITTEE



Dr. Edward Owino
Convener, SOBARC III
Dean School of Business/ Senior Lecturer



Dr. Jane Njuru
Chairman, SOBARC III
Senior Lecturer



Dr. Caroline Ntara
Chief Editor, SOBARC III
Faculty Member



Dr. Nyatete Kenyanya
Secretary, SOBARC III
Faculty Member



Dr. Jackson Ndolo
Chair, Partnerships & Linkages
Sub-Committee – SOBARC III
Director School of Graduate Studies



Dr. Mary Mwanzia
Chair, Marketing & Sponsorship
Sub-Committee – SOBARC III
Postgraduate Coordinator



Dr. Peter Kariuki
Chair, Finance Sub-committee,
SOBARC III, Senior Lecturer



Solomon Maina
Chair, ICT and Logistics Sub-committee, SOBARC III
Diploma Programs Coordinator



Kiprono Chebelyon
Co-Chair, ICT & Logistics
Faculty Member



Dr. Salome Musau
Editor, SOBARC III



Dr. Gladys Bunyasi
Member, SOBARC III
Faculty Member



Dr. Peter M. Njuguna
Member, SOBARC III
Chair of Department – Accounting,
Finance & Economics (AFE)



Dr. Fanice Nafula Waswa
Member, SOBARC III, Chair of Department
Business Administration & Management (BAM)



Jackline Shanga
Member, SOBARC III
Faculty Manager

DISTINGUISHED SPEAKERS



Prof. Justice Nyigmah Bawole
Dean, University of Ghana
Business School, Ghana



Dr. Faith Mugisha Ahabyoona
Dean, Faculty of Business & Management,
Cavendish University, Kampala, Uganda



Prof. Jonathan M. Mulwa
Dean, School of Arts, Social Sciences and
Business, Rongo University, Kenya



Prof. Mark Smith
Director, University of Stellenbosch
Business School, South Africa



Prof Herman Ndofor
Kelley School of Business,
Indiana University, USA



Prof. Dakota L. King-White Ph.D.
Cleveland State University, USA
(Visiting Professor, KCA University)



Prof. Ken Kamoche
Nottingham University Business School
United Kingdom



Dr. Beatrice Muganda Inyangala
Principal Secretary, State Department
for Higher Education & Research,
Ministry of Education



Prof. Joseph Iekunze
Northwest University, South Africa



Dr. Ignatius Odongo
Entrepreneur & Academic,
Regenesis Business School, South Africa



Prof. Renson Muchiri
KCA University, Kenya



Mr. Richmond Okafor
Entrepreneur & Academic,
Lagos Business School, Nigeria



FCPA Githii Mburu, MGH
Former Commissioner General,
Kenya Revenue Authority (KRA),
Kenya



Mr. Hosea Kili, OGW
Group Managing Director & CEO,
CPF Financial Services Ltd, Kenya



Dr. Amit Thakker
Founder & Group CEO,
Avenue hospitals, Kenya



Ms. Fiona Asonga
CEO, Technology Service Providers
of Kenya (TESPOK), Kenya

DAY ONE: THURSDAY 20TH JULY 2023

East African Time (UTC+3)	Opening of Conference Session Chair / Moderator: Dr. Peter Njuguna Rapporteur: Dr. Salome Musau	
0800 – 0900hrs	Conference Participants Login / Register zoom.us/webinar/register/WN_Vv_H-3wIT-iz52P1dPCPVg	Jackline Shanga/Ken Nganga/ Tony Wamula, Marcus Etyang
TIME	FACILITATOR	PRESENTATION
0900 – 0902hrs	Simon Macharia	Prayers
0902 – 0905hrs	National Anthem, EAC, KCAU Anthem	
0905 – 0910hrs	Dr. Jane Wangari Njuru Chairperson – SOBARC	Opening Remarks
0910 – 0915hrs	Dr. Edward Owino, Dean – School of Business (KCAU) Convener - SOBARC	Welcoming Remarks
0915 – 0920hrs	Prof. Vincent O. Onywera Deputy Vice-Chancellor, Research, Innovation & Outreach	Remarks
0920 – 0925hrs	Prof. Isaiah I.C. Wakindiki Vice Chancellor & CEO	Remarks
0925 – 0940hrs	Dr. Beatrice Muganda Inyangala PS, State Department for Higher Education and Research, Ministry of Education	Keynote Speaker
0940 – 1015hrs	Chief Guest Speaker Hon. Musalia Mudavadi Prime Cabinet Secretary	
1015 – 1025hrs	Dr. Njuguna	Q&A
1025 – 1045hrs	Prof. Mark Smith Stellenbosch Business School Sustainability of Business Schools, Closing the Gap Between Academic and Industry, Opportunities and Challenges	
1045 – 1055hrs		Q&A
1055 – 1100hrs	HEALTH BREAK	

	Moderator: Dominic Ojwang Rapporteur: Norah Okungu	
1100 – 1250hrs	<p>Topic: How Institutions of Higher Learning can Reposition to Leverage Opportunities at the Counties in Terms of Providing the Right Skills Sets. What are the Challenges and How can IHL be part of the Solutions?</p> <ol style="list-style-type: none"> 1. H.E Prof. Anyang' Nyong'o – Kisumu Governor 2. H.E FCPA Fernandes Barasa – Kakamega Governor 3. H.E Dr. Irungu Kang'ata – Muranga Governor 4. H.E Gladys Wangari – Homabay Governor 	Governors' Round Table Discussion
1250 – 1300hrs		Q&A
1300 – 1345hrs	LUNCH	
	Moderator: Dr. Rose Gathii Rapporteur: Dr. Kevin Mugoye	
1345 – 1415hrs	Prof. Hermann Ndofor Kelley School of Business, Indiana University, USA Bridging the Widening Gap Between Theory & Practice	
1415 – 1425hrs		Q&A
1425 – 1445hrs	<p>ENTREPRENEURSHIP EDUCATION IN KENYA: A PROBLEM OF DESIGN AND IMPLEMENTATION</p> <p>Authors: Renson Muchiri Mwangi¹ Judy Muthuri² Mohsen Gul³ Christine Simiyu⁴ Joshua Nyangidi⁵ Morris Murimi⁶ Linet Arisa⁷</p> <p>KCA University^{1,4,5} University of Nottingham² Cambridge University³ Youth Enterprise Development Fund⁶</p>	Plenary Presentation
1445 – 1455hrs		Q&A
1455 – 1515hrs	Prof. Joseph Lekunze North West University Business School, South Africa Environment Social Governance (ESG)	
1515 – 1520hrs		Q&A
1520 – 1540hrs	Prof. Dakota L. King-White, Ph.D. Cleveland State University, USA Leadership & Mental Health	
1535 – 1555hrs		Q&A

1555 – 1600hrs	Closing remarks by the Session Chair	Dr. Peter Njuguna
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DAY TWO: FRIDAY 21ST JULY 2022

East African Time (UTC+3)	Opening of Conference Session Chair / Moderator: Dr. Gladys Bunyasi Rapporteurs: Dr. Ibrahim Rotich	
TIME	FACILITATOR	PRESENTATION
0800 – 0900hrs	Conference Participants Login / Register zoom.us/webinar/register/WN_Vv_H-3wIT-iz52P1dPCPVg	Jackline Shanga/Ken Nganga/ Tony Wamula, Marcus Etyang
0900 – 0902hrs	Prayer	Nancy Njoroge
0902 – 0905hrs	Prof. Damiannah M. Kieti Manono Deputy Vice-Chancellor, Finance, Planning & Development	Opening remarks
0910 – 0915hrs	Dr. Patrick Nyatete , Faculty, KCAU Secretary SOBARC	Recap of Day
	Moderator: Mackred Ochieng Rapporteurs: Risper Kamonyi	
0915 – 1050hrs	<ol style="list-style-type: none"> 1. FCPA Githii Mburu, Former Commissioner General, Kenya Revenue Authority (KRA) 2. Dr. Amit Thakar, Founder & Group CEO, Avenue Hospitals 3. Dr. Naomi Kagone, Chairperson, KNCCI Murang'a County 4. Hosea Kili, Group Managing Director & CEO, CPF 5. Ms. Fiona Asonga, CEO Technology Service Providers of Kenya (TESPOK) 	Business Gurus' Round Table Discussion
1045 – 1100hrs		Q&A
1100 – 1105hrs	HEALTH BREAK	
	Moderator: Dr. Ibrahim Tirimba Rapporteur: Dr. Michael Njogo	
1105 – 1235hrs	<p>Topic: "Schools of Business Sustainability: Enhancing Employability among students"</p> <ol style="list-style-type: none"> 1. Prof. Justice Nyigmah Bawole – University of Ghana Business School (UGBS) 2. Dr. Faith Mugisha Ahabyoona – Dean, Faculty of Business & Management, Cavendish University Uganda 3. Dr. Edward Owino – Dean, School of Business, KCA University 4. Dr. Jonathan Mulwa – Dean, School of Business, Rongo University 5. Dr. Simon Obwatho – Dean, School of Business, Africa Nazarene University 	Deans' Round Table Discussion

1235 – 1245hrs		Q&A
1245 – 1315hrs	LUNCH	
	Moderator: Dr. Brigitte Okonga Rapporteur: Dr. Nyaribo Misuko	
1315 – 1335hrs	Prof. Ken Kamoche Nottingham University Business School. Leadership and Talent Management in a Context of Change	
1335 – 1340hrs		Q&A
1340 – 1400hrs	CURRICULUM AND GRADUATE TRANSITION INTO THE WORK ENVIRONMENT: THE ROLE OF AFRICAN BUSINESS SCHOOLS Authors: Caroline Ntara ¹ Ignatius Odongo ² Richmond Okafor ³ KCA University ¹ Regenesys Business School ² Lagos Business School ³	Plenary Presentation
1400 – 1405hrs		Q&A
1405 – 1425hrs	AUTHENTIC LEADERSHIP DEVELOPMENT, TRUST VIOLATION AND SPIRITUALITY Authors: Simani Lucy Wamalwa ¹ Toli Amare ² Baphiwe Daweti ³ KCA University ¹ DeGroote School of Business McMaster University Canada ² Durban University South Africa ³	Plenary Presentation
1425 – 1430hrs		Q&A
1430 – 1545hrs	Paper Presentations	BREAK OUT ROOMS
1545 – 1550hrs	Conference Participants Commitment	Dr. Njuru
1550 – 1600hrs	Prof. Joshua G. Bagaka's Deputy Vice-Chancellor, Academic and Student Affairs	Closing Remarks
1600 – 1605hrs	Vote of Thanks	Prof. Simon Ngigi
1605 – 1610hrs	Closing Prayers	Dr. Fred Sporta
1610 – 1615hrs	Conference Officially Closes	Dr. Gladys Bunyasi

BREAK OUT ROOMS

ROOM 1A - THE FUTURE OF FINANCIAL SERVICES; ARTIFICIAL INTELLIGENCE, BIG DATA, BLOCK CHAIN TECHNOLOGIES & CYBER SECURITY.

Moderator: **Dr. Peter Kariuki** | Rapporteur: **George Wamae**

Presenters

1. **Githira, W. C., Muriithi, W. B., Mutuku, P. D., & Kairu, R. M. W.** (2023). Antecedents of Financial Manipulation among Listed Non-Financial Companies at the Nairobi Securities Exchange.
2. **Githui, F. K.** (2023). Turnaround Strategies Adopted by Banks in Kenya.
3. **Kariuki, P.** (2023). Regulatory Capital, Stability and Liquidity Creation among Commercial Banks in Kenya.
4. **Kimani, E. W. & Munene, L.** (2023). Applications of Distributed Ledger Technologies in Finance: A Systematic Review.
5. **Makokha, D. & Laiboni, G.** (2023). Digital Disruptions and Digital Payment Technologies: A Systematic Review
6. **Mujuka, E. & Laiboni, M.** (2023). Decentralized Work and Collaboration: Impact of Blockchain Technology on Remote Collaboration and Distributed Teams.
7. **Ojwang, D., Kinuthia, B. Laiboni, M** (2023). Application of Blockchain Technology in Finance: A Systematic Literature Review.
8. **Ojwang, D., Kinuthia, B. Laiboni, M.** (2023). Artificial Intelligence and its Application in Finance; Opportunities and Challenges: A Systematic Literature Review.
9. **Sindu, K. M.** (2023). Towards Artificial Intelligence: Enhancing the Efficacy of the National Education Management Information System to Provide Predictive Recommendations for the Government of Kenya.

ROOM 1B - THE FUTURE OF FINANCIAL SERVICES; ARTIFICIAL INTELLIGENCE, BIG DATA, BLOCK CHAIN TECHNOLOGIES & CYBER SECURITY.

Moderator: **Dr. Patrick Nyatete** | Rapporteur: **James Njama**

Presenters

1. **Chebet, M. & Gatauwa, J.** (2023). The Role Of Capital And Loan Characteristics in the Financial Performance of Commercial Banks In Kenya.
2. **Kariuki, S. N.** (2023). Do Board Characteristics Influence the Efficiency of Insurance Firms in Kenya?
3. **Kenyanya, N.** (2023). The Moderating Effect of Business Size and Age on the Relationship between Financial Literacy and Financial Performance of Craft Micro-Enterprises in Kisii County, Kenya.
4. **Kithuka, G. & Tirimba, I.** (2023). Effect of Financial Risks on Financial Performance of Deposit-Taking Savings and Credit Cooperative Societies in Kiambu County, Kenya.
5. **Maina, S. & Njuru, J. W.** (2023). The Threat of ChatGPT to Institutions of Higher Learning Technologies and Cyber Security.
6. **Ndanu, K. & Gatauwa, J.** (2023). Fund Characteristics and Financial Performance of Collective Investment Schemes in Kenya: A Case of Nairobi City County.
7. **Njoga, S. & Wanyoike, C.** (2023). Corporate Governance Practices and Financial Sustainability of Non-Profit Organizations in Nairobi County Kenya
8. **Omollo, J. A. & Wanyoike, C. G.** (2023). Sustainable Finance Reporting and Financial Performance of Listed Financial Firms in Kenya
9. **Wambua, I. M., Kimani, C. K.** (2023). The Future of Financial Services and the Basel Framework: The Challenges and Opportunities of Greening the Supply Chain in the Context of Margin Requirements for Non-Centrally Cleared Derivatives.

ROOM 2A - NEW PUBLIC MANAGEMENT AND DEVOLUTION: INNOVATION IN PUBLIC SERVICE DELIVERY.

Moderators: **Dr. Fanice Nafula, Dr. Mary Mwanzia** | Rapporteurs: **James Ututo, Martin Waweru**

Presenters

1. **Betty, A. M.** (2023). Cashless Policy and Performance of Small and Medium Enterprises in Ekiti State, Nigeria.
2. **Kabuka, P. O. & Nyang'au, A. O.** (2023). Role of Public Participation on Service Delivery by Public Sector Organizations. A Case of Kenya National Highway Authority.
3. **Kutata, E. & Maende, B.** (2023). Effect of Human Resource Internal Audit on the Performance of County Public Service Boards in Kenya.
4. **Musau, S.** (2023). Efficient Public Financial Management for Effective Governance and Sustainable Development of County Governments in Kenya.
5. **Oriku, M. N. & Omucheyi, R. K.** (2023). Boards Functions, Governance Structures and Performance of Devolved Units in Kenya.
6. **Oriku, M. N.** (2023). County Public Service Board Functions, Accountability Practices, Governance Structures and Performance of County Governments in Kenya.
7. **Shibairo, P. M., Ngaruko, D. D. P. & Wawire, N. H. W.** (2023). Influence of Devolved Enterprise Funds on Household Welfare in Kenya.

ROOM 2B - NEW PUBLIC MANAGEMENT AND DEVOLUTION: INNOVATION IN PUBLIC SERVICE DELIVERY.

Moderator: **Dr. Jane Wangari Njuru** | Rapporteur: **Patrick Gikai**

1. **Githui, F.K. & Njuru, J. W.** (2023). The Role of Public Management in the Achievement of Sustainable Development Goals.
2. **Mahato, D. N. & Yadav, A. P.** (2023). The Significance of Management Information System Performance Reporting in Rural Schools in Ranchi, Jharkhand.
3. **Muia, F. M. & Njuru, J. W.** (2023). The Relationship between Information Technology and Procurement Performance of Non-Governmental Organizations in Kenya.
4. **Njoroge, E.** (2023). The Effect of the Reunification Process of Unclaimed Financial Assets on the Reunification Success Rate in Kenya.
5. **Njuru, J. W. & Ndolo, J.** (2023). Devolution in Kenya: Opportunities and Challenges.
6. **Njuru, J. W.** (2023). Public Policy and the Delivery of Universal Health Care in Kenya.
7. **Okara, J. W.** (2023). The Impact of Technological Innovation on Service Delivery in Kenya
8. **Wambua, I. M. & Kimani, C. K.** (2023). New Public Management, Ethical Leadership and the Basel Framework: Effective Change Management and Organisational Development through Scope and Definition of Capital Standards.

ROOM 3 - TRANSFORMATIONAL AND ETHICAL LEADERSHIP: TOWARDS EFFECTIVE STAKEHOLDERS ENGAGEMENT.

Moderator: **Dr. Lucy Wamalwa** | Rapporteur: **Anthony Mulinge**

Presenters

1. **Ekwo U.** (2023). Leadership Capacity Building in African Organizations: Moving Beyond Adoption of External Thought Formations.
2. **Mokua, J. K., Mwanzia, M. & Owino, E.** (2023). Role of Social Media in Stakeholder Engagement in Universities in Kenya.
3. **Mutegi L.** (2023). The Role of Leadership in Innovation, Transformation, and Sustainability.
4. **Mutegi, F.** (2023). Ethical Leadership and Stakeholders' Engagement: Lessons from Kenya.
5. **Mutegi, M. K. & Gachigi, P.** (2023). Religion, Leadership and Mental Health in Kenya.
6. **Njoroge, E.** (2023). Why African Countries Need Transformational and Ethical Leadership.
7. **Nyanjumbi, O. H. & Githira, W. C.** (2023). Institutional Quality, Resource Governance and Economic Growth in East Africa.
8. **Nyaribo, W. M.** (2023). Green Management: The Nexus between Transformational Leadership, Ability Motivation and Opportunity Theory.
9. **Okafor, R. & Odongo, I.** (2023). The Crucial Link: Unveiling the Leadership Path to Digital Transformation.
10. **Wambua, I. M. & Kimani, C. K.** (2023). Transformational Leadership and the Basel Framework: Building Resilience to Climate Change through Leverage Ratio and Large Exposure Regulation.
11. **Wanyoike, H. & Njuru, J. W.** (2023). Transformational Leadership: Comparative Analysis of Lee Kuan Yew and Paul Kagame.

ROOM 4 - GREENING THE SUPPLY CHAINS AND CLIMATE CHANGE RESILIENCE.

Moderator: **Dr. Jackson Ndolo** | Rapporteur: **Rachel Kamau**

Presenter

1. **Akwalu, E.** (2023). Impact of Green Supply Chain Management Practices on Sustainability: A Case of Pharmaceutical Firms in Kenya.
2. **Chebelyon, I.** (2023). The Role of Cronyism on Public Procurement Performance in Kenya.
3. **Gatari, C. & Nyile, E.** (2023). Effect of Green Manufacturing Practices on Sustainable Performance of Metal and Allied Manufacturing Firms in Kenya.
4. **Karanja, J. & Ndolo, J.** (2023). Waste Management for Sustainability in Milk Processing Firms in Kenya.
5. **Makali, J., Ndolo, J. & Mwanzia, M.** (2023). Sustainable Supply Chain Initiatives in the Kenyan Public Health Sector.
6. **Muo, C. & Ndolo, J.** (2023). Sustainable Logistics Management Practices in the Electoral Systems in Kenya.
7. **Mutiso, S. & Kihara, A.** (2023). Procurement Best Practices and Sustainable Supply Chain Performance of Plastic and Rubber Manufacturing Firms in Kenya.
8. **Ndolo, J. & Njuru, J. W.** (2023). Greening Supply Chain Strategies to Mitigate Climate Change in the Kenyan Tea Sector.
9. **Ndolo, J. & Kamau, R.** (2023). Greening the Agri-Value Chains: Lessons from Kenya.

ROOM 5 - GREENING THE SUPPLY CHAINS AND CLIMATE CHANGE RESILIENCE.

Moderator: **Dr. Catherine Gatari** | Rapporteurs: **Stephen Mutiso, Ibrahim Chebyleon**

Presenter

- 1. Muo, C. & Ndolo, J.** (2023). Critical Success Factors for Greening Logistics Management Practices in the Electoral Systems in Kenya.
- 2. Mutiso, S. & Kimwaki, B.** (2023). Procurement Quality Management and Triple Bottom-line Performance of Manufacturing Firms in Kenya.
- 3. Mutiso, S. & Mwanzia, M.** (2023). Green Fourth Party Logistics and Performance of Food and Beverage Manufacturing Firms in Kenya.
- 4. Mutiso, S. & Ntara, C.** (2023). Role of Vendor Responsiveness on Sustainable Supply Chain Performance of Government Ministries in Kenya.
- 5. Ndolo, J. & Njagi, E.** (2023). Politics of Public Procurement: A Sustainable Framework Approach.
- 6. Njagi, E.G. & Ndolo, J. M.** (2023). Public Participation for Sustainable Procurement Management in Devolved Systems of Government: A Review and Research Agenda.
- 7. Njuru, J. W. & Mitugo, N.** (2023). A Qualitative Analysis of Climate Change Mitigation in Kenya.
- 8. Wambua, I. M. & Kimani, C. K.** (2023). Sustainable Supply Chain Management, the Basel Framework and Enhanced Prudential Regulation of Banks Using Artificial Intelligence and Blockchain Technologies.

ROOM 6 - CHANGE MANAGEMENT, ORGANISATIONAL DEVELOPMENT AND CULTURAL INFLUENCES.

Moderator: : **Dr. Edward Owino** | Rapporteurs: **Tom Matwetwe, Teresia Florence**

Presenter

- 1. Bunyasi, G.** (2023). Determinants of ESG Principles Adoption among SMEs in Kenya Using a Case of Top Fifty Manufacturing SMEs in Nairobi County.
- 2. Gathii, R.** (2023). Job Design, Perceived Organisational Support and Employee Engagement among University Lecturers in Kenya.
- 3. Gitari, D.** (2023). The Effect of Staff Welfare on Customer Satisfaction: A Case Study of Kenyan Restaurant.
- 4. Githui, F. & Nafula, F.** (2023). Influence of Market Development Strategy on Organizational Performance of Public Universities in Kenya.
- 5. Mburu, R. M.** (2023). The Relationship between Change Management Practices and SMEs Performance in Thika Town, Kiambu County.
- 6. Mokuu, J. K. & Ntara, C.** (2023). Influence of Change Management on Organizational Culture in Parastatals in Kenya.
- 7. Mweru, A., Mbii, M. & Ndungu, J.** (2023). Assessing the Determinants of the Implementation of the Re-Entry Policy among Girls in Sirima Zone, Laikipia Central- Kenya.
- 8. Olali, P. & Mwanzia, M.** (2023). Organizations' Strategic Management Actions to Leverage on their Information and Technology for Organizational Profitability.
- 9. Wamaita, M.** (2023). Impact of Church Sponsorship on Leadership Styles and Organizational Culture in Selected Church-Sponsored Private Universities in Kenya.

ROOM 7 - INTERNATIONAL TRADE, REGIONAL INTEGRATION AND LOCAL ENTERPRISE DEVELOPMENT.

Moderator: : **Dr. Caroline Ntara** | Rapporteur: **Moyi Meso**

Presenter

- 1. Lunani, S. M.** (2023). Impact of Regional Integration on the Local Enterprise Development.
- 2. Misik, D.** (2023). Time Release Study as a Tool for Measuring the Performance of One-Stop Border Posts in Kenya.
- 3. Musyimi, M.** (2023). East Africa Fuel Crisis: The Functioning of the Regions' Subsidy System.
- 4. Mutuku, P. D. & Githira, W. C.** (2023). Impact of Kenya's Foreign Direct Investment, Gross Capital Formation, Exports, and Government Expenditure on Economic Growth.
- 5. Nyakoi, G. O.** (2023). Leveraging on Technology to Minimize Structural Inequalities in Developing Economies.
- 6. Oiro, R. A. & Gachoki, C. M.** (2023). Kenya's Export Potential in the African Continental Free Trade Area Arrangement.
- 7. Ntara, C. & Gachoki, C.** (2023). The Influence of Psychic Distance on Regional Trade in the East African Community.
- 8. Wambua, I. M. & Kimani, C. K.** (2023). Regional Integration, Local Enterprise Development and the Basel Framework.

PLENARY PRESENTATIONS

ENTREPRENEURSHIP EDUCATION IN KENYA: A PROBLEM OF DESIGN AND IMPLEMENTATION

Renson Muchiri Mwangi¹ Judy Muthuri² Mohsen Gul³ Christine Simiyu⁴

Joshua Nyangidi⁵ Morris Murimi⁶ Linet Arisa⁷

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ABSTRACT

The majority of Kenyan youth, including university graduates, view entrepreneurship as a necessity to escape unemployment and poverty. With empirical evidence pointing to a positive correlation between entrepreneurship education and entrepreneurship activity, there is pressure for universities to do more to support the creation of quality jobs. This study sought to document how young entrepreneurs in Kenya perceived and applied entrepreneurship education and the gaps in entrepreneurship education they identified when running their on enterprises. Photo elicitation, a participatory research method, was used to capture participants' lived experiences as they recounted, documented, and reflected on the role of entrepreneurship education in their entrepreneurship journey. Results indicated that while young entrepreneurs appreciated the value of education to their general understanding of business, they lamented the limited application of entrepreneurship learning to the practice. They found learning to be theoretical and disconnected from the entrepreneurship practice. These findings point to problems in the design and implementation of entrepreneurship education in Kenya. The chapter concludes by proposing a pragmatic approach to entrepreneurship education that emphasizes the co-creation of learning in an entrepreneurship ecosystem framework.

Keywords: *Entrepreneurship, Higher Education, Curriculum design, Entrepreneurship practice*

CURRICULUM AND GRADUATE TRANSITION INTO THE WORK ENVIRONMENT: THE ROLE OF AFRICAN BUSINESS SCHOOLS

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ABSTRACT

This research highlights the role that business schools in Kenya, Nigeria and South Africa can play in increasing the employability of graduate youths, given the high youth unemployment rates in the three countries. This research investigates how African business schools can revamp their education curricula to produce graduates with employability potential who can meet the needs of the marketplace. The findings suggest that African business schools need to revamp their curricula to meet market requirements. Further, the findings note that business schools have weak research output due to their emphasis on highly academic research with familiar methodologies but no value addition. As a result, graduates of business schools are unable to link theory to practice. Ultimately, this affects the contribution that business schools can make in resolving the problems facing the continent and leads to little contribution to policy making. The study proposes solution and action-based research with the use of robust methodologies linked to curricula that is keen on academia- industry collaborations.

Keywords: *Curricula, Business schools, Unemployment, Employability, Graduates.*

AUTHENTIC LEADERSHIP DEVELOPMENT, TRUST VIOLATION AND SPIRITUALITY

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ABSTRACT

Authentic leadership is a leadership pattern that promotes positive psychological capacities and a positive ethical climate, fostering self-awareness, internalized moral perspectives, and moral decision-making. This research investigates the impact of external contextual factors (culture and spirituality) on the development of authentic leaders. The study argues that leadership development is dependent on the context and task at hand. The context presents constraints or opportunities for shaping the emergence, development, and effectiveness of authentic leadership behaviour. Culture and spirituality are essential for the development of authentic leadership. Spirituality in leaders provides insight into the meaning assigned to life events, fostering a sense of purpose and meaning at work. It influences self-concept and behaviour, making it a prerequisite for authentic leadership development. Africa presents a complex environment for leaders, with limited resources, poverty, and social issues. Leaders face ethical demands and paradoxes, requiring high-character individuals to navigate these challenges. In the wake of corruption scandals, authentic leadership is crucial for organizational success. The COVID-19 pandemic has emphasized restoring confidence, hope, optimism, and resilience. To succeed, authentic leaders must possess purpose, values, and integrity. Our Study will be conducted in Ethiopia, Kenya, and South Africa, with a sample size of 1200 middle-level managers. Understanding what constitutes an authentic African leader and how these differ from Western perspectives is essential.

Keywords: *Leadership, Trust violation, Spirituality, Leadership development.*

SUBTHEME ONE

**THE FUTURE OF FINANCIAL SERVICES:
ARTIFICIAL INTELLIGENCE, BIG DATA,
BLOCKCHAIN TECHNOLOGIES AND
CYBER SECURITY**

TOWARDS ARTIFICIAL INTELLIGENCE: ENHANCING THE EFFICACY OF THE NATIONAL EDUCATION MANAGEMENT INFORMATION SYSTEM TO PROVIDE PREDICTIVE RECOMMENDATIONS FOR THE GOVERNMENT OF KENYA.

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ABSTRACT

One of the fundamental pillars of Sustainable development goals (SDGs) is anchored on quality education. In this regard, the government of Kenya (GOK) through the Ministry of Education, rolled out the National Education Management Information System (NEMIS). However, since its inception in January 2018, NEMIS has had its fair share of bottlenecks ranging from data incompleteness to technical incapacity of users, to mention but a few. A notable consequence of such problems is the inability of such a system to live up to the expectations, thereby triggering doubts about its reliability and negative attitude towards its usage. One way to address the problem mentioned is to explore digital technology such as artificial intelligence (AI). This technology seeks to enhance the data capture process, the analytical component and offer interactive FAQ support to the NEMIS without human intervention. To achieve the objective, the study characterizes these problems into two categories. Then designs a Reinforcement Learning agent-based model that can address the problems in each category, then design an AI chatbot based on the model, and deploy the AI chatbot to be integrated into NEMIS where its efficacy will be tested. This study aims to contribute towards the body of knowledge on the practice of AI in national systems. The AI-Enabled NEMIS will provide more comprehensive, integrated, relevant, reliable and timely data to the decision-makers and sector planners. This will enable the optimisation of financial resources while meeting the objective of NEMIS; especially in the Kenyan context where the GOK operates on a limited budget.

Keywords: *Artificial Intelligence, Reinforcement learning, Agent-Based, AI Chatbot.*

ARTIFICIAL INTELLIGENCE AND ITS APPLICATION IN FINANCE; OPPORTUNITIES AND CHALLENGES: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Artificial intelligence has now penetrated all existing fields of learning. In finance, it has led to cost-effectiveness and growth. Its innovations have been particularly transformative in credit scoring, insurance underwriting, portfolio management, compliance and reporting, risk assessment and market research. In this post-pandemic era, it is envisioned that countries, firms and households will leverage more on this novelty to stimulate growth and reverse the detrimental effects of the pandemic on businesses. The paper aimed at highlighting the opportunities and challenges of artificial intelligence, as applied in finance, and make recommendations for future directions. The paper followed a systematic review approach. Over 200 journal papers were considered. 45 journal papers published within the last five years were selected and reviewed. The researchers noted that adopters of the technology experienced immense challenges such as data security, job displacements, regulatory and legal considerations, a dire lack of technical expertise, data quality concerns as well as ethical biases. On the contrary Artificial intelligence continues to attract the interest of researchers due to its disrupting capability in all fields. A key challenge is the lack of standardized regulations to govern the applications of artificial intelligence across countries.

Keywords: *Artificial Intelligence, Finance, Opportunities, Challenges.*

ANTECEDENTS OF FINANCIAL MANIPULATION AMONG LISTED NON-FINANCIAL COMPANIES AT THE NAIROBI SECURITIES EXCHANGE

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ABSTRACT

The quality of financial statements has a crucial role not only for corporate entity principal stakeholders but also for different stakeholders. Agency theory presents the likelihood of agency conflicts that may be attributed to competing demands by management, owners and other stakeholders. These conflicts have been a recipe for financial manipulation, though the prediction of its likelihood is inconclusive since different models have varying prediction power. Consequently, the current study examined the prediction power of logistic regression on the likelihood of financial manipulation among companies listed in Nairobi securities exchanges and whether there were statistically significant differences amongst different listing sectors. A descriptive research design was applied and panel data was retrieved from annual financial statements of non-listed financial companies in identifying antecedents.

Keywords: *Financial Manipulation, Finance, Opportunities, Challenges.*

TURNAROUND STRATEGIES ADOPTED BY BANKS IN KENYA

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ABSTRACT

The management of a company turnaround is a daunting task when it is considered that the majority of turnaround attempts fail to produce a viable business. There has been little research conducted in the last decade that gives managers some insight into the management of the company turnaround process. The study seeks to answer the following research questions: what turnaround strategies have been used by commercial banks in Kenya? What influences the choice of turnaround strategies? The study will use a descriptive research design. The target population was the 42 tactical and corporate managers. Primary data will be collected using structured questionnaires. The analysis was done using Pearson correlation and descriptive analysis

Keywords: *Turnaround, Strategy, Bank, Management .*

APPLICATIONS OF DISTRIBUTED LEDGER TECHNOLOGIES IN FINANCE: A SYSTEMATIC REVIEW

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ABSTRACT

Most financial organizations understand the importance of Information Technology as a game changer for business development in terms of cost-cutting and increasing efficiency. Distributed Ledger Technologies are one of the developments that seek to enhance key businesses such as cyber security, cost management and efficiency in business processes. Distributed ledger technologies (DLT) denote a collection of transactions and data which are sequentially traced and registered over a network of distributed ledgers. They create an opportunity for businesses to store, share and synchronize data in a secure environment. The field of DLT is developing fast and it provides a solution to many problems. DLT is used in many sectors such as those dealing in finance, energy, healthcare, governance, supply chain management, real estate, cloud computing and cryptocurrencies. However, research in this field is still in its infancy. There is an opportunity to closely examine the application of DLT in various industries and business sectors to improve its efficiency, especially in financial transactions. This paper seeks to assess the extent of the application of DLT in the Financial sector, analyze the challenges and trends in digital ledger distribution technology, and identify the gaps in DLT technology for future research regarding DLT. The paper uses a systematic Literature review, in addition to a meta-analysis to validate the quality of literature and analysis selected. The results provide a theoretical basis for DLT research from a financial perspective including the development and application of DLT in other fields different from Finance.

Keywords: *Distributed ledger technology; cryptocurrencies; Systematic literature review, Meta-analysis.*

FUND CHARACTERISTICS AND FINANCIAL PERFORMANCE OF COLLECTIVE INVESTMENT SCHEMES IN KENYA: A CASE OF NAIROBI CITY COUNTY

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ABSTRACT

A collective investment scheme (CIS) is a plan where many investors who share the same financial goal pool funds and appoint a professional manager of these funds to do the investment on their behalf at a fee. This makes investing in collective investment schemes more cost-effective in accessing several shares/ equity, bonds, fixed deposits and treasury bills. Managing the performance of collective investment schemes involves the use of financial ratios such as profitability ratios and leverage ratios. The general objective of this paper was to determine the effect of fund characteristics on the financial performance of collective investment schemes in Kenya. The study was grounded on theories such as the Capital Asset Pricing Model (CAPM), the Keynesian Theory, the Arbitrage Pricing Theory (APT) and the Theory of Financial Deepening. Because of the nature of the variables of the study and the population characteristics, the researcher used secondary data in the study. The 21 Nairobi-based CISs constituted the target population. Census was used in the study since the population was small. Diagnostic tests and panel data modelling were carried out simultaneously. The study findings bridged the knowledge gap and also improved the academic reference material on the performance of Kenyan CISs. The study concluded that institutional factors have a positive significant effect on return on investment (ROI), while the findings further showed that scheme products affected CIS performance.

Keywords: *Institutional factors, Regulatory framework, Investment Strategy, Collective Investment Schemes.*

SUSTAINABLE FINANCE REPORTING AND FINANCIAL PERFORMANCE OF LISTED FINANCIAL FIRMS IN KENYA

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ABSTRACT

A vibrant and stable financial sector is essential for the attainment of economic growth and development. A thriving, sound, and inclusive financial sector is only achievable when the players incorporate sustainability measures in their business models to improve the quality of earnings. Lack of sustainability has precipitated corporate failures. The paper sought to explore the relationship between sustainable finance reporting and the financial performance of listed financial firms in Nairobi Securities Exchange Kenya. A descriptive research design was adopted. Twenty-three listed financial firms at Nairobi Securities Exchange were selected through the census method. Secondary data for the periods 2015 to 2021 were collected through content analysis. Data on response variables were collected through the document check index. Data were analyzed through descriptive and Inferential Statistics. Modelling was further adopted through Feasible General Least Squares (FGLS) to counter the problem of 1st-order serial correlation. The study findings reveal a positive and significant relationship between sustainable finance reporting; environmental sustainability reporting, social sustainability reporting and governance and financial performance of listed financial firms in Kenya. The study has the following practical implications; Firms should incorporate ESG elements in their business models for enhanced performance and sustainability. Also, firms and countries aspiring to attain sustainable development must adopt sustainability concepts to achieve wholesome development. Lastly, practice and adherence to the environmental social governance concept will translate to minimized conflict, satisfied stakeholders, and enhanced compliance translating to improved profitability thus resilience and minimized financial distress.

Keywords: *Sustainable finance, Environmental Sustainability, Social Sustainability, Governance, Return on equity.*

THE ROLE OF CAPITAL AND LOAN CHARACTERISTICS IN THE FINANCIAL PERFORMANCE OF COMMERCIAL BANKS IN KENYA

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ABSTRACT

This paper examines the crucial role of capital and loan characteristics in influencing the financial performance of commercial banks in Kenya. It explores the significance of capital adequacy and loan quality in enhancing profitability, asset quality, and overall stability. The study also analyzes the regulatory framework and technological advancements in the banking sector, shedding light on their impact on capital and loan management. The findings emphasize the importance of effective risk management practices, robust underwriting standards, and prudent capital allocation to ensure sustainable financial performance. A stable financial sector is vital to the growth of an economy; hence, it is imperative to have a robust banking system to ensure economic stability. Kenyan banks have, however, had diminishing Returns on Equity (ROE). In 2010, the ROE was 25.98 percent and declined to 20.94 percent in 2013, and 17.39 percent in 2017. This study sought to establish the extent to which capital and loan characteristics determine the performance of Kenyan banks. The objectives evaluated the effect of capital level, liquidity, non-performing loans, and interest rates on financial performance. The theories supporting the study were moral hazard, buffer capital, financial intermediation, and loanable fund theories. The findings were capital adequacy had a positive and insignificant impact, liquidity had a significant and indirect effect, non-performing loans had a significant and inverse relationship, while interest rates had an insignificant and inverse relationship with the financial performance of Kenyan banks.

Keywords: *Loan characteristics, Financial performance, Capital, Commercial banks.*

DECENTRALIZED WORK AND COLLABORATION: IMPACT OF BLOCKCHAIN TECHNOLOGY ON REMOTE COLLABORATION AND DISTRIBUTED TEAMS.

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ABSTRACT

This systematic review aims to examine the empirical evidence regarding the potential impact of blockchain technology on the future of work. By identifying, collating, and systematically summarizing relevant research studies, this review seeks to provide insights into the transformative potential of blockchain in reshaping various aspects of work, including employment models, labour markets, skills development, and organizational structures. A comprehensive review protocol is outlined, describing the methodology, search strategy, and inclusion criteria for study selection. The findings from this systematic review will contribute to a better understanding of the implications and opportunities associated with the integration of blockchain technology in the workplace.

Keywords: *Blockchain, Future of work, Employment models, Labor markets, Skills development, Organizational structures.*

THE FUTURE OF FINANCIAL SERVICES AND THE BASEL FRAMEWORK: THE CHALLENGES AND OPPORTUNITIES OF GREENING THE SUPPLY CHAIN IN THE CONTEXT OF MARGIN REQUIREMENTS FOR NON-CENTRALLY CLEARED DERIVATIVES

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ABSTRACT

The Basel Framework is a set of standards for the prudential regulation of banks, which aims to ensure their financial stability and resilience. One of the key aspects of the Basel Framework is the margin requirements for non-centrally cleared derivatives, which require banks to exchange collateral to mitigate counterparty credit risk. However, the implementation of these requirements may face challenges in the context of greening the supply chain, which involves integrating environmental and social considerations into the procurement and delivery of goods and services. Therefore, this paper explores how greening the supply chain can create challenges and opportunities for banks and their clients in complying with the margin requirements for non-centrally cleared derivatives. Greening the supply chain can enhance the sustainability and competitiveness of businesses, as well as reduce their exposure to climate change risks. However, it can also increase the complexity and uncertainty of their operations, which may affect their ability to meet the margin requirements for non-centrally cleared derivatives. The paper reviews the existing literature on greening the supply chain and the Basel Framework, as well as margin requirements for non-centrally cleared derivatives. The paper also proposes a conceptual model that illustrates how greening the supply chain can impact the margin requirements for non-centrally cleared derivatives in terms of collateral availability, valuation, eligibility and management. The paper also suggests some directions for future research.

Keywords: *Artificial Intelligence, Big Data, Blockchain Technologies, Distributed Ledger Technology, Fintech.*

REGULATORY CAPITAL, STABILITY AND LIQUIDITY CREATION AMONG COMMERCIAL BANKS IN KENYA

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ABSTRACT

Besides risk transformation, liquidity creation is the other key reason banks exist. Banks use relatively liquid liabilities, and deposits, to finance illiquid assets, investments and loans. The paper sought to assess how regulatory capital and stability influence liquidity creation by banks in Kenya. The study employs unbalanced data from 36 commercial banks from 2006-2021. Due to the persistent nature of liquidity creation and the need to overcome the endogeneity problem, the study used a dynamic panel model, a two-step system GMM. The study finds that higher regulatory capital dampens liquidity creation among banks. The negative effect is more pronounced for broad measures of liquidity creation depicting limited off-balance sheet activities for highly capitalized banks. Additionally, more stable banks engaged in higher liquidity creation. The tradeoff between capital and liquidity creation depicts the need for optimal regulatory capital.

Keywords: *Regulatory Capital, Stability, Liquidity Creation, Banks.*

THE THREAT OF CHATGPT TO INSTITUTIONS OF HIGHER LEARNING TECHNOLOGIES AND CYBER SECURITY

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ABSTRACT

The rapid advancement of artificial intelligence (AI) and natural language processing has introduced ChatGPT, a powerful language model capable of generating human-like responses in real-time. This study explores the potential threat that ChatGPT poses to institutions of higher learning and investigates this emerging phenomenon. The primary objective of this study is to assess the implications of ChatGPT on institutions of higher learning, specifically focusing on its influence on student engagement and information retrieval processes. With the rise of online education and the increasing integration of technology in classrooms, understanding the potential consequences of AI-powered chatbots is crucial. Through a comprehensive exploration of existing literature and qualitative research methods, this study aims to shed light on the impact of ChatGPT on student engagement. By examining the perceptions, attitudes, and experiences of students interacting with ChatGPT, valuable insights can be gained regarding its effectiveness as an educational tool or the challenges it may pose to traditional teaching methods. Additionally, this study investigates the impact of ChatGPT on information retrieval processes within institutions of higher learning. With its ability to generate responses and provide information instantaneously, ChatGPT may disrupt traditional methods of searching and accessing information. This study examines the implications of this disruption on students' information literacy skills and the credibility of information obtained through AI-powered systems. The findings of this study are expected to contribute to the broader understanding of the potential threats and benefits of AI-powered chatbots in educational settings. The results will inform educators, administrators, and policymakers about the evolving role of technology in higher education and guide them in developing strategies to maximize the benefits and mitigate the risks associated with ChatGPT.

Keywords: ChatGPT, Artificial Intelligence, Natural Language Processing, Institutions of Higher Learning, Threat, Impact, Education, Student Engagement, Information Retrieval.

THE MODERATING EFFECT OF BUSINESS SIZE AND AGE ON THE RELATIONSHIP BETWEEN FINANCIAL LITERACY AND FINANCIAL PERFORMANCE OF CRAFT MICRO-ENTERPRISES IN KISII COUNTY, KENYA

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ABSTRACT

Micro enterprises contribute up to 30% to employment and 23% to Gross Domestic Product (GDP) in emerging economies. Despite funding and training interventions by stakeholders, statistics indicate that the financial performance of craft micro enterprises is on a rapid decline. Although several studies have attempted to establish the cause of this declining performance, the moderating effects of both business size and age on the relationship between financial literacy and financial performance have not been established empirically. The resource dependency theory underpinned the study. Using a correlational research design, the study targeted 532 entrepreneurs operating 23 registered self-help groups. Stratified random sampling was employed to select 228 respondents for the study. Primary data was collected using structured questionnaires. The hierarchical multiple regression method was used to establish the moderating effect of both business size and business age on the relationship between financial literacy and financial performance of the craft micro-enterprises. Results showed that financial literacy has a positive significant effect on the financial performance of micro-enterprises ($\beta = 0.341$, $p = 0.00$). Further, business size has a significant moderating effect on the relationship between financial literacy and financial performance of the craft micro enterprises (R Square Change = 0.129, $p = 0.01$). Business age on the other hand was shown to have no significant effect on the relationship between financial literacy and financial performance of the craft micro enterprises. It is recommended that stakeholders in the soapstone industry should enhance financial literacy training for entrepreneurs and increase financing to grow the enterprises if they seek to improve their financial performance.

Keywords: *Financial literacy, Craft micro-enterprises, Business size, Business age.*

APPLICATION OF BLOCKCHAIN TECHNOLOGY IN FINANCE: A SYSTEMATIC LITERATURE REVIEW

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ABSTRACT

Technological innovation is fast spreading fiercely in the world and disruptive with wide applications, blockchain technology is one of the latest disruptive innovations that have brought along with it an immense scope of diverse applications with extensive application in finance. The consistent increase in publications reveals that the application of Blockchain technology in finance is increasingly becoming a research ground among researchers and practitioners in the past few years, in turn, fueling the need for a systematic literature review to get insights into the research journey travelled so far and setting new directions for future research in this area. The aim of this study, therefore, seeks to review the available literature on the application of blockchain technology in finance. This systematic literature review aims to provide a comprehensive overview of the current state of research on the application of blockchain technology in finance. The review synthesizes the findings of relevant research articles published in peer-reviewed journals and conference proceedings, focusing on the key areas where blockchain technology has been applied in finance, the benefits and challenges associated with its adoption, and the future research directions in this field. Finally, the review suggests several future research directions, such as investigating the impact of blockchain technology on financial intermediation, exploring the potential of blockchain-based decentralized finance, and studying the implications of blockchain technology for financial stability and risk management.

Keywords: Finance applications, Blockchain technology, Systematic literature review, Benefits.

EFFECT OF FINANCIAL RISKS ON FINANCIAL PERFORMANCE OF DEPOSIT-TAKING SAVINGS AND CREDIT COOPERATIVE SOCIETIES IN KIAMBU COUNTY, KENYA

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ABSTRACT

In Africa, Kenyan Savings and Credit Cooperative Societies (SACCOs) are rated as the fastest growing in membership and penetration and despite the growth; the subsector has been recording irregular trends in profitability over the last half a decade. Kiambu County, which is among the richest counties in Kenya, is considered among the counties with the highest number of DT-SACCOs. The Financial Sector Development Trust claims that SACCOs operate under a very uncertain paradigm, and while prior research has demonstrated how managing financial risk affects profitability, there are still a lot of knowledge gaps. The current study's objective was to determine how the financial performance of Kiambu County's DT-SACCOs is affected by financial risks. The effect of credit risks, operational risks, market risks and interest rate risks on the Kiambu County DT-SACCOs financial performance are the precise aims that will be emphasized in the research to accomplish the study objective. The study will be anchored on the financial intermediary theory, liquidity preference theory, information asymmetry theory and steward theory. Thirteen licensed deposit-taking SACCOs with their headquarters located in Kiambu will be the target population and a descriptive research design will be used.

Keywords: *Kiambu County, financial performance, Savings, Financial risk, Credit.*

CORPORATE GOVERNANCE PRACTICES AND FINANCIAL SUSTAINABILITY OF NON-PROFIT ORGANIZATIONS IN NAIROBI COUNTY KENYA

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ABSTRACT

Due to resource shortages and growing societal demands, non-governmental organizations have continuously struggled with their financial sustainability. The issue of achieving financial sustainability has persisted. For organizations in the public and commercial sectors to increase their sustainability, good corporate governance standards are essential. This paper sought to determine how corporate governance affects the financial sustainability of nonprofit organizations in Nairobi County, Kenya. The specific objectives were to determine the board independence effect on the financial sustainability of nonprofit organizations in Nairobi County, Kenya, establish gender diversity effect on the financial sustainability of nonprofit organizations in Nairobi County, Kenya, establish board audit committee characteristics effect on the financial sustainability of nonprofit organizations in Nairobi County, Kenya and to determine board meetings effect on the financial sustainability of nonprofit organizations in Nairobi County, Kenya. The Upper Echelons Theory, Agency theory, stewardship theory and hegemony theory were adopted. A descriptive research design was used in this research. A sample size of 93 from 1252 active NPOs was determined using the Yamane formula. Secondary data was obtained for five years period from 2018 to 2022. The Random effects panel regression model was adopted. Findings showed that corporate governance practices had a positive and statistically significant effect on the financial sustainability of NPOs in Nairobi County, Kenya. The study recommended that NPOs in Nairobi County, Kenya enhance corporate governance practices on board independence, gender diversity, audit committee size and number of board meetings due to their positive effect on the financial sustainability of NPOs in Nairobi, Kenya.

Keywords: *Board Independence, Gender Diversity, Audit Committee, Board Meetings, Financial Sustainability.*

DIGITAL DISRUPTIONS AND DIGITAL PAYMENT TECHNOLOGIES: A SYSTEMATIC REVIEW

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ABSTRACT

This research article discusses how digital disruptions have transformed the traditional approach to handling and managing transactions as a result of the financial innovations of various digital payment technologies. Rapid disruptive changes have continuously taken place at a highly incremental rate within short spans leading to changes in new financial instruments, production processes, and market dynamics. The ever-evolving Market niches, Technological developments, Shifts in Regulations and global volatility have impacted and redirected a new dispensation in the evolution and interaction of financial transactions within the business segment and society at large. Universal usage of mobile phones and accessibility of internet technology have been the key enablers of digital payment services. This has accelerated the shift from cash-based transactions, lengthy time, high cost of business and physical mobility to more efficient and convenient access from the comfort of remote areas and scale of businesses. However, the complete adoption of digital payments has exposed users to fraud, leakage of private data information and cyber security. The aim of the study was; (1) To examine the impact of Digital disruptions as a result of digital payment technologies; and (2) To investigate the inadequacy of digital payment technologies. A systematic literature review approach of the main themes was conducted. The discussion and results expounded on the proactive and cognitive adoption of digital payments technologies, the mitigations and how future developments of digital payment systems substantially open up the global economy, multiply acceptability and ensure financial transactions drive all businesses to function seamlessly across borders. Further research studies on how various agencies involved in regulation could be harmonized to enhance the decision-making and efficiency of digital payment technologies.

Keywords: *Digital disruptions, Digital Payments, Financial transactions, Financial Innovations.*

DO BOARD CHARACTERISTICS INFLUENCE THE EFFICIENCY OF INSURANCE FIRMS IN KENYA?

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ABSTRACT

The study evaluated the relationship between board characteristics and the technical efficiency of insurers in Kenya for a period of eight years from 2013 to 2020. In the first stage of the analysis, the technical efficiency scores of the insurance firms were estimated using a data envelopment procedure (DEA). Thereafter, the bias-corrected technical efficiency scores were regressed against board characteristics, firm characteristics and macroeconomic control variables using the Simar and Wilson bootstrapping methodology. First, the study reports that Kenyan insurers are technically inefficient with an average technical efficiency of 34.8% showing that they are using more inputs than necessary to produce outputs. Accordingly, insurers in Kenya have a big room to improve their efficiency through decreased use of inputs to maximize outputs. Secondly, the smallest board membership was 5 and the largest board had 12 members with an average of 8 and the independence of the board was between 0.25 and 1 with a mean of 0.795. Thirdly, the paper presents evidence showing that board characteristics variables influence the technical efficiency of insurers in Kenya. Precisely, gender diversity, board independence, and audit quality positively and significantly impact Kenyan insurers' technical efficiency. Further, the paper finds that the size of the board negatively affects Kenyan insurers' technical efficiency. However, the study established an insignificant relationship between CEO duality, the intensity of board activities and technical efficiency. Finally, the paper contributes to the burgeoning reservoir of empirical works on the insurers' nexus between board characteristics and efficiency Kenyan viewpoint. Principally, the paper offers empirical insights on some of the least studied board characteristics proxies such as gender diversity, quality of audit and intensity of board activities. The research outcomes also have practical implications for regulators, academia, insurers, government policymakers, practitioners, shareholders and consumers of insurance products.

Keywords: *Technical efficiency, Board characteristics, Gender diversity, Simar and Wilson methodology, insurance.*

INTEGRATING SUSTAINABILITY REPORTING AND GREEN ACCOUNTING: TOWARDS SUSTAINABLE DEVELOPMENT AND STAKEHOLDER ENGAGEMENT

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ABSTRACT

Sustainability reporting and green accounting are crucial components of organizations' efforts towards sustainable development. Sustainability reporting involves disclosing an organization's environmental, social, and governance (ESG) performance, while green accounting integrates environmental considerations into financial accounting systems. These practices have evolved from voluntary to mandatory requirements, such as the EU Non-Financial Reporting Directive. The integration of sustainability reporting and green accounting supports the pursuit of sustainable economic, ecological, and social development by providing a comprehensive view of ESG performance and capturing environmental costs and benefits. They enable organizations to consider long-term impacts, beyond traditional financial indicators, and balance the demands of internal and external stakeholders. By engaging stakeholders, organizations can identify material ESG issues, address concerns, and enhance trust and reputation. Sustainability reporting and green accounting promote transparency, accountability, and informed decision-making towards a more sustainable future.

Keywords: *Sustainability Reporting, Green Accounting, Sustainable Development, Stakeholder Engagement.*

SUBTHEME TWO

NEW PUBLIC MANAGEMENT AND DEVOLUTION: INNOVATION IN PUBLIC SERVICE DELIVERY

CASHLESS POLICY AND PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN EKITI STATE, NIGERIA

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ABSTRACT

This study set out to determine how the implementation of a cashless policy in Ekiti State affected the efficiency of micro, small, and medium-sized enterprises. The study focused on the effects of Point-of-Sale (POS), automated teller machines and mobile banking technologies on small and medium-sized enterprises (SMEs) in Ekiti state. The study relied heavily on primary sources. The information was gathered with the use of questionnaires. The inquiry made use of both a correlational and a regression approach. The results of the research demonstrated that POS systems improved the efficiency of SMEs in Ekiti State. The study also shows that the use of ATMs by managers and owners of SMEs has a beneficial effect on company performance. Using mobile banking services was also shown to be very beneficial for small and medium-sized enterprises (SMEs) in Ekiti State. The study indicated that small and medium-sized enterprises (SMEs) in Ekiti-state benefited greatly from the use of cashless policy channels such as point-of-sale systems, automated teller machines, and mobile banking. The study finds that small and medium-sized enterprises should adopt the usage of ATMs at points of sale because of the positive and substantial effect that this payment method has on the functioning of these firms.

Keywords: *Cashless Policy, SMEs, Ekiti State, Nigeria, Banking technology.*

INFLUENCE OF DEVOLVED ENTERPRISE FUNDS ON HOUSEHOLD WELFARE IN KENYA

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ABSTRACT

Devolved enterprise funds would contribute to increased entrepreneurship and household welfare in Kenya, leading to reduced poverty levels and improved living standards. The extent of the impact of devolved enterprise funds on household welfare in Kenya is uncertain. Despite the funds being available, many entrepreneurs in Kenya still struggle to access capital and other resources needed to start and grow their businesses. This has limited the potential benefits of devolved enterprise funds on household welfare. This study investigated the influence of devolved enterprise funds on household welfare in Kenya. The study employed a non-experimental pooled cross-sectional research design. The study targeted the households listed in the 2015/2016 Kenya Integrated Household Budget Survey which indicated the residence of households' owners from which a random sample of 384 households was generated using the Fisher's formula. Cross-sectional data were collected from selected households using a structured questionnaire. Random utility maximization theory was used to determine people's choices, preferences and decision-making. A simple linear regression model was used to estimate the relationship between variables. The data were presented in tables. Findings revealed that devolved enterprise funds had a significant positive influence on household welfare in Kenya. Therefore, household welfare will improve if devolved enterprise funds positively influence the welfare of many households in Kenya. The study recommends that efforts should be made to simplify and streamline the application and disbursement processes for enterprise funds, particularly for women and youth entrepreneurs who may face additional barriers to accessing funds.

Keywords: *Devolved funding, Household welfare, Enterprise funds.*

EFFECT OF HUMAN RESOURCE INTERNAL AUDIT ON THE PERFORMANCE OF COUNTY PUBLIC SERVICE BOARDS IN KENYA

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ABSTRACT

Human Resource Internal Audit (HRIA) has elicited increasing attention in devolved counties in Kenya. HRIA in the County Public Service Boards (CPSBs) has recently been receiving increasing attention because of the role it plays in the overall performance of the counties. With the increasing need for service delivery and transparency in how Human Resource issues are handled by the county governments, this research sought to find out how HRIA can increase the performance of the CPSB in Kajiado County. The research is anchored on human capital theory, stakeholder theory and resource-based view that shows the need for HRIA in improving the performance of the County Public Service Board. The study was structured as a quantitative study with the use of descriptive research and inferential statistics. Stratified sampling was used to reach out to 222 Kajiado County employees. The findings show that CPSB performance is measured through timely service, quality of service and retention of competent and talented workforce by mean values of 3.33, 3.03 and 3.01 respectively. Further, the research noted that compliance and productivity audits had the highest impact on the performance of Kajiado CPSB as shown by means of 3.13 and 3.29 respectively, followed by value for money audit at 3.01. While the compliance audit had the highest impact of 0.873 followed by the productivity audit with a very high impact of 0.805, and the value-for-money audit with a high impact of 0.647, the financial audit had only a moderate impact of 0.416 on Kajiado CPSB performance. The regression analysis showed that financial audit did not have any statistically significant relationship with Kajiado CPSB performance ($P > 0.01$ at 0.504), but the compliance audit, productivity audit and value-for-money audit contributed to the performance of CPSB by 74.8%, 50.8% and 21.2% respectively. The research recommended the need to address the elimination of ghost workers, fair compensation and investment in employees' training and development.

Keywords: County government, Kajiado County, Human resource, Internal audit, Performance.

EFFICIENT PUBLIC FINANCIAL MANAGEMENT FOR EFFECTIVE GOVERNANCE AND SUSTAINABLE DEVELOPMENT OF COUNTY GOVERNMENTS IN KENYA

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ABSTRACT

Effective financial governance systems are required in the quest to maximize the efficient use of resources, create the highest level of transparency and accountability in an organization's finances and ensure long-term economic success and sustainable development. For the public sector to efficiently deliver public services and achieve its policy objectives, public finances must be managed well. Sustainable development is a result of good public finance management and Governance, a pillar upon which many developed states have capitalized on successfully. Poorly designed intergovernmental fiscal systems and weak local financial management practices would make county government finances prone either to being illicitly diverted by government officials before reaching the local community or to being "captured" and redirected away from their intended use by local political elites. The paper assumes that revenues generated by county governments are inadequate while the elasticity of the revenue bases and diversity is limited. This paper looked at the principles of good financial governance including financial planning practices, Revenue mobilization strategies, monitoring and evaluation units and assessed how they are followed by county governments. Through a situational analysis, this article develops a conceptual framework that analyses the relationship between efficient financial governance and the sustainable development of county governments. The paper established that the reason behind successful public financial management is the systematic, efficient and continuous evaluation of financial practices employed by the county governments to improve future performance, institutional learning and the quality of their financial decision-making. Therefore, it concludes that the effective and efficient use of public funds depends on the level of accountability. Good financial governance and institutional structures are crucial in attaining sustainable development.

Keywords: *Public finance management, financial governance, sustainable development*

ROLE OF PUBLIC PARTICIPATION ON SERVICE DELIVERY BY PUBLIC SECTOR ORGANIZATIONS. A CASE OF KENYA NATIONAL HIGHWAY AUTHORITY

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ABSTRACT

Infrastructure development is one of the areas that depicts service delivery to citizens. In recent years, Kenya has received an increase in the level of funding for infrastructure development, particularly in road construction. Despite the rise in funding, Kenya's highways have not achieved the desired milestone. This has left citizens without the desired services from the Kenya National Highway Authority. Thus, the current study aimed to establish the role of public participation in service delivery by public sector organizations. The communicative action theory anchored the research. The target population was a total of 118 employees of the Kenya National Highway Authority in the Nairobi region. The sample size of 91 respondents was calculated using Yamane's 1967 formula. The study used a descriptive research design to examine how the variables were related. The research used a questionnaire which was administered online. Data analysis was done using both descriptive and inferential statistics. Results revealed that public participation improved Service Delivery at the Kenya National Highway Authority. Further, stakeholder engagement will improve service delivery at the Kenya National Highway Authority by 0.420 units, and public involvement in decision-making will improve service delivery at the Kenya National Highway Authority by 0.578 units. In conclusion, the study found that the two variables, stakeholder engagement and Public Involvement in decision-making, significantly explained the service delivery at Kenya's national highway authority. Thus, the study recommended that there should be active citizen involvement in decision-making as well as stakeholder engagement by providing platforms to establish further areas of expansion for improved service delivery. Further study can be done to explore road safety measures and traffic management strategies implemented by the Kenya National Highway Authority.

Keywords: *Public participation, stakeholder engagement, public participation in decisions making.*

COUNTY PUBLIC SERVICE BOARD FUNCTIONS, ACCOUNTABILITY PRACTICES, GOVERNANCE STRUCTURES AND PERFORMANCE OF COUNTY GOVERNMENTS IN KENYA

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ABSTRACT

Internationally there is a growing recognition of the importance of boards for the success of a firm. Several countries have issued guidelines and recommendations for best governance practices and boards. Most studies on organizational board functions and performance have either been conceptual in nature or purely dependent on subjective data. The main objective of this study was to determine the link between county service board functions, accountability practices and governance structures on the performance of county governments in Kenya. This study was anchored in the positivism paradigm and a descriptive-correlational-cross-sectional research design. The target population of the study was all 47 county governments in Kenya focusing on the six county governance structures. Approximately 42 county governments were considered as five were used in the pilot test and hence excluded. The study adopted Structural Equation Modeling (SEM) technique and multiple regression model in establishing the relationships. From the results, the CPSB function increases county government performance at 5% level by 0.5505 holding other factors constant. Following the test of joint significance, the study established that accountability practices act as an intervener and county governance structures as a moderator significantly influenced the relationship between CPSB functions and county governments' performance positively by 0.5934 and 0.6104 respectively. Lastly, for joint significance, the study established that both the intervener and moderator had a joint significant indirect effect of 0.5569 and thus a joint effect on the relationship between CPSB functions and county governments' performance in Kenya. Based on the findings, the study suggests the improvement of accountability practices and governance structures to perfect county governments' performances while maximizing service delivery and cost minimization.

Keywords: County government, public service, Governance, Performance.

BOARDS FUNCTIONS, GOVERNANCE STRUCTURES AND PERFORMANCE OF DEVOLVED UNITS IN KENYA

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ABSTRACT

The purpose of this paper is to provide descriptive information regarding board functions, accountability practices, and governance structures on the performance of devolved units in Kenya. It will provide a link between board functions, accountability practices and governance structures on the performance of devolved units in Kenya. It will also aid top management and policymakers in the public sector to underscore the role of boards and improve accountability practices and connection of governance structures in the public sector performance. The entity in the study is the 47 devolved units in Kenya that provide service to citizens. This study was anchored in the positivism paradigm as well as descriptive-correlational cross-sectional research designs. The target population of the study was all 47 Devolved units in Kenya focusing on the six devolved governance structures. This article contains sufficient data to permit the calculation of the likely board roles, accountability practices and governance structures on the performance of devolved units in Kenya. The study adopted Structural Equation Modeling (SEM) technique and multiple regression models in establishing the relationships. From the results, CPSB function and governance structures have significant positive influences on the devolved units in Kenya at 5% level by 0.5505 holding other factors constant. Based on the findings, the study suggests improvement in governance structures, board functions, revenue collection and budget allocation for devolved units in Kenya to enhance accountability, effectiveness, and efficiency in service delivery. The article can be used in any undergraduate or graduate courses to generate more knowledge on boards, accountability practices and governance structures on organizational governance in both profit and not-for-profit organizations.

Keywords: Board function; Budget allocation, Devolution, Governance structures, Accountability, Revenue collection.

THE RELATIONSHIP BETWEEN INFORMATION TECHNOLOGY AND PROCUREMENT PERFORMANCE OF NON-GOVERNMENTAL ORGANIZATIONS IN KENYA

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ABSTRACT

Information technology (IT) is a tool that can increase productivity and empower non-governmental organizations' sector professionals to take better control of the procurement process. However, despite the administrative and managerial benefits obtainable by its adoption, there are challenges and associated risks are costly. The study aimed to assess the relationship between IT on the procurement performance of NGOs in Kenya, to make recommendations on the proper use of IT. The study aimed to establish the relationship between electronic payments, electronic sourcing, online inventory management and online contract management on the procurement performance of non-governmental organizations in Kenya. The research used a descriptive approach with a target population of 336 procurement heads and ICT staff using the NGO coordination Board directory. Semi-structured questionnaires were used to collect data. Data gathered from the questionnaires administered were analyzed with the help of SPSS using descriptive and inferential statistics. The outputs were presented in the form of statistical diagrams, tables and charts. The study used multiple linear regression and correlation analysis to show the relationship between the variables. The response rate of the study was 65%. The findings of the study indicated that online inventory management, electronic sourcing, electronic payments and online contract management have a positive relationship with the performance of non-governmental organizations. Finally, the study recommended that non-governmental organizations should embrace information technology to improve procurement performance and further research should be carried out in other institutions to find out if the same results can be obtained.

Keywords: *Electronic, Payments, Sourcing, Online, Inventory, E-procurement, 06E-Cheques.*

THE ROLE OF PUBLIC MANAGEMENT IN THE ACHIEVEMENT OF SUSTAINABLE DEVELOPMENT GOALS

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ABSTRACT

Sustainable development objectives (SDGs) are advanced through public management. Effective public administration is essential to achieve the SDGs as governments tackle difficult issues including poverty, inequality, climate change, and environmental degradation. Despite the worldwide commitment to achieving sustainable development goals (SDGs), public management's role in effectively tackling complex sustainable development challenges remains a crucial concern. Policy commitments must be implemented through public management techniques. However, many impediments prevent public management systems from implementing and integrating the SDGs. Public management's role in sustainable development is examined in this quantitative study. For one-time data collection, a cross-sectional design is used. The design allows for the study of public management factors and sustainable development goals. Representative stratified random sampling is used. The intended audience is public managers, policymakers, and other stakeholders. Stakeholder groups are proportionally represented by stratification. Quantitative data analysis was performed using SPSS. The findings imply that while sustainable development goals have been included in public management practices, their congruence across all dimensions needs to be improved. The correlation analysis showed positive associations between specific public management techniques and sustainable development goals. Stakeholder engagement activities are strongly correlated with social development goals. The regression analysis revealed the predictive potential of public management techniques on sustainable development results. Policy formulation and implementation largely predicted progress toward sustainable development goals. These new findings not only deepen our understanding of public management's role in achieving sustainable development goals, but they also offer policymakers and practitioners a path forward.

Keywords: *Public management, Sustainable Development Goals, Stakeholder engagement.*

DEVOLUTION IN KENYA: OPPORTUNITIES AND CHALLENGES

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ABSTRACT

The paper provides an overview of the opportunities and challenges associated with devolution in Kenya, a process that entails the transfer of power, functions, and resources from the central government to county governments. The study explores the implications of devolution for governance, service delivery, and regional development in Kenya. Through an archival-qualitative research approach, data is collected through interviews with key stakeholders, including government officials, county executives, civil society representatives, and community leaders. Additionally, document analysis of policy documents, reports, and relevant literature is conducted to gather comprehensive information on the opportunities and challenges of devolution. The analysis focuses on identifying and examining the opportunities created by devolution, such as increased citizen participation, improved service delivery at the local level, and enhanced accountability and transparency. The study explores the challenges and potential pitfalls of devolution, including fiscal constraints, capacity gaps, intergovernmental relations, and the need for effective governance and institutional frameworks. Valuable insights for policymakers, practitioners, and scholars provide the hallmark of the study. The findings contribute to a better understanding of the impact of devolution on Kenya's governance structures and regional development. Ultimately, this study seeks to inform policy discourse and decision-making processes related to devolution in Kenya. Policymakers can design targeted interventions and reforms to ensure the effective functioning of devolved structures, promote equitable development, and enhance citizen participation in local governance. The findings contribute to the ongoing dialogue on devolution and its transformative potential in Kenya's governance landscape.

Keywords: *Devolution, Archival method, Governance, Citizenry, Service delivery, decision making.*

PUBLIC POLICY AND THE DELIVERY OF UNIVERSAL HEALTH CARE IN KENYA

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ABSTRACT

Universal Health Coverage (UHC) has become a global agenda and is considered a critical aspect of achieving sustainable development goals. In Kenya, UHC is a key objective of the country's Big Four Agenda, which aims to improve the quality of life of citizens through affordable healthcare. The Kenyan government has implemented various policies to achieve UHC, including the Health Sector Strategic and Investment Plan (2013-2017) and the Kenya Health Policy (2014-2030). The purpose of this study is to examine how public policies have affected the delivery of UHC in Kenya and explore the potential role that international development partners can play to support Low-and-Middle-Income Countries (LMIC) including Kenya in the UHC agenda. Using a qualitative research approach, the researcher explored the effect of public policies on the delivery of universal health care (UHC) in Kenya, with a focus on the perspectives and experiences of healthcare providers, policymakers, and patients. Data was collected through semi-structured interviews with 12 purposively selected participants. Thematic analysis revealed that public policies have had both positive and negative effects on the delivery of UHC in Kenya. Positive effects included increased access to healthcare services and improved quality of care, while negative effects included inadequate funding and poor implementation of policies. The study also identified potential solutions to address these gaps, including increasing funding for healthcare, improving healthcare infrastructure, and involving the community in policy design and implementation. The findings suggest that international development partners can support Kenya's UHC agenda by providing funding and technical support for healthcare infrastructure, sharing best practices, and engaging in collaborations to strengthen policy implementation. This study provides valuable insights for policymakers, healthcare providers, and patients in Kenya, and can also inform policy and practice in other countries that are implementing UHC programs.

Keywords: *Universal Health-Care, Low-and-Middle-Income-Countries, Advocacy, Devolution, Innovation, Tele-healthcare.*

NEW PUBLIC MANAGEMENT, ETHICAL LEADERSHIP AND THE BASEL FRAMEWORK: EFFECTIVE CHANGE MANAGEMENT AND ORGANISATIONAL DEVELOPMENT THROUGH SCOPE AND DEFINITION OF CAPITAL STANDARDS

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ABSTRACT

The Basel Framework is a set of standards for the prudential regulation of banks, which aims to ensure their financial stability and resilience. One of the key aspects of the Basel Framework is the scope and definition of capital standards, which specify the criteria and adjustments for bank capital instruments. However, the implementation of these standards may face challenges in the context of new public management, which involves applying market-based principles and practices to the public sector. Therefore, this paper explores how ethical leadership can facilitate effective change management and organisational development through the scope and definition of capital standards. Ethical leadership refers to the ability of leaders to act with integrity, fairness and accountability, and to inspire followers to achieve a shared vision and higher performance. The paper reviews the existing literature and proposes a conceptual model that illustrates how ethical leadership can support the implementation of the scope and definition of capital standards in new public management. The paper also suggests directions for future research.

Keywords: *Innovation, Public service delivery, Devolution, Public-Private Partnerships (PPPs), Performance measurement, Citizen engagement.*

THE EFFECT OF THE REUNIFICATION PROCESS OF UNCLAIMED FINANCIAL ASSETS ON THE REUNIFICATION SUCCESS RATE IN KENYA

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ABSTRACT

This study explores the effect of the reunification process of unclaimed financial assets on the reunification success rate in Kenya. The management of unclaimed financial assets in Kenya is governed by the Unclaimed Financial Assets Act (UFAA) 2011. The act establishes that UFAA is the authority given the responsibility to manage unclaimed financial assets. In addition, the act establishes the (Unclaimed Financial Assets Trust Fund) UFATF. The UFATF is the fund that holds unclaimed financial assets under the management of the UFAA. Past studies have focused on the effect of unclaimed financial assets on the financial performance of various institutions. The current study seeks to establish the effect of the reunification process of unclaimed financial assets on the reunification success rate. The objectives of the study are to determine the effect of the search for unclaimed financial assets, the claims process, and other collaborative initiatives on the success rate of reunification in Kenya. The study will review all relevant literature on the management of unclaimed financial assets globally. Theoretically, the study is founded on the theory of escheat. The study will adopt a case study design. The population of the study will be drawn from employees of the UFAA. The UFAA has a total of 32 employees. The sample size of the study will be 15 – 20 respondents drawn from the employees of the UFAA through targeted sampling. The respondents should be knowledgeable about the reunification process of unclaimed financial assets and the various collaborations the authority has in place to improve the reunification success rate. The study will rely on interviews to collect data. Data will be analyzed according to the five analytic cycles described in Yin (2016).

Keywords: *Unclaimed assets, Financial assets, Reunification.*

THE IMPACT OF TECHNOLOGICAL INNOVATION ON SERVICE DELIVERY IN KENYA

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ABSTRACT

The government of Kenya has had numerous instances of innovations with a fair amount of success in achieving its objectives in the short run. This study aims at reviewing innovations that have been initiated to enhance service delivery in public service. Its relevance lies in the fact that the social-cultural and economic welfare of citizens is one of the key obligations of a government to its people. Kenya, a developing economy, has a majority of its population in the lower cadres of economic development who largely depend on public services which are perceived as more affordable. Therefore, necessary technological interventions must be employed to aid the growth and profitability of all sectors to improve service delivery, which is vital for the national and economic development of the country. Technological advancement and industrialization are catalysts for attaining middle-income status, the main objective of Vision 2030. The effectiveness of these initiatives in service delivery, their sustainability amidst dwindling economic resources after the effects of Covid 19 and other external factors, and the role of devolution in service delivery to local communities are included. The study relies on secondary data obtained from existing government reports, journals, and books. Theoretically, this study is guided by the Technology Acceptance Model (TAM) and Dynamic Capability Theory.

Keywords: *Innovation, Service Delivery, Public Service, Technology, Industrialization.*

THE SIGNIFICANCE OF MANAGEMENT INFORMATION SYSTEM PERFORMANCE REPORTING IN RURAL SCHOOLS IN RANCHI, JHARKHAND

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ABSTRACT

The school system is characterised by the measurement of the academic performance of students in terms of % of marks, pass, fail, rank, and division. The measurement is based on the education provided in the school system. However, there have been calls from key stakeholders proposing the need to think beyond the manual aspect of measuring performance. Currently, rural schools have different manual techniques or pen-and-paper methods to maintain students' performance reports. This study proposes a new MIS reporting mechanism that allows for an in-depth analysis of each student's performance by evaluating the management information system reports. We believe that this new performance reporting system will help key stakeholders such as teachers, students and parents to easily analyse the students' performance in rural schools. This system can also help those managing such rural schools to liaise with the Ministry of Education and develop policies that will ultimately improve the quality of education. The MIS reports will be prepared based on raw data, which is easily available in regular teaching classes. This Paper explains the concept of data, related information and MIS in enhancing education in rural schools. Further, the study develops an MIS tool to generate the MIS report automatically, after surveying the different schools of Ranchi to understand the teaching techniques. The findings will be beneficial in providing key stakeholders with information on student performance in real time.

Keywords: *Information systems, public policy, education, student performance.*

SUBTHEME THREE

TRANSFORMATIONAL AND ETHICAL LEADERSHIP: TOWARDS EFFECTIVE STAKEHOLDERS ENGAGEMENT

THE CRUCIAL LINK: UNVEILING THE LEADERSHIP PATH TO DIGITAL TRANSFORMATION

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ABSTRACT

Digital transformation has been conceptualized as the changes digital technologies can bring about in a company's business model, organizational structures, or products. It is the outcome of digital strategies that generate new value propositions, combining digital technologies with companies' existing capabilities. At its core, digital transformation is akin to conducting a digital orchestra, with the leader acting as the maestro. While digital technology has the potential to disrupt and revolutionize an organization, technology alone cannot ensure triumph. It must be combined with skilled employees and executives to unleash its transformative power. Hence, digital transformation requires both technology and people. This conceptual paper will explore the intrinsic nexus between leadership and digital transformation, shedding light on the critical role leaders play in driving successful organizational change amidst the ever-evolving technological landscape. In addition, by drawing on contemporary literature, this paper will examine the fundamental elements of effective leadership in digital transformation, delving into the multi-dimensional aspects of leadership, encompassing vision, strategic thinking, adaptability, collaboration, and the ability to navigate complexity and ambiguity. The paper will adopt an interdisciplinary approach, encompassing insights from organizational behaviour, change management, information technology, and leadership theories. It will examine prominent case studies that exemplify the interplay between leadership and digital transformation, elucidating the underlying mechanisms through which effective leadership fosters a culture of innovation and transformation. Additionally, the paper will interrogate the challenges leaders face in leveraging digital technologies to drive sustainable change, offering strategies and frameworks to mitigate these obstacles.

Keywords: Leadership, Digital transformation, Digital technology, Change management.

ROLE OF SOCIAL MEDIA IN STAKEHOLDER ENGAGEMENT IN UNIVERSITIES IN KENYA

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ABSTRACT

Social media is changing the way people and businesses communicate and collaborate. However, there is limited research examining the role of social media in facilitating stakeholder engagement in universities in Kenya. Therefore, this study sought to fill this knowledge gap by exploring how social media is utilized and its impact on stakeholder engagement within the university setting. This study used innovation diffusion theory and excellence theory. To test the study objectives, a mixed-methods approach was utilized with stratified random sampling identifying a sample of 140 respondents. Data was collected through questionnaires, interviews and focus group discussions. Analyzed quantitative data was presented using descriptive and inferential statistics. The identification of key stakeholders involved in social media engagements highlighted the importance of targeting students, prospective students, alumni, and the wider community. The examination of benefits and challenges associated with using social media for stakeholder engagements revealed that social media platforms provide opportunities for increased reach, immediate communication, and fostering a sense of community. However, maintaining content quality, and managing negative feedback were also identified. Furthermore, the analysis of the impact of social media on stakeholder perceptions and relationships showed that effective use of social media can enhance stakeholder satisfaction, create a positive institutional image, and foster stronger connections between universities and their stakeholders. However, ineffective use or mismanagement of social media can lead to negative perceptions and strained relationships. The study recommended that universities should develop a comprehensive social media strategy aligned with the university's goals and target audience and regularly monitor and analyze social media engagement metrics to evaluate effectiveness.

Keywords: *Transformational leadership, Ethical behaviour, Social media, Stakeholder engagement.*

LEADERSHIP CAPACITY BUILDING IN AFRICAN ORGANIZATIONS: MOVING BEYOND ADOPTION OF EXTERNAL THOUGHT FORMATIONS

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ABSTRACT

Leadership in public and private organizations in Africa continues to attract the scrutiny of public policy experts from diverse fields. The African Renaissance views on leadership challenge the theoretical perspectives of the dominant imperial thought formations from the United States and China. The goal of the study is to expand the debate on the peculiar challenges of organizational leadership in Africa that adopt business models from other continents. It examines the duplicity in the adoption and adaptation of the alien leadership approach with the attendant decision paralysis, the paradox of choice, and potential failure. Through a critical analysis of the multiple knowledge triangle, the study will focus on the gains of adopting unique African intellectual thought and practice. The indigenization of leadership is expected to purge leaders in Africa of the colonial mentality that partly undermines the growth of organizations in Africa and thereby minimizes the ongoing new phase of the scramble for Africa by external forces. Additionally, the paper is an important contribution to the miasma of leadership and new lessons for leaders in an increasingly multi-polar global economy defined by multilateral engagements and identity. The findings will be useful to policymakers, researchers, and students interested in the African Renaissance.

Keywords: *Leadership, Organizational Development, Africa Political Economy, Capacity Building.*

TRANSFORMATIONAL LEADERSHIP AND THE BASEL FRAMEWORK: BUILDING RESILIENCE TO CLIMATE CHANGE THROUGH LEVERAGE RATIO AND LARGE EXPOSURE REGULATION

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ABSTRACT

The Basel Framework is a set of standards for the prudential regulation of banks, which aims to ensure their financial stability and resilience. One of the key aspects of the Basel Framework is the leverage ratio and large exposure regulation, which require banks to limit their reliance on debt funding and their exposure to single counterparties. However, the implementation of these standards may face challenges in the context of climate change, which poses significant risks for the banking sector and the financial system. Therefore, this paper explores how transformational leadership and organisational culture can enhance the resilience of banks to climate change through leverage ratio and large exposure regulation. Transformational leadership refers to the ability of leaders to inspire followers to achieve a shared vision and higher performance, while organisational culture refers to the values, beliefs and norms that shape the behaviour and practices of employees. The paper reviews the existing literature on transformational leadership, organisational culture and the Basel Framework, as well as climate change risks and opportunities for banks. The paper also proposes a conceptual model that illustrates how transformational leadership and organisational culture can support the implementation of the leverage ratio and large exposure regulation in building resilience to climate change. The paper also suggests some directions for future research.

Keywords: *Stakeholder engagement, Values-based leadership, Change management, Emotional intelligence. Authentic leadership.*

ETHICAL LEADERSHIP AND STAKEHOLDERS' ENGAGEMENT: LESSONS FROM KENYA

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ABSTRACT

In most countries in Africa, leadership has become a tool for self-aggrandizement, depletion of public resources and exploitation of citizens. In Kenya, leaders with various positions of power develop tendencies for unethical behaviour where they act selfishly and unapologetically amass enormous wealth at the expense of stakeholders. There is an emerging culture where elected and appointed leaders including bureaucrats act in total disregard of social ethics, the Constitution or the laws provided for acquiring wealth. The culture has eroded public service principles such as merit, neutrality, equality, accountability, representativeness, and public trust. This culture has also permeated into the private and nongovernment sectors. Community-based groups and formal institutions like schools, churches, hospitals, and development projects are also affected. In religious domains, the leaders have immersed themselves in the same culture of self-enrichment. It is no longer about seeking God's favors and blessings as has been exposed by events such as the Shakahola massacre in Kilifi County where over 500 people lost their lives. However, there are countless institutions both in government and other sectors which are led by people of integrity who uphold professional ethics. The paper investigated the challenges through qualitative data through observations, structured interviews, literature reviews, and media platforms. It used Ethical Leadership 4-V Model that represents Value, Vision, Voice and Virtue developed by the Centre for Leadership to discount the beliefs and practices that one must be corrupt or act unethically to acquire wealth and power. The paper recommends transformative and ethical leadership across all echelons of society, insulating politics from public service, strengthening institutions and policies against corruption, holding leaders accountable and rewarding prudent use of public resources

Keywords: *Integrity, Meritocracy, Neutrality, Equality, Accountability, Representativeness, Ethics, Self-aggrandizement.*

TRANSFORMATIONAL LEADERSHIP: COMPARATIVE ANALYSIS OF LEE KUAN YEW AND PAUL KAGAME

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ABSTRACT

This comparative analysis explores the leadership styles of Lee Kuan Yew, the founding father of modern Singapore, and Paul Kagame, the current President of Rwanda. Specifically, the study focuses on their transformational leadership approaches and examines the impact of their leadership on their respective countries. Through a comparative lens, the analysis aims to gain insights into the similarities and differences in their leadership styles, strategies, and the outcomes achieved. The study employs a qualitative research methodology, utilizing a combination of document analysis, including speeches, policy documents, and biographies, to gather data on the leadership approaches of Lee Kuan Yew and Paul Kagame. Additionally, interviews with key stakeholders, such as government officials, academics, and experts familiar with the leadership of both leaders, will be conducted to provide nuanced perspectives and insights. The analysis will draw upon the theoretical framework of transformational leadership, which emphasizes leaders' ability to inspire and motivate followers, foster a shared vision, and drive organizational change. Through a comparative analysis of their leadership styles, the study aims to identify the similarities and differences in their approaches to transformational leadership and the resulting outcomes in their respective countries. The findings of this comparative analysis will contribute to a deeper understanding of the role of transformational leadership in driving positive change in different contexts. By examining the leadership styles of Lee Kuan Yew and Paul Kagame, the study seeks to extract valuable lessons and insights that can inform leadership practices and provide guidance for leaders aspiring to foster transformational change in their own countries or organizations.

Keywords: Transformational leadership, Comparative analysis, Lee Kuan Yew, Paul Kagame, Leadership styles, Outcomes.

WHY AFRICAN COUNTRIES NEED TRANSFORMATIONAL AND ETHICAL LEADERSHIP

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ABSTRACT

Leadership that can transform organisations while also upholding ethical standards is absolutely necessary for the growth and advancement of African nations. The purpose of this paper is to argue that for African nations to achieve success as a people, they require leaders that preserve fundamental principles such as meritocracy, honesty, prudence, and commitment. Countries on the African continent that have embraced and placed a high priority on these core principles have seen tremendous economic growth and have mostly shed the oppressive conditions that have dogged the majority of the continent. To investigate the significance of ethical and transformative leadership, this study takes a qualitative method and bases its findings on interviews with a sample size of fifteen top government officials, policymakers, and other important stakeholders. To obtain a wide and in-depth understanding of the topic at hand, the interviews were carried out in several African nations, including but not limited to Nigeria, Kenya, South Africa, and Ghana. According to the findings, an absence of ethical leadership has been a contributing factor in the challenges that several African countries, like South Sudan and the Democratic Republic of Congo, are currently experiencing. The issues that the continent is currently facing are made even more difficult by factors such as rising and excessive inequality, unsustainable amounts of debt, and a skewed international tax system. Because of this circumstance, efforts to reduce poverty are hampered, and African governments do not have access to the resources they require to spend in important areas such as education, healthcare, and social protection. In conclusion, the study highlights the critical need for leadership in African countries that is both transformational and ethical. African nations may pave the way towards sustainable development and the eradication of poverty if they fully embrace a set of basic principles and work to address the systemic concerns of inequality and unjust economic systems that exist on a global scale.

Keywords: *Ethics, Meritocracy, Honesty, Prudence, Policymaker, Transformational leadership.*

INSTITUTIONAL QUALITY, RESOURCE GOVERNANCE AND ECONOMIC GROWTH IN EAST AFRICA

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ABSTRACT

Economic growth is the most powerful instrument for reducing poverty and improving the quality of life in developing countries; both cross-country research and country case studies provide overwhelming evidence that rapid and sustained growth is critical to making faster progress towards the Millennium Development Goals. The effects of higher institutional quality on economic development between countries have been highlighted by trade literature over the last decades, supporting the idea that better institutions and governments will increase international trade flow and economic growth. Ideally, institutional quality and resource governance should stimulate economic growth and development by ensuring a sense of balance between taxation and expenditure that is consistent with sustainable growth in a country. However, the effectiveness of these factors in promoting economic growth in countries within the East Africa region remains uncertain and debatable given the mixed results on the effect of institutional quality and resource governance on economic growth. The current study thus sets out to examine the effect of institutional quality and resource governance on economic growth in East Africa. This study will be informed by two theories namely: Endogenous Growth Theory and Deming's Theory of Management. This study will adopt an exploratory research design. This study targets three East African countries including; Kenya, Tanzania and Uganda for 26 years. This study will use a panel dataset of the three selected Eastern African countries. Data will be analyzed using both descriptive statistics and inferential statistics aided by Stata software. Empirical results will be presented in tables, graphs, and statistical parameter estimates.

Keywords: *Institutional quality, Economic growth, Resource governance, East Africa.*

THE ROLE OF LEADERSHIP IN INNOVATION, TRANSFORMATION, AND SUSTAINABILITY

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ABSTRACT

Exemplary leadership is fundamental in fostering innovation, adapting transformation and achieving sustainability as it helps in reframing the organizations' strategy, value creation strategies, and culture. With the onset of the big data era, organizations which offer financial services such as banking, credit card services, underwriting, and other financial consultancy services need to continuously innovate, and normalize sustainable organizational practices. This research investigated the role of leadership in realizing innovation, transformation and sustainability in organizations with a specific focus on the impact of emerging trends such as AI, big data, blockchain and cyber security on the future of the financial services sector. The researcher used secondary data from organizations in both the private and public sectors to determine how leadership affected the organizations. The findings show that exemplary leadership fosters an innovative environment which enables organizations to adopt sustainable technologies which in turn improves their efficiency and ensures their longevity in their respective industries. Additionally, big data impacts the financial services sector both positively and negatively. The research proposes proper identification measures for sustainable technologies to differentiate them from trends in an attempt to enable organizations to save costs on unsustainable technologies. The study recommends investment in research & development, continuous employee training on emerging technologies, and continuous investment in cyber security to counter data breaches and enhance the trust between financial services providers and consumers.

Keywords: *Leadership; Financial Services; Innovation, sustainability.*

GREEN MANAGEMENT: THE NEXUS BETWEEN TRANSFORMATIONAL LEADERSHIP AND ABILITY MOTIVATION AND OPPORTUNITY THEORY

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ABSTRACT

In recent years, the world has experienced the worst environmental degradation which has adversely affected ecosystems and human existence. Organizations are adopting green management to address environmental challenges and promote sustainability. This study explores the interconnection between transformational leadership and the AMO (Abilities, Motivation and Opportunities) theory in the context of green management. Transformational leadership has attracted the attention of scholars and practitioners in inspiring organizations to embrace innovation to achieve organizational goals. The AMO theory emphasizes the development of individual and organizational capabilities outlining how leaders can drive green initiatives for environmental sustainability. Through an extensive review of the literature, this study highlights the components of transformational leadership and AMO theory and their contributions to green management. Literature confirms that transformational leadership plays a crucial role in fostering employee commitment to environmental consciousness leading to green innovation and practices. Additionally, the study explores the nexus between transformational leadership and AMO theory showing that transformational leadership can enhance employees' abilities, motivation, and opportunities to engage in green management initiatives. Through their ability to provide a clear vision, transformational leaders can inspire green management initiatives thus contributing to environmentally friendly practices. The findings of this study will provide valuable information for organizations aiming to adopt green management practices. Finally, the integration can lead to improved environmental consciousness, organizational reputation, and long-term competitive advantage in an increasingly environmentally conscious business landscape.

Keywords: *Green management, Transformational leadership, AMO theory, Sustainability.*

RELIGION, LEADERSHIP AND MENTAL HEALTH IN KENYA

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ABSTRACT

This research study will focus on religion, Leadership and mental health in Kenya. The objectives of the study will be; to explore the influence of transformational leadership in religion and mental health in Kenya; to determine the influence of charismatic leadership in religion and mental health in Kenya and to assess the influence of servant leadership in religion and mental health in Kenya. The study will be guided by the attachment theory by John Bowlby which asserts that people turn to their attachment figures as a haven, which involves alleviating distress and being comforted and thriving. Hence, the study will seek to develop the correlation between religion, leadership and mental health in Kenya. The target population of the study will be a total of 1020 church members from the various denominations, which will consist of at least 40 church followers to represent each of the selected Christian church denominations. The study will adopt a correlational research design to examine the relationship between the three leadership styles, including transformational, servant, and charismatic leadership styles, in religion and mental health and well-being in terms of psychological distress among church members. The sample size of the study will be 120 church follower respondents. The snowball sampling technique will be considered to ensure that the data collected from the sample size is reliable. The study participant responses will be organized and analyzed using IBM SPSS to perform both descriptive and inferential statistical analyses. The study is significant as it will assess the effect of different leadership styles on religion and mental health in Kenya.

Keywords: *Mental health, Transformational leadership, Charismatic leadership, Religion.*

SUBTHEME FOUR

GREENING THE SUPPLY CHAINS AND CLIMATE CHANGE RESILIENCE

THE ROLE OF CRONYISM ON PUBLIC PROCUREMENT PERFORMANCE IN KENYA

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ABSTRACT

The purpose of this study is to establish the role of cronyism on public sector procurement performance in Kenya's parastatals. The study seeks to determine how political appointments of accounting officers, political pressure on funds dispensation and ambiguity in the Public Procurement Assets and Disposal Act of 2015 contribute to procurement performance in Kenya. The study will be anchored on the political polarization theory, regulatory capture theory, group theory and social contract theory. The study will adopt a mixed methods research design. The population of the study will comprise 180 staff working in the managerial position of top managers, middle managers as well as low-level managers in a survey of selected parastatals. The study will adopt a stratified sampling design where 54 of the respondents will be sampled for the study. The study will use a questionnaire to collect both quantitative and qualitative data. The analysis will be done using descriptive analysis for the quantitative data and the results will be presented in the form of tables, whereas qualitative data will be analyzed through content analysis and results presented in narrative form. This study seeks to offer conclusions and recommendations on the role of cronyism on public procurement performance in Kenya.

Keywords: *Cronyism, Accounting officer, Funds dispensation, Ambiguity*

PROCUREMENT QUALITY MANAGEMENT AND TRIPPLE BOTTOMLINE PERFORMANCE OF MANUFACTURING FIRMS IN KENYA

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ABSTRACT

The overall objective of this study was to examine the relationship between procurement quality management and the triple-bottom-line performance of manufacturing firms in Kenya, intending to make recommendations on the proper use of procurement quality management in the manufacturing sector. The study aimed to establish how process management, continuous improvement, supplier management and customer focus influence the triple-bottom-line performance of manufacturing firms. This research study adopted a descriptive research design. The researcher preferred this method because it allowed an in-depth study of the subject. To gather data, structured questionnaire was used to collect data. The study population was the manufacturing firms in Nairobi; the respondents were the designated heads of procurement of these firms. 200 heads of procurement were selected using stratified random sampling. Once collected, data were analyzed using descriptive and inferential statistics. Quantitative data were analyzed using multiple regression analysis. The qualitative data generated was analyzed by use of Statistical Package of Social Sciences (SPSS) version 24. The response rate of the study was 86%. The findings of the study indicated that process management, continuous improvement, supplier management and customer focus have a positive relationship with triple-bottom-line performance in manufacturing firms. The regression results revealed that procurement quality management practices identified in the study, that is, process management, continuous improvement, supplier management and customer focus combined could explain approximately 66.3% of the variations in the triple-bottom-line performance of manufacturing firms. The other 33.7% may be attributed to other strategies not explained by the model or the variables. The study recommended that manufacturing firms can embrace procurement total quality practices to improve their triple-bottom-line performance. Further research should be carried out in other institutions to find out if similar results can be obtained.

Keywords: *Process Management, Continuous Improvement, Supplier Management and Customer Focus.*

ROLE OF VENDOR RESPONSIVENESS ON SUSTAINABLE SUPPLY CHAIN PERFORMANCE OF GOVERNMENT MINISTRIES IN KENYA

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ABSTRACT

The main objective of the study was to examine the role of vendor responsiveness on the sustainable supply chain performance of government ministries in Kenya. The specific objectives were to assess the role of delivery time requirement responsiveness, technical requirement responsiveness, financial requirement responsiveness and specifications requirement responsiveness on the sustainable supply chain performance of government ministries in Kenya. A descriptive research design was adopted with a sample of 156 respondents. Questionnaires were used to collect data. Data were analyzed through descriptive statistical methods such as means, standard deviation, frequencies and percentages. Inferential analysis including correlation analysis and regression analysis was used to explain and test the relationship between the explanatory variables and the response variable. The findings of the study indicated that delivery time responsiveness, technical requirement responsiveness, financial requirement responsiveness and specifications requirement responsiveness have a positive relationship with the sustainable supply chain performance of government ministries. Based on the findings, the study concludes that the performance of government ministries can be improved by delivery time requirement responsiveness, technical requirement responsiveness, financial requirement responsiveness and specifications requirement responsiveness. The study recommends that government ministries in Kenya can embrace measures of vendor responsiveness to improve sustainable supply chain performance. The study proposes further research in other institutions for applicability in their context.

Keywords: *Vendor responsiveness, Supply chain, Supply chain performance, Government performance.*

SUSTAINABLE SUPPLY CHAIN MANAGEMENT, THE BASEL FRAMEWORK AND ENHANCED PRUDENTIAL REGULATION OF BANKS USING ARTIFICIAL INTELLIGENCE AND BLOCKCHAIN TECHNOLOGIES

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ABSTRACT

The Basel Framework is a set of standards for the prudential regulation of banks, which aims to ensure their financial stability and resilience. One of the key aspects of the Basel Framework is the risk-based capital requirements, which require banks to hold sufficient capital to cover their exposure to various types of risks, such as credit risk, market risk and operational risk. However, the traditional methods of measuring and managing these risks may not be adequate in the face of the increasing complexity and uncertainty of the global supply chain environment. Therefore, this paper explores how artificial intelligence (AI) and blockchain technologies can enhance the prudential regulation of banks by improving their risk assessment and mitigation capabilities in sustainable supply chain management (SSCM). AI can provide advanced data analytics and decision support tools for banks to monitor and optimize their supply chain operations in the banking industry, while blockchain can offer a secure and transparent platform for data sharing and collaboration among supply chain stakeholders. The paper reviews the existing literature on AI and blockchain applications in SSCM and identifies the potential benefits and challenges of their integration with the Basel Framework. The paper also proposes a conceptual model that illustrates how AI and blockchain can support the implementation of the Basel Framework in SSCM and suggests some directions for future research.

Keywords: *Sustainability, Supply chain management, Circular Economy, Adaptation, Carbon Footprint, Renewable Energy.*

SUSTAINABLE SUPPLY CHAIN INITIATIVES IN THE KENYAN PUBLIC HEALTH SECTOR

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ABSTRACT

In the wake of climate change, the Kenyan health sector must be able to build resilient supply chains. Though the public health sector is affordable, it lacks sufficient and guaranteed services, leaving the minority of the population to seek health care services from the expensive private health sector. The paper reviews sustainable supply chain initiatives and their effect on the performance of the Kenyan public health sector. The paper also proposes recommendations on how best the Kenyan public health sector supply chains can utilize sustainability initiatives to improve service delivery and promote social and environmental sustainability. The study adopts a descriptive research design and positivist research philosophy. The study will be a census of all level 5 public hospitals in Nairobi County. Questionnaires will be sent to key procurement personnel to collect primary data. Descriptive statistical methods will be used to show the relationship between variables. Study results will be presented in tables and graphs. It is expected that the study findings will find use among government officers, health practitioners and policymakers.

Keywords: *Sustainability, Health chains, Resilience, Health facility, Climate change.*

WASTE MANAGEMENT FOR SUSTAINABILITY IN MILK PROCESSING FIRMS IN KENYA

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ABSTRACT

The dairy industry plays a crucial role in Kenya's agricultural landscape, contributing to employment, income generation, and food security. However, milk-processing firms in Kenya face significant waste management challenges, including organic waste, packaging materials, and wastewater. Addressing these challenges is vital for achieving sustainable development goals and reducing the environmental impact of the dairy industry. This study aims to examine and propose sustainable waste management practices for milk processing firms in Kenya. By identifying key strategies, technologies, and collaboration approaches, the study seeks to contribute to the development of a more environmentally responsible and economically viable dairy industry. Improper waste disposal can lead to environmental pollution, resource depletion, and health hazards. Therefore, implementing effective waste management strategies is crucial to mitigate these negative impacts and promote sustainability. The study will employ a mixed-methods research design, targeting milk-processing firms in Kenya, government agencies responsible for environmental regulations, industry associations, research institutions, and local communities. Data will be collected through interviews, surveys, and site observations. Qualitative data will provide insights into current waste management practices, challenges, and stakeholder perspectives. Quantitative data will allow for the analysis of waste generation rates, recycling rates, and economic indicators. Qualitative data will be analyzed using thematic analysis to identify key themes, patterns, and insights. Quantitative data will be analyzed using descriptive and inferential statistics. The study findings will be presented in tables and graphs. The study findings are expected to be valuable to policymakers, milk processing managers, and researchers in enhancing waste management practices.

Keywords: *Agri-Value chain, Waste, Sustainability, Food security, Climate change, Greening, Milk-Processing, Kenya, Circular economy, environmental impact.*

EFFECT OF GREEN MANUFACTURING PRACTICES ON SUSTAINABLE PERFORMANCE OF METAL AND ALLIED MANUFACTURING FIRMS IN KENYA

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ABSTRACT

Globally, organizations are facing increasing pressure to become more sustainable by being environmentally friendly, achievement of economic growth and being socially responsible in their business operations. Green manufacturing has been defined as an economically-driven, system-wide and integrated approach to green product design, waste reduction and green production processes. This study sought to analyze the effect of green manufacturing practices on the sustainable performance of metal and allied manufacturing firms in Kenya. The study used a descriptive research design with a target population of all 87 metal and allied manufacturing firms registered under the Kenya Associations of Manufacturers (KAM), with a particular focus on all the heads of production and procurement. Quantitative data collected using a questionnaire were analyzed using descriptive and inferential statistics. Descriptive statistics were presented using means, standard deviations, tables, graphs and Pie charts while inferential statistics utilized a regression model. The study established that green manufacturing practices significantly influence the sustainable performance of metal and allied manufacturing firms in Kenya. The study recommended that the management of metal and allied manufacturing firms could ensure that there are strategies in place to enhance the implementation of green manufacturing practices for sustainable performance. The study further recommends that policymakers can formulate, revise and promote policies that support the effective implementation of green manufacturing practices.

Keywords: *Green manufacturing practices, Sustainable performance, Green product design, Green production processes, Green products, Waste management.*

IMPACT OF GREEN SUPPLY CHAIN MANAGEMENT PRACTICES ON SUSTAINABILITY: A CASE OF PHARMACEUTICAL FIRMS IN KENYA

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ABSTRACT

There is a lack of comprehensive research on the current adoption and effectiveness of GSCM practices in the Kenyan pharmaceutical industry, specifically regarding environmental sustainability. Green supply chain management approaches have been a concern to various stakeholders owing to the potential risks posed by diverse materials in pharmaceutical supply chains. This study seeks to explore the impact of green supply chain management practices on sustainability among pharmaceutical firms in Kenya. The theories that will underpin the study include resource-based view (RBV), stakeholder theory and institutional theory to guide in researching the relevant literature, data collection, analysis and interpretation of the phenomenon. The study will utilize a descriptive research design since it provides a detailed and actual reflection of the characteristics of the objects or the population being studied. The target population for the study will be the supply chain managers or their representatives, the quality control managers, general managers and company pharmacists working in the 15 pharmaceutical manufacturing firms in Kenya. Purposive sampling will be used to select the 60 study participants identified in the selected categories. A mixed methods research approach will be utilized where the primary data will be collected using semi-structured questionnaires containing open-ended questions to collect qualitative data and closed-ended questions to collect quantitative data. Qualitative data will be grouped into themes and sub-themes while quantitative data will be coded and entered into SPSS version 27 for analysis. Data analysis will consist of descriptive and inferential statistics. Descriptive statistics will include frequencies, percentages, means and standard deviations. Inferential statistics will involve correlation and regression analysis. The results of the analysis will be organized in tables and graphs and used to answer the study questions. The findings will contribute to the development of guidelines, policies, and frameworks that promote sustainable practices and enhance long-term sustainability in the pharmaceutical sector in Kenya.

Keywords: *Environmental sustainability, pharmaceutical industry, Supply chain management.*

GREEN FOURTH PARTY LOGISTICS AND PERFORMANCE OF FOOD AND BEVERAGE MANUFACTURING FIRMS IN KENYA

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ABSTRACT

Changes in the business environment have forced large-scale enterprises not only to realign their global strategies and manufacturing activities but also to flatten their hierarchies to speed up supply chain flows. This study set out to investigate the influence of green fourth-party logistics services on the performance of food and beverage manufacturing firms in Kenya. This study adopted a descriptive research design. Data were collected using self-administered questionnaires and analyzed using descriptive and inferential statistics. The response rate of the study was 63%. R square value of 0.647 means that 64.7% of the corresponding variation in food and beverage manufacturing firms in Kenya can be explained or predicted by (freight management, logistics information systems, customer relations management, product packaging and labelling and logistics management policy) which indicated that the model fitted the study data. The results of regression analysis revealed that there was a significant positive relationship between the dependent variable and independent variable at ($\beta = 0.647$, $p=0.000 < 0.05$). The findings of the study concluded that freight management, logistics information systems, customer relations management, product packaging and labelling and logistics management policy have a positive relationship with the performance of food and beverage manufacturing firms in Kenya. The study recommended that food and beverage firms should embrace green fourth-party logistics services to improve the performance of food and beverage manufacturing firms and further research should be carried out in other firms to find out if the same results can be obtained.

Keywords: *Freight management, logistics information systems, customer relations management, product packaging and labelling, logistics management policy.*

SUSTAINABLE LOGISTICS MANAGEMENT PRACTICES IN THE ELECTORAL SYSTEMS IN KENYA

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ABSTRACT

The act of holding elections is increasingly being recognized as a fundamental pillar of democratic governance. The increasing acknowledgement of the imperative for sustainable development has underscored the crucial function of electoral systems in advancing ecologically mindful behaviours. This study aims to identify and analyze the primary factors that facilitate the effective implementation of green logistics in the electoral systems of Kenya. The study utilizes a longitudinal methodology that integrates qualitative interviews, surveys, and document analysis to collect extensive data. The study conducted a comparative analysis of the general elections that took place in Kenya in 2013 and 2022, focusing on the management of logistics operations and the resilience of Kenya's electoral processes. The results underscore the importance of a well-defined set of policies and regulations that facilitate the adoption of sustainable logistics practices. Furthermore, the engagement of stakeholders is identified as a pivotal element, underscoring the necessity for cooperation among governmental entities, political factions, logistics providers, and non-governmental organizations. Capacity building and training initiatives have been identified as crucial in providing logistics personnel with the requisite expertise and competencies to embrace environmentally sustainable practices. Collaboration with international partners presents prospects for knowledge transfer, financial support, and technical proficiency to augment sustainability endeavours. The results of the study provide a significant asset for policymakers, electoral management entities, and other parties engaged in electoral procedures, empowering them to devise and execute efficient approaches for the enduring administration of logistics.

Keywords: *Green logistics management, electoral systems, critical success factors, sustainability, Kenya.*

PROCUREMENT BEST PRACTICES AND SUSTAINABLE SUPPLY CHAIN PERFORMANCE OF PLASTIC AND RUBBER MANUFACTURING FIRMS IN KENYA

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ABSTRACT

Procurement services are under considerable pressure to deliver performance improvements and to achieve substantial financial savings through more effective, efficient and coordinated service delivery. The purpose of the study was to examine the influence of procurement best practices and sustainable supply chain performance of plastic and rubber manufacturing firms in Kenya to make recommendations on the proper use of procurement best practices. A descriptive research design was adopted in this study. The target population of this study included all 82 plastic and rubber manufacturing organizations registered in the Kenya Association of Manufacturers with the heads of production and procurement as respondents. The study collected primary data using structured and semi-structured questionnaires and conducted analysis using descriptive and inferential statistics. Quantitative data were analyzed using multiple regression analysis. R square value of 0.647 means that 64.7% of the corresponding variation in sustainable supply chain performance of plastic and rubber manufacturing firms in Kenya can be explained or predicted by (reverse logistics management, procurement outsourcing, e-procurement and green procurement) which indicated that the model fitted the study data. The findings of the study indicated that reverse logistics management, procurement outsourcing, e-procurement and green procurement have a positive relationship with the sustainable supply chain performance of plastic and rubber manufacturing firms in Kenya. The study recommends that rubber manufacturing firms can embrace best practices in procurement to improve sustainable supply chain performance.

Keywords: *Reverse logistics management, Procurement outsourcing, E-procurement, Green procurement.*

POLITICS OF PUBLIC PROCUREMENT: A SUSTAINABLE FRAMEWORK APPROACH

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ABSTRACT

Public procurement is one of the governments' activities most vulnerable to corruption. In addition to the volume of transactions and the financial interests at stake, corruption risks are exacerbated by the complexity of the process, the close interaction between public officials and businesses, and the multitude of stakeholders. However, the politics of public procurement has emerged as a key contributor to the ineffective acquisition of goods, works and services as various key stakeholders seek to flex their power over the procurement process. Despite the power games, the politics of public procurement has been taunted as a strong promoter of effective procurement governance if an all-inclusive approach is embraced. It is imperative to note politics influences the kind of procurement laws, regulations or even procedures to be followed in any public procurement exercise. The paper, therefore, presents a systematic review of the concept of politics of public procurement and the prospects of effective procurement governance in Africa. Over 500 articles are retrieved from the Web of Science and a narrative study was prepared after a meta-analysis of relevant literature. A Sustainable politics of procurement and governance framework is proposed.

Keywords: *Governance, Government, public participation, Politics, Public procurement, sustainable, tenderpreneurship.*

A QUALITATIVE ANALYSIS OF CLIMATE MITIGATION IN KENYA

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ABSTRACT

This qualitative study investigates the climate change adaptation activities that have been undertaken in Kenya, with a particular emphasis on the approaches that have been taken and the obstacles that have been encountered in the process. This study investigates the opinions and experiences of key stakeholders who are active in climate mitigation activities. It does so through the use of qualitative research methods. To collect data for this project, in-depth interviews will be conducted with members of the government, representatives from civil society groups, and community people who are actively engaged in efforts to mitigate the effects of climate change. Informed consent will be obtained from all study participants, and the participants will be assured of confidentiality and anonymity of their responses. In addition, a document analysis of pertinent literature, reports, and policy papers will be carried out. In the qualitative analysis, the major approach for data analysis will be thematic analysis. Key findings and themes will emerge as a result of an iterative process of coding and analysis. The purpose of the study is to discover the viewpoints of stakeholders on the efficacy of existing policies and programs for climate change mitigation, as well as the barriers and enablers to implementation, and the role that institutional coordination and governance play. The findings will contribute to the current body of information on efficient solutions for mitigating the effects of climate change, as well as inform the processes of policy and decision-making. The insights that were collected from this research will help identify areas that might be improved and drive the creation of targeted interventions that would boost Kenya's resilience to the effects of climate change and help achieve sustainable development goals.

Keywords: *Governance, Government, public participation, Politics, Public procurement, sustainable, tenderpreneurship.*

CRITICAL SUCCESS FACTORS FOR GREENING LOGISTICS MANAGEMENT PRACTICES IN THE ELECTORAL SYSTEMS IN KENYA

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ABSTRACT

This study explores the critical success factors for greening logistics management practices in the electoral systems of Kenya. With the growing recognition of the need for sustainable development, electoral systems play a pivotal role in promoting environmentally conscious practices. The study identifies the key factors that contribute to the successful implementation of green logistics within the electoral systems of Kenya. The research employs a longitudinal approach, combining qualitative interviews, surveys, and document analysis to gather comprehensive data. This study was a comparative analysis of the general elections held in Kenya in 2013 and 2022 concerning the management of logistics operations and the resilience of Kenya's electoral processes. Stakeholder engagement emerges as a crucial factor, emphasizing the need for collaboration among government agencies, political parties, logistics service providers, and civil society organizations. Capacity building and training programs are found to be essential in equipping logistics personnel with the necessary knowledge and skills to adopt greener practices. The study emphasizes the importance of green procurement policies in sourcing environmentally friendly goods and services. Technological advancements and innovation play a transformative role in optimizing logistics processes, while performance measurement and reporting systems ensure accountability and drive continuous improvement. Public awareness and education campaigns are identified as effective means to foster a culture of sustainability within the electoral system. Finally, collaboration with international partners offers opportunities for knowledge exchange, funding, and technical expertise to enhance sustainability efforts.

Keywords: : *Green logistics management, electoral systems, critical success factors, sustainability, Kenya.*

GREENING THE AGRI-VALUE CHAINS: LESSONS FROM KENYA

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ABSTRACT

This paper aims to provide insights into the greening of Agri-value chains in Kenya by reviewing green supply chain strategies, enumerating sustainability opportunities and challenges, and proposing a way forward. The greening of value chains refers to the adoption of environmentally friendly practices and standards throughout the entire agricultural supply chain, from production to distribution. Drawing on the available empirical literature, this paper reviews the green supply chain strategies employed in the Kenyan Agri-value chains. It explores initiatives such as the use of biofuels, incorporation of recycled materials, and reduction of energy consumption. These leading examples of green supply chain practices not only contribute to environmental sustainability but also ensure the long-term viability of the Agri-value chains. Furthermore, the paper addresses the sustainability opportunities and challenges facing the Agri-value chains in Kenya. It highlights the potential for increased efficiency, reduced resource consumption, and improved environmental performance. However, challenges such as limited awareness, inadequate infrastructure, and fragmented coordination among stakeholders hinder the full realization of sustainability goals. To overcome these challenges and maximize the potential for greening the Agri-value chains in Kenya, the paper proposes a way forward. This includes recommendations for enhancing awareness and capacity building, fostering collaboration among stakeholders, improving infrastructure and logistics, and establishing supportive policies and incentives. The paper sheds light on the greening of Agri-value chains in Kenya and emphasizes the importance of sustainable practices for the long-term success of the agricultural sector. It is hoped that this research will contribute to the ongoing efforts towards sustainable development in the Kenyan agricultural sector.

Keywords: : *Greening the supply chain, sustainability, Agri-value chains, Kenya, Environmental standards.*

PUBLIC PARTICIPATION FOR SUSTAINABLE PROCUREMENT MANAGEMENT IN DEVOLVED SYSTEMS OF GOVERNMENT: A REVIEW AND RESEARCH AGENDA

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ABSTRACT

The link between Public participation and sustainable procurement management as a core practice in the policy development process is yet to be established. The study proposes a possible public participation and sustainable procurement framework for effective supply chain governance. This may be a great source of sustainable procurement management that ensures maximum value for money, environmental benefits and technological advancement in the long -term. Through reviewed literature and critical analyses of related papers obtained from google scholar, Web of Science and other available authentic online databases the study proposes a conceptual framework and research agenda. It is expected the study findings will find use among procurement researchers and practitioners in promoting public participation and sustainable procurement management research agenda.

Keywords: *Public participation, Sustainable procurement, Devolution, Sustainability, Open government, Procurement governance.*

GREENING SUPPLY CHAIN STRATEGIES TO MITIGATE CLIMATE CHANGE IN THE KENYAN TEA SECTOR

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ABSTRACT

The objective of the research is to examine the various strategies employed by tea industry stakeholders to foster sustainability and resilience in the face of climate change challenges. The greening of supply chain strategies refers to the adoption of environmentally friendly practices throughout the tea industry's value chain, including cultivation, processing, packaging, and distribution. This study aims to understand how the Kenyan tea industry can integrate sustainable practices to reduce its carbon footprint, enhance resource efficiency, and promote climate change mitigation. Through a qualitative approach, the study utilizes interviews, focus group discussions, and document analysis to gather data from key stakeholders in the Kenyan tea industry. The findings of this study highlight the sustainability opportunities and challenges faced by the Kenyan tea industry in mitigating climate change impacts. It explores the potential benefits of greening the supply chain, such as improved environmental performance, increased competitiveness, and enhanced resilience to climate-related risks. Based on the research findings, recommendations are proposed to promote the greening of supply chain strategies in the Kenyan tea industry. These recommendations encompass strengthening partnerships and collaboration among stakeholders, raising awareness about climate change mitigation, providing financial support for sustainable initiatives, and implementing regulatory frameworks to encourage sustainable practices. It is hoped that the findings and recommendations of this study will inform industry stakeholders, policymakers, and researchers in their efforts to promote sustainable practices and address climate change in the Kenyan tea industry.

Keywords: *Green supply chain, Climate change mitigation, Sustainability, Kenyan tea industry, qualitative study.*

SUBTHEME FIVE

**CHANGE MANAGEMENT,
ORGANISATIONAL DEVELOPMENT AND
CULTURAL INFLUENCES**

JOB DESIGN, PERCEIVED ORGANISATIONAL SUPPORT AND EMPLOYEE ENGAGEMENT AMONG UNIVERSITY LECTURERS IN KENYA

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ABSTRACT

Institutions of higher learning play a crucial role in facilitating economic development and growth and meeting the social needs of the 21st century. The COVID-19 pandemic posed numerous challenges to employees and organizations across all sectors. The pandemic brought about changes requiring academia to rapidly transition from the traditional learning model to an online or blended learning model to ensure the continuity of educational processes. This reportedly provoked a heavy and complex workload among university academic staff. In addition to coping with an already heavy workload, academic staff have had to offer extra support to students. Given the increasing interest in employee engagement and the reported lack of clarity on the factors which influence the relationship between job design and employee engagement, this study will adopt the job demands–resources model as a theoretical basis for explaining the influence of job design on employee engagement among University Lecturers in Kenya. The paper also borrows from the social exchange theory which states that obligations are generated through a series of reciprocal interactions between interdependent parties. The proposed empirical study will employ a questionnaire approach. The Sample for the study will be drawn from a population of 64 Universities registered and authorized by the Commission for Higher Education to offer degree programs in Kenya up until June 2022.

Keywords: *Job Design, Organizational Support, Job Demands-Resources, Employee Engagement, Kenya.*

THE EFFECT OF STAFF WELFARE ON CUSTOMER SATISFACTION: A CASE STUDY OF KENYAN RESTAURANTS

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ABSTRACT

Staff have the power to positively or negatively influence guest satisfaction and therefore influence customer purchasing behaviour as well as brand loyalty. Within the framework of such a relationship, restaurants depend on the collaboration of the staff as well as on the trust that the latter has developed with customers. Customer Satisfaction is about examining the restaurateurs' perceptions of customers and their changing needs. In addition, Fear of Missing Out (FOMO) is identified in restaurants' customer experience management (CXM) strategies that are being used now and could be retained in the future to provide memorable customer experiences. The findings posit that high employee turnover is an important concern for restaurants in Kenya. Past studies conducted in the hospitality industry have identified several determinants of employee turnover intentions, including job satisfaction, work-family conflict, organizational justice, psychological contract, and affective commitment. The social sensual experience that the hospitality industry trades can only be experienced when the outlet staff interact with a guest-marketing must begin with staff before going outside if a restaurant intends to satisfy a guest.

Keywords: *Fear of Missing out, Staff welfare, Social Sensual Experience, Influencer Marketing, Customer Experience Management.*

IMPACT OF CHURCH SPONSORSHIP ON LEADERSHIP STYLES AND ORGANIZATIONAL CULTURE IN SELECTED CHURCH-SPONSORED PRIVATE UNIVERSITIES IN KENYA

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ABSTRACT

Christian private universities frequently blend the goal of educating students to evangelize and instruct them in religious practice. Both churches and private universities contribute to the advancement of Christian civilization. For some, the objective of education was to ensure that "students of the religion" had the opportunity to expand their knowledge in border colonies. The existing literature on the religiosity of private universities often lacks qualitative analysis and overlooks specific religious groups and their leaders. This study aims to investigate church sponsorship and leadership styles in selected church-sponsored private universities in Kenya. The general objective of the study is to investigate the influence of church sponsorship on the leadership styles exhibited by administrators in church-sponsored private universities in Kenya and to examine how this sponsorship affects the organizational culture within these institutions. The study is supported by three theories that are linked to the objectives: the culture theory of Edgar Schein, goal setting theory, and institutional theory. The study will adopt a descriptive research design and the target population of chartered Christian institutions in Kenya with satellite campuses in Nairobi and other locations in Kenya. The research will involve management personnel, academic staff, support staff, and students as subjects. Both primary and secondary methods will be used for data collection. The Statistical Package for the Social Sciences (SPSS) will be employed for statistical data analysis, and the results will be presented in the form of tables and charts.

Keywords: Church sponsorship, Leadership styles, CEO religious affiliations, Organizational culture.

INFLUENCE OF CHANGE MANAGEMENT ON ORGANIZATIONAL CULTURE IN PARASTATALS IN KENYA

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ABSTRACT

Cohesive organizational culture underpins higher productivity, improves employee morale, affects work attitudes and encourages employee dedication. Organizations are increasingly adopting change management as a strategy in the hope that it will translate into strategic improvements. These organizations find it difficult to align their corporate culture with their business goals, which hinders their ability to achieve sustainable growth and efficiency. The purpose of this article was to examine the impact of change management on the organizational culture of parastatals in Kenya. This study used organizational leadership, change management, and transformational leadership theories. A mixed-methods approach was utilized with a target population of 500 employees. Stratified random sampling was used to provide representation from the various parastatals. Data was collected through questionnaires, interviews and focus group discussions. Analyzed quantitative data was presented through descriptive and inferential statistics. An assessment of the current organizational culture in parastatals revealed a mixed picture, with varying levels of employee engagement, resistance to change, and communication effectiveness. The findings demonstrated that parastatals employ a range of strategies, including training programs, communication campaigns, and involving employees in decision-making processes. The exploration of the relationship between change management and organizational culture indicated a positive correlation, with effective change management practices leading to a more positive, adaptable, and innovative organizational culture. The study concluded that change management plays a crucial role in shaping the organizational culture within parastatals in Kenya. The study recommended that there is a need to foster a culture of openness and communication to address resistance to change, provide strong leadership support and commitment to change initiatives as well as invest in employee training and development to build change readiness and capability.

Keywords: *Managing Change, Multicultural organizations, organizational culture.*

ORGANIZATIONS' STRATEGIC MANAGEMENT ACTIONS TO LEVERAGE ON THEIR INFORMATION AND TECHNOLOGY FOR ORGANIZATIONAL PROFITABILITY

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ABSTRACT

The concept of Information Technology (IT) has enhanced massive change in organizations as it became a common term in numerous business boardroom discussions towards the facilitation of unparalleled investment and growth. In the contemporary world, to attain business profitability, companies have leveraged IT for their success. Through IT, organizations can meet the ever-changing needs of customers, gain competitive advantage, alter organizational culture, and provide personalized experiences. The main objective of this paper is to examine how organizations' strategic management actions leverage IT for organizational profitability in East Africa. Specifically, the study explored the methodologies used by companies to leverage IT tools to attain high productivity; investigate whether the methodologies used by employees are similar across all companies; and lastly, explore the strategic actions adopted by companies to use IT solutions to gain competitive advantage. The paper is guided by three technology and innovation theories namely, the product-process concept, the meta-learning concept, and the concept of technological interdependence. To accomplish the task of examining the study topic, a literature review technique will be used in data collection. Africa. Literature reveals that leveraging IT in organizational operations is not determined by a given tool adopted by a company but by its implementation within company practices linked to high productivity. Additionally, literature shows that leveraging IT has enhanced unionized practices that encourage joint decision-making among company employees alongside incentive-based compensation through which higher productivity has been attained.

Keywords: *Information Technology and Profitability, Organizational IT strategies in business, Organizations in East Africa and IT in enhancing profitability.*

INFLUENCE OF MARKET DEVELOPMENT STRATEGY ON ORGANIZATIONAL PERFORMANCE OF PUBLIC UNIVERSITIES IN KENYA

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ABSTRACT

This study aimed to investigate the adoption of market development strategies and their relationship with the organizational performance of public universities in Kenya. Descriptive statistics were used to determine the mean adoption score for market development strategies and the mean organizational performance score. Inferential statistics were used to analyze the correlation between the adoption of market development strategies and financial performance and to conduct a regression analysis to identify factors that influence the adoption of market development strategies among public universities in Kenya. The results showed that public universities in Kenya have moderate to high levels of adoption of market development strategies and relatively good organizational performance. A positive and significant relationship was found between the adoption of market development strategies and organizational performance. The adoption of market development strategies was found to be influenced by location and type of university, with urban and research universities adopting more market development strategies than rural and teaching universities. This study contributes to the literature by providing empirical evidence on the adoption of market development strategies by public universities in Kenya and its impact on their organizational performance. The findings suggest that public universities in Kenya can improve their financial performance by adopting market development strategies and by considering the location and type of university in their strategy formulation. The study also provides insights for policymakers and university administrators on the importance of market development strategies in improving the organizational performance of public universities.

Keywords: *Market development strategies, Organizational performance, Public universities*

DETERMINANTS OF ESG PRINCIPLES ADOPTION AMONG SMES IN KENYA USING A CASE OF TOP FIFTY MANUFACTURING SMEs IN NAIROBI COUNTY

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ABSTRACT

The adoption of Environmental, Social and Governance (ESG) principles by firms locally and globally is increasing at a significant rate. This is attributed to the benefits associated with the adoption among them, the likelihood of reducing regulatory and reputational risks and the attainment of sustainability. This paper sought to examine the determinants of ESG principles adoption among SMEs in Kenya more specifically the manufacturing SMEs based in Nairobi County. The paper sought to assess the effect of stakeholder demand on ESG principles adoption, The effect of Resources availability on ESG principles adoption and the effect of legislation and regulation on ESG principles adoption. The study used purposive sampling to select the top fifty manufacturing SMEs in Nairobi County. The study used secondary data obtained from the SMEs' websites and journals and primary data obtained through questionnaires and online surveys administered to the owners and officers in charge of corporate governance. The data obtained were analyzed using both qualitative and quantitative techniques. The results were presented using tables, graphs and pie charts. The study found that the adoption of ESG principles among SMEs is determined by stakeholder demand, resources available both physical and financial and to a large extent by legislation and regulation. The study recommends that all SMEs should adopt ESG principles for sustainability and positive reputational effects.

Keywords: *Sustainability, Corporate Governance, ESG, Stakeholders.*

ASSESSING THE DETERMINANTS OF THE IMPLEMENTATION OF THE RE-ENTRY POLICY AMONG GIRLS IN SIRIMA ZONE, LAIKIPIA CENTRAL - KENYA

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ABSTRACT

The school re-entry was implemented by the government to ensure that all school-going girls who drop out of primary school, due to various reasons such as early pregnancies, get the chance to go back and complete their primary education. Despite these efforts by the government, many girls who drop out of primary school in the Sirima zone due to early pregnancies do not go back to complete their education. The purpose of this study is to establish the determinants of the implementation of the school re-entry policy for girls in primary schools in Sirima Zone, Laikipia Central Kenya. Functionalist theory will be used because it is linked to all the research objectives. A descriptive survey research methodology will be adopted. The target population will consist of 53 teenage mothers, 3 education officials from the Sub County office, and 84 teachers, totalling up to 140 respondents. Simple random sampling will be used to get the sample size for the teachers and the 30% threshold used to sample 25 teachers who will participate in the study. To sample the teenage mothers, Snowball sampling will be used, again the 30% threshold will be used to get 16 teenage mothers who will be used in the study and 3 education officers will be sampled through the census method to participate in the study since they are few. Questionnaires and interview schedules will be used to collect data. Statistical Package for The Social Sciences will be used to process and organize the data. Quantitative data from the questionnaire will be presented in the form of frequencies and percentage tables while qualitative data from the interview schedule will be presented verbatim.

Keywords: School re-entry policy, inhibitive cultural practices, girlchild education, guidance and counselling.

THE RELATIONSHIP BETWEEN CHANGE MANAGEMENT PRACTICES AND SMEs PERFORMANCE IN THIKA TOWN, KIAMBU COUNTY

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ABSTRACT

Change management practices have a positive impact on business performance since it brings about efficiency and effectiveness and minimizes costs among other benefits. Organizations link the maximization of performance with change management practices. In today's highly competitive markets, SMEs must continually revise and adjust their strategies, systems and procedures to the current trends for them to exist, survive and retain their competitive advantage. The entrepreneurs must be able to identify the changes that are necessary at every particular time however challenging it may be. The objective of this study was to investigate the relationship between change management practices and SME performance in Thika town, Kiambu County. The study adopted a descriptive cross-sectional survey design. Questionnaires were used as research instruments to collect data from 100 respondents. The quantitative data gathered were analyzed using mean scores, frequency distribution, standard deviation and regression analysis. Research findings indicated that there is a positive relationship between change management practices and SMEs' performance. The study revealed that all the stakeholders must be included in the change management activities for successful implementation. The employees need to be motivated, trained and empowered to adopt change management practices in the business operations. The study recommended among others gradual implementation of change management practices.

Keywords: *Change Management, SMEs, Performance, Stakeholders, Implementation.*

SUBTHEME SIX

**INTERNATIONAL TRADE, REGIONAL
INTEGRATION AND LOCAL ENTERPRISE
DEVELOPMENT**

KENYA'S EXPORT POTENTIAL IN THE AFRICAN CONTINENTAL FREE TRADE AREA ARRANGEMENT

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ABSTRACT

The contribution of a vibrant export sector to an economy's growth is widely acknowledged. Kenya has since 1986 pursued a trade policy of export-led growth. To achieve this, Kenya has consistently pursued a trade liberalization strategy by engaging in trade agreements at bilateral, regional and multilateral levels. Regional trade agreements are expected to increase potential export markets given the preferential market access terms of trade. The main purpose of this study was to estimate Kenya's export potential in the Africa Continental Free Trade Area (AfCFTA) Agreement particularly Kenya's export potential of its bilateral trade with six Countries-Tunisia, Cameroun, Egypt, Ghana, Kenya, Mauritius and Tanzania that have ratified the AfCFTA. The study employed the stochastic frontier gravity model to assess export potential. The results of the analysis established Kenya's average potential for exports to Cameroon (94%), Egypt (66%), Ghana (93%), Mauritius (66%), Tanzania (56%) and Tunisia (94%). Considering that African countries have comparably greater export potential in agricultural products and value-added commodities, there is a need for Kenya to identify the commodities that can be exported to countries where she has high potential. This can be achieved through specific-goods-for-specific-market marketing approach. The potential can also be exploited through the export of agro-processed products through value addition. Product diversification also provides an avenue that Kenya can exploit the potential of the AfCFTA.

Keywords: *Export, Continental trade, Bilateral trade, Agro-processed products.*

IMPACT OF REGIONAL INTEGRATION ON THE LOCAL ENTERPRISE DEVELOPMENT

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ABSTRACT

Developing countries have recently become more active participants in regional integration, which raises the question about the impact of regional integration on local enterprise development in particular and international trade in general. A key concern is whether local enterprises at the low end of the income spectrum can capture development gains from integration. Historically, such impacts have been difficult to identify with precision. This paper however contributes to the understanding of such issues by analyzing the impact of regional integration on the growth of local enterprises in a country. Kenya has continued to play an increasingly significant role in the inception and growth of various regional trading blocs, a key objective of this participation would however be the expected benefits to investors, traders and other stakeholders in the economy. Since local enterprise plays a vital role in a country's economic development there are divergent views of both trade economists and lawyers on whether regional integration help or hinders the development of the local enterprise. However, this study seeks to identify the strategic implication that is faced by the local enterprises resulting from the nation's participation in the regional integration initiatives. The research establishes that local enterprises have accrued benefits from the nations' integration efforts that include broader business opportunities. On the other hand, they have also faced increased competition that some argue affects their development.

Keywords: *Regional integration, Local enterprise development, International trade.*

IMPACT OF KENYA'S FOREIGN DIRECT INVESTMENT, GROSS CAPITAL FORMATION, EXPORTS, AND GOVERNMENT EXPENDITURE ON ECONOMIC GROWTH

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ABSTRACT

FDI, exports, gross capital formation and government expenditure play a significant role in shaping Kenya's economic landscape. This has been through contributing to job creation, developing the infrastructure, and expanding the industries. It has attracted investors from various sectors, such as manufacturing, services, and natural resources, due to Kenya's strategic location, which is a favourable business environment, and robust economic policies. Kenya has experienced steady growth in FDI inflows over the years. However, the magnitude of these inflows has remained relatively modest compared to other developing countries. Gross capital formation is vital for economic growth this is through investments in infrastructure, machinery. In Kenya, efforts to increase gross capital formation have focused on sectors like manufacturing, agriculture, and transportation to enhance competitiveness and stimulate economic growth. Kenya has actively pursued export-oriented policies, particularly in sectors like agriculture, horticulture, and manufacturing, to leverage its comparative advantages and enhance its participation in global markets. Government expenditure, especially in strategic sectors like education, healthcare, and infrastructure, has a significant impact on economic growth. Effective utilization of public funds can create an enabling environment for private sector activities, attract investments, and enhance productivity. The Kenyan government has allocated substantial resources to key sectors to enhance human capital development, improve physical infrastructure, and create an investor-friendly environment. The study finds that Foreign Direct Investment (FDI) inflows, gross capital formation, exports, and government expenditure pose a significant effect on Economic Growth.

Keywords: Foreign direct investment inflows, Gross capital formation, Exports, Government expenditure, Gross domestic product growth.

REGIONAL INTEGRATION, LOCAL ENTERPRISE DEVELOPMENT AND THE BASEL FRAMEWORK

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ABSTRACT

The Basel Framework is a set of standards for the prudential regulation of banks, which aims to ensure their financial stability and resilience. One of the key aspects of the Basel Framework is the disclosure requirements, which oblige banks to provide transparent and consistent information on their risk profiles, capital adequacy and risk management practices. However, the disclosure requirements may face challenges in the context of regional integration and local enterprise development, which involve promoting cooperation and coordination among countries and supporting the growth and innovation of small and medium-sized enterprises (SMEs). Therefore, this paper explores how regional integration and local enterprise development can create challenges and opportunities for environmental governance in the context of disclosure requirements. Environmental governance refers to the processes and institutions that shape how humans interact with the natural environment. Regional integration and local enterprise development can have both positive and negative impacts on environmental governance, depending on the level of policy alignment, institutional capacity and stakeholder participation. The paper reviews the existing literature on regional integration, local enterprise development and the Basel Framework, as well as environmental governance and disclosure requirements. The paper also proposes a conceptual model that illustrates how regional integration and local enterprise development can influence environmental governance in the context of disclosure requirements. The paper also suggests directions for future research.

Keywords: *Globalization, Free Trade Agreements (FTAs), Export Promotion, Value Chains, Regional Economic Communities.*

LEVERAGING ON TECHNOLOGY TO MINIMIZE STRUCTURAL INEQUALITIES IN DEVELOPING ECONOMIES

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ABSTRACT

There is a general agreement among scholars and practitioners that healthcare is among the most fundamental human rights that should be accorded to everyone without prejudice based on social, economic, or cultural status. However, the reality is that access to healthcare services is confined to a large extent in many developing countries, which always miss the necessary infrastructure and resources to provide affordable and accessible quality medical care. The existence of structural inequalities has exacerbated healthcare disparities where some groups of people in society have higher rates of disease and suffering than others, making it nearly impossible to achieve the government's effort in achieving universal health coverage. This study explores how technology adoption can be employed to eliminate structural inequalities in healthcare, with a central focus on the capacity of blockchain technology in solving the causes of diseases in developing countries. This study adopts an empirical literature review on the potential of blockchain technology in minimizing structural inequalities in healthcare. The findings reveal that a majority of the people in developing economies rarely access quality medical care. The study results suggest that the inaccessibility of effective diagnosis and treatment services hinders disease management and the acquisition of healthy lives. The study advocates for the adoption of blockchain technology in healthcare management systems to promote prevention and early detection, improve access to health data, and increase transparency in drug supply chains. The study recommends further research on the extent to which regulatory framework on technology influences the adoption and implementation of technologically innovative solutions

Keywords: *Blockchain technology, Structural inequality, Healthcare management.*

TIME RELEASE STUDY AS A TOOL FOR MEASURING THE PERFORMANCE OF ONE-STOP BORDER POSTS IN KENYA

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ABSTRACT

One-Stop Border Posts (OSBPs) are established along transport corridors to expedite the movement of goods and people and reduce transport costs across national borders. This paper aims to assess the utilization of time-release studies in Kenya to measure and improve the performance of OSBPs. It includes an overview of the World Customs Organisation (WCO) Time Release Study (TRS) Guide, TRS results, and OSBP Performance management. Based on key findings, the paper recommends conducting and publishing periodic TRS to assess the effectiveness of OSBPs, measuring OSBP performance for inclusivity of small-scale traders, establishing joint Customs offices to streamline procedures, and utilizing modern ICT equipment and interoperable electronic platforms to expedite operations. These measures can help identify areas for improvement, reduce border-crossing time, and increase transparency, thereby improving the efficiency of cross-border trade.

Keywords: OSBP, Performance Management, Time Release Study, World Customs Organisation.

EAST AFRICA FUEL CRISIS: THE FUNCTIONING OF THE REGIONS' SUBSIDY SYSTEM

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ABSTRACT

The East African region has been facing a severe fuel crisis, resulting in escalating prices, supply shortages and significant economic repercussions. This study aims to shed light on the subsidy system in place and explores potential solutions to alleviate the crisis. The study delves into the structure and functioning of the fuel subsidy system and factors contributing to the fuel crisis in East Africa by examining the historical context and the reasons behind the establishment of subsidies. By analyzing the current subsidy framework, this study identifies the strengths and weaknesses of the system, highlighting the challenges faced in its implementation. Drawing on international best practices and lessons learned from other regions that have successfully addressed similar fuel crises, the study presents potential solutions for East Africa's fuel crisis which encompass both short-term measures to mitigate immediate effects and long-term strategies to build a more resilient energy sector. Further, this study emphasizes the importance of a comprehensive and inclusive approach to tackle the fuel crisis. It underscores the need for government collaboration, private sector engagement and public participation to ensure sustainable and equitable solutions. Furthermore, the study highlights the significance of investing in renewable energy and exploring alternative energy options as a means to reduce reliance on fossil fuels in the long run. By providing an in-depth analysis of the subsidy system, examining the root causes of the fuel crisis, and proposing viable solutions, this study aims to inform policymakers, researchers, and stakeholders in East Africa and beyond as it endeavours to contribute to the formulation of effective strategies that can alleviate the fuel crisis, foster economic stability and promote sustainable energy development in the region.

Keywords: *Subsidy, fuel crisis, East Africa, Subsidy system.*

THE INFLUENCE OF PSYCHIC DISTANCE ON REGIONAL TRADE IN THE EAST AFRICAN COMMUNITY

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ABSTRACT

Regional trading blocs aim at increasing the level of trade within a postulated region. The increase in trade has the potential of reducing poverty, growing economies and creating employment. This research interrogates the East African Community trade data from 2003 to 2018 and presents graphs to show the trends among five East African member states namely Kenya, Uganda, Tanzania, Rwanda and Burundi. The study further uses content analysis and compares it with secondary data to make conclusions. The research concludes that trade has been dominated by agricultural goods with regional trade remaining low over the period. The findings explain the possible causes of trade decline and note that the region could be experiencing the psychic distance paradox making intra-trade arrangements less attractive.

Keywords: *Psychic distance, Regional trade, East Africa, Psychic distance paradox.*



CLOSING REMARKS BY THE DVC, ACADEMIC AND STUDENT AFFAIRS, PROF. JOSHUA G. BAGAKA'S

I take this opportunity to sincerely thank the Vice Chancellor & CEO, Prof. Isaiah IC Wakindiki, Dr. Beatrice Muganda Inyangala, Principal Secretary, State Department for Higher Education and Research, Ministry of Education and all distinguished guests who graced SOBARC III.

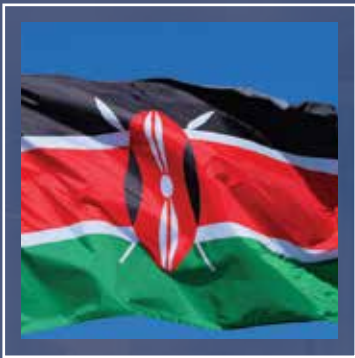
Congratulations to the School of Business, the Faculty and Staff for holding an international virtual research conference which brought together professionals from the Academia, Industry and Policy Makers. It is notable that the conference has brought together ten nations among United Nations, 32 Universities from across the world and 82 top notch researchers who are globally renowned. This is an exemplary performance that has created a unique forum for vibrant discourse, which should be emulated by other Schools of Business across the continent.

The theme of the conference, which is heavily borrowed from the great works of leadership Guru, John Maxwell, "Everything Rises and Falls on Leadership", is very timely especially when the world is facing complex leadership challenges at all levels. Leading by Example is the "Golden Rule" of leadership. In deed KCA University continues to set the pace for others to follow.

Great leaders have not only inspired their citizens but transformed their countries and institutions to greatness. I hope the outcome of the two days discourse will motivate all of us to initiate, implement and sustain ventures and projects that will have positive social change. A crying call that was elucidated by most speakers is committing ourselves to service and sacrifice. As President John F. Kennedy once said, "ask not what your university can do for you – ask what you can do for your University."

I thank all the Distinguished Guests and Scholars, Business Gurus, Deans of School of Business, Participants from across world and the SOBARC III Steering Committee for providing such an exceptional environment where innovative ideas and practices have converged. As we refocus on our daily tasks, I wish everyone great success in all endeavors and I hope such collaborations and partnerships will become the norm.

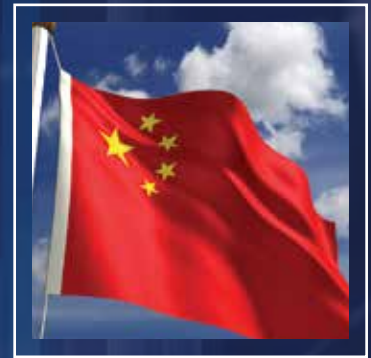
**We are very grateful to
all participants from around the World!**



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