



Kenyatta University

School of Business

Book of Abstracts

2nd International Business Research and Industrial Conference (IBRIC)

3rd - 4th December 2020



**Theme: Academia-industry Partnerships For Competitive
Innovations and Global Sustainable Development.**

MESSAGE FROM THE DEAN, BUSINESS SCHOOL, KENYATTA UNIVERSITY,



First, allow me to welcome you to our School, the premier Business School in the region, where scholars and researchers, leveraging on collaborations with like-minded partners in public and private sectors, local and global, develop cutting-edge knowledge and innovations for our present and future generations. The School of Business is focused on tailor-made courses that seek to provide quality education and training, promote scholarship, service, innovation and creativity and inculcate moral values for sustainable individual and societal development.

It is with great pleasure that I welcome you in this 2nd Annual School of Business, International Business Research and Industrial Conference (IBRIC), 2020 whose theme is *'Academia-industry partnerships for competitive innovations and global sustainable development'*.

Last year, the School of Business held its First International Business Research and Industrial Conference (IBRIC) in June 20th – 21st 2019 at the North Coast Beach Hotel, Mombasa. We had very robust discussions as well as paper presentations from academia and industry. The conference proceedings and the Book of Abstracts has already been done and shared out. Arrangements are in top gear to have a resident journal for the School by latest early next year.

In order to realign the School's mission with the University's, the School of Business has focused on tailor-made courses that seek to provide quality education and training, promote scholarship, service, innovation and creativity and inculcate moral values for sustainable individual and societal development.

This year's conference is unique as it is being held virtually. This of course has been necessitated by the Covid-19 pandemic. Traditionally, universities have been problem solvers. They have always sought solutions that eliminate inconvenience and discontent. The COVID-19 pandemic has brought plenty of both to the world, but it may also be leading us to better times.

This conference seeks to bring academia and industry together as well as government with a view to provide an interdisciplinary platform for policy makers, top managers, researchers, practitioners and educators to present and discuss the most recent innovations, trends, and concerns as well as practical challenges encountered and solutions adopted in the fields of Business Management and Innovation.

We are also seeking to provide opportunities for academics from a range of disciplines and countries to share their research both through the conference podium and refereed publications, opportunities for academics to receive informal in-depth feedback through discussions, and to enable them to establish contact with professionals in other countries and institutions and as well, get a creation of action plans to follow up outcomes of the conference and reinforce (as well as create new) partnerships that are aimed at helping governments to develop system-wide business growth strategies in the context of shaping the SDGs, Kenya Vision 2030 and the Big Four Agenda.

Universities and industry are two partners of the entrepreneurial network that must seek a reconnection to merge the discovery-driven culture of universities with the innovation-driven environment. That is why this, we have incorporated a very diverse participation from the industry as well government. Academia industry partnership has the ability to advance industrial application of scientific knowledge towards innovation and global sustainable development. Universities must go beyond education and research and

embrace direct interaction and contribution to industry. As the School of Business, Kenyatta University, we appreciate this fact and it is against this backdrop that the conference was conceived and is now being implemented.

The expected outcomes of this conference include:

1. An increased dissemination of knowledge on Business Management and Innovation.
2. Publishing of the Conference Proceedings and Printing of the Book of Abstracts.
3. Improved university ranking on webometrics.
4. A high-level policy brief to government on industry-academia efforts on sustainable business development for the SDG and Kenya's Vision 2030.
5. Publication of the conference proceedings.
6. Following-up action plans on the various sub-thematic areas.
7. Strengthened Strategic Partnerships for follow-up initiatives.
8. Increased university visibility

Key information and follow-up products that will be produced and disseminated during and after the Conference will comprise the following:

- ✓ Conference report
- ✓ Press releases
- ✓ Daily bulletins
- ✓ Web publications
- ✓ Compendium of the conference proceedings

This conference provides a platform to share and disseminate knowledge that will spur innovation for global sustainable development. In this season of social distancing arising from the COVID-19 pandemic, we have an opportunity for a seamless global interaction in the most effective and efficient way via online platforms and therefore as the Dean, Business School, I take this opportunity to officially welcome you to this virtual conference.

Let me also applaud the University Management for the tremendous support, both financially and with logistics, I'm glad for the unwavering support we received from the industry as well as key state agencies. Lastly, I would wish to thank the Organizing Committee for a job well done as well the faculty and administrative/technical staff in the School of Business.

It is my strong belief that the conference will accomplish all of its goals and objectives. Once again, I am honored to welcome you to this 2nd IBRIC Conference.

God bless you all.

DR PAUL SANG
AG. DEAN SCHOOL OF BUSINESS
KENYATTA UNIVERSITY

MESSAGE FROM THE CONFERENCE CHAIRMAN



It gives me great pleasure, on behalf of the conference organizing committee to welcome all the guests, sponsors and delegates to the 2nd International Business Research and Industrial Conference (IBRIC-2020). The conference theme of “*Academia-Industry Partnerships for Competitive Innovations and Global Sustainable Development*” provides us with yet another unique opportunity for increasing the possibilities of converting the knowledge and innovative ideas generated through quality research activities into viable practical solutions for societal and industry consumption. The conference comes in the midst of the COVID-19 global pandemic that has engendered unprecedented high degree of uncertainty, significantly disrupting and impending operations of businesses. The success of this conference is a clear demonstration of the importance you associate with the need for change and the society - gain - expectations from the new modes of conducting business (the virtual model).

This conference provides an interdisciplinary platform for industry, academia and government to present and discuss developmental, transitional and transformational changes necessary for the new normal. Indeed, the conference has been organized by a team of experts from the School Business, Kenyatta University and will be graced by representatives from our partners such as the Institute of Certified Public Accountants of Kenya (ICPAK), KCB Foundation, Federation of Kenya Employers, Nairobi Securities Exchange, Kenya Tourism Board and international discussants.

I implore all our distinguished delegates to participate actively and to cause interesting and insightful discussions over the next two days. I wish everyone a successful and fruitful conference experience.

Thank You

DR. AMBROSE O. JAGONGO
CHAIRMAN,
2ND IBRIC, 2020

MESSAGE FROM THE CONFERENCE EDITOR IN CHIEF



On behalf of the 2nd IBRIC Editorial board, the Editor in chief takes great pleasure to invite you to our very first virtual conference that has been orchestrated by the unprecedented wave of Covid-19 Pandemic. From the flip side of the pandemic, more opportunities for research and sharing of findings have been unveiled through our virtual platform. Indeed the world has become a global village.

This year's conference theme is "*Academia-Industry Partnerships for Competitive Innovations and Global Sustainable Development*". The conference accords an opportunity for professionals and industry players to keep in tandem with current research findings in business and management in the midst of covid-19 pandemic. The conference will ignite our thinking and ingenuity on innovations that can help organizations navigate operations post covid-19 Pandemic.

It is our hope that as we engage in various discourses, the conference will expand our horizons to enable us leverage on technology, innovations and strengthen our partnerships with industry and government ministries. We expect that the outcomes can be worthy of our time and engagements. We are treading on a very delicate era with turbulence and dynamism that are not easy to predict, but with the partnerships and consultations through platforms such as these, we can pick our brains in the valuable debates and show case our innovations with a view of circumventing the tumultuous environments of business and management.

The various research and innovations are expected to transform organizations and also act as a source of competitive advantage for global business sustainability. 2nd IBRIC conference offers an opportunity to interact with our partners in industry, our sponsors and other stakeholders represented by government agencies as well as partners in academia represented by different universities.

The editorial board takes this opportunity to appreciate all the paper contributors and the editorial board members who have reviewed the papers. The total numbers of research abstract papers received were over 60 by academia in Kenya and outside our borders. The accepted abstracts have been published in the IBRIC 2020 Book of Abstracts.

We appreciate and wish healthy deliberations to our invited guests and speakers, sponsors and partners in the industry, representatives of government agencies, our delegates and those who have come to learn from others.

Welcome! 'Karibu'!

DR. HANNAH BULA (PHD)
THE CHIEF EDITOR
2ND IBRIC, 2020

KEYNOTE SPEAKER

Mr. Geoffrey Odundo



Mr. Odundo is the Chief Executive of the Nairobi Securities Exchange Plc. He is an accomplished Investment Banker and has been in the financial services sector for the last 28 years holding various senior roles in asset management, corporate finance and securities trading.

He holds directorships in the, Association of the African Stock Exchanges (ASEA), East African Securities Exchanges Association (EASEA), The NSE Clear Limited, Trustees of the NSE Fidelity Funds and Wanafunzi

Investments Limited.

He is also a Council member of the Institute of Certified Financial Analysts (ICIFA) and a Member of the Thomson Reuters Africa Customer Advisory Network, member of Working Committee of the World Federation of Exchanges and member of the Central Bank of Kenya CFDDM Committee.

Mr. Odundo is a Director on the CDSC Board representing Nairobi Securities Exchange PLC where he is a Director of the NSE Clear Limited; and a trustee of the NSE Fidelity Funds.

**MR ODUNDO
CHIEF EXECUTIVE
NAIROBI SECURITIES EXCHANGE PLC**

VICE CHANCELLOR'S FORWARD

It is with great pleasure that I welcome you to the 2nd IBRIC Conference of the School of Business, Kenyatta University. We are very grateful to our industry partners for the tremendous support they have provided us, particularly Federation of Kenya Employers (FKE), Nairobi Securities Exchange (NSE), Institute of Certified Public Accountants of Kenya (ICPAK), Lixil Africa, Kenya National Commission for UNESCO, Kenya Tourism Board, Kenya Revenue Authority, Bamburi Cement and the KCB Foundation.

The Covid-19 pandemic and gentlemen has given us a new resolve as scholars, industry players and researchers to embrace new ways of living. In this regards I wish to request all of us in this conference to re-engineer the efforts by the government through the World Health Organisation Ministry of Health so that we overcome the challenges posed by COVID-19 pandemic. Kenyatta University has been in the forefront of innovating new ways and means of embracing the new normal. This new normal is with us to stay. I can only say and affirm that; every difficulty has an opportunity and every opportunity has a difficulty. The COVID-19 pandemic has equally presented difficulties.

We cannot underscore the historic nature moment for us at Kenyatta University as we join the School of Business fraternity in hosting the second International Business Research and Industrial Conference (IBRIC) which is the first academic-industry conference by the University to be held virtually. In line with our commitment to our Mission regarding Community Service, this conference has been organized to bring together like minded researchers, scholars, business executives, private and public partners, members of the industry and students drawn from diverse disciplines.

The Conference theme and sub-themes capture contemporary issues in the economy and the larger society by investigating relevant issues and suggesting some answers, or even raising more questions. It is my conviction that our engagement with the industry players and the output of the researches presented in the two days will bridge the gap between the industry and academia. The entire spectrum of the conference ranging from technological innovation, strategic capabilities, corporate governance, Human resource, data analytics, Entrepreneurship to project management actually captures the changing economy landscape in the current Covid-19 Era.

As a University, we expect that after this conference, we will have increased dissemination of knowledge on Business Management and Innovation, publishing of the Conference Proceedings and Printing of the Book of Abstracts, improved university ranking on webometrics, a high-level policy brief to government on industry-academia efforts on sustainable business development for the big four agenda, publication of the conference proceedings, following-up action plans on the various sub-thematic areas, strengthened strategic partnerships for follow-up initiatives as well as increased university visibility.

The timing and the hosting of this conference which has attracted over 300 participants as well as a legion of followers on social media demonstrates our commitment as a university to fulfil our mission of providing quality education and training, promoting scholarship, service, innovation and creativity and inculcating moral values for sustainable individual and societal development.

It is with great satisfaction that I note the IBRIC Theme has been designed with a focus on components of our university mission and the core values of: excellence, creativity, self-reliance, innovation, quality and relevance, equal opportunity, moral integrity, democracy, corporate governance, institutional culture of hard work, competitiveness, academic freedom, respect for diversity and professionalism. In this regard, we see the IBRIC Conference contributing to the university commitment to the expected role in the global, regional and local debate on development particularly through the role we as a university are expected to play in contributing to the global sustainable development goals and the country's Vision 2030 besides the Governments Big Four agenda on manufacturing, food security, affordable housing and universal healthcare.

Ladies and gentlemen, it is my hope that the diverse papers and discussions to be shared in respect of the main theme and subthemes will pinpoint pertinent academic and societal concerns that go a long way to enlighten all of us on how best to leverage on the opportunities created by the Government Agenda in raising the economy to play a more dominant role globally and regionally. In that respect I call upon the organizers to document the conference proceedings with a view to availing key lessons that will be derived from this conference so as to inform policy on the areas cited in the sustainable development goals and the Governments Big Four agenda besides Vision 2030.

I am pleased to note the strides the School of Business has made towards collecting, collating and disseminating knowledge in that the planning for the conference has been undertaken with involvement of stakeholders drawn from the academia, the industry and sections of the national government.

I conclude by thanking the international guests, industry players and all conference participants. May I also thank the conference organizing committee of the School of Business for the hard work they have put in to ensure the success of the conference despite the many challenges posed by the Covid-19 pandemic. I all wish you a fruitful conference experience as you present, converse and dialogue on the diverse topical issues as addressed by the main theme and sub themes of the IBRIC 2020.

It is now my pleasure to declare the IBRIC 2020 officially open.

Thank you and God bless you all.

PROF. PAUL K.WAINAINA
VICE-CHANCELLOR
KENYATTA UNIVERSITY

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1 LIST OF ABSTRACTS

1.1 Kenya Vision 2030: Localizing the Shenzhen Model of Development for a Sustainable Tourism Bearing

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This paper assesses the importance of the tourism sector in Kenya from the point of international arrivals judging by its expenditures and receipts. To qualify the efficiency of the sector, a DEA assessment was carried out and it confirmed issues faced by the nation. As part of the vision 2030, initiatives to revitalize the sectors has been in place. 17 of such initiatives were identified but it is resting on the shoulders of the government and its tourism agencies. The paper proposed that Kenya looks at adopting the Shenzhen model where innovation and entrepreneurship to be spearheaded by the institutions of higher learning. With the sector being an import growth engine to the nation, it must also look out for interlinkages and become a catalyst to other sectors. With the pandemic of COVID19 hitting hard on the country, the issue of sustainability was raised. Part of the tourism businesses are not recession-proof, and Kenya will need to reassess its position in the sector if it wants to be a economic pillar for the East Africa region. The pressing matter at hand that this paper has illustrated is that tourism in Kenya must go beyond national parks and beach fronts. It is a struggle between development and ecology heading towards 2030 sustainability agenda.

Keywords: Kenya, Sustainable Development Goal 9, China, Belt and Road Initiative, Sustainable Tourism, Kenya2030

1.2 Capital Adequacy and Revenue Efficiency of Selected Insurance Companies in Kenya

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Revenue efficiency is a major component in sustainable growth in the insurance industry. The constant change in the operating environment has increased the significance of the effect of revenue efficiency in resource utilization in the sector. Revenue efficiency in the Kenyan insurance industry has been on a downward trajectory thus hindering profitability and sustainability. The study determined the effect of capital adequacy on revenue efficiency of selected insurance companies in Kenya. The study was underpinned on the positivism research philosophy and used a causal research design. The target population was 27 insurance companies that have consistently been in operation during the study period, 2008-2017 and registered by the Insurance Regulatory Authority. The study took a census of all the 27 insurance companies. Secondary data was collected from audited financial statements as submitted to the Insurance Regulatory Authority. Data analysis was done using descriptive statistics and inferential statistics. Descriptive statistics included mean, mode, median and standard deviations. Inferential statistics included correlation analysis and multivariate analysis using the two stage Data Envelopment Analysis by obtaining efficiency scores in the first stage and applying the dynamic panel regression model in stage two. The findings showed that capital adequacy had a positive statistically significant

effect on revenue efficiency of insurance companies in Kenya. The study recommends that the IRA through a holistic analysis of an insurer's risk position and capital held at all times should be able to link the company's capital adequacy to the amount of risk the company underwrites, therefore adopting risk-based approach and emphasize on implementation of solvency II framework.

Keywords: *Capital Adequacy, Data Envelopment Analysis, Dynamic Panel Data, Dynamic Panel Regression Model, Insurance Company, Revenue Efficiency.*

1.3 **Foreign Portfolio Investment and Stock Market Development at the Nairobi Securities Exchange, Kenya: An Ardl Bound Test Approach**

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The Nairobi Securities Exchange market has often been characterized by very slow growth in the number of listed firms and very low liquidity. Moreover, the market is highly volatile as evidenced by the numerous erratic declines in key market indicators such as market capitalization, market turnover and the NSE 20 share index. Foreign investors play a significant role towards stock market development by enhancing the value of stocks and their liquidity. Hence, this study sought to shed light on the effect of foreign equity portfolio investment and foreign debt portfolio investment on stock market development at the Nairobi Securities Exchange, Kenya. The study adopted a census design and time series data for the period 2008-2018 was obtained from Capital Markets Authority quarterly statistical bulletins, Central Bank of Kenya quarterly reports and the Nairobi Securities Exchange annual reports. The data was then analysed using correlation analysis and the Autoregressive Distributed Lag Model for both long and short run relationship between the study variables. The autoregressive distributed lag test results support the existence a significant short run positive effects of both foreign equity portfolio and foreign debt portfolio investment on stock market development. However, in the long run foreign debt portfolio had a significant positive effect on stock market development while the effect of foreign equity portfolio on stock market development was insignificant in the long run. In view of the foregoing findings, the study recommends that the Kenyan governments' foreign investment policy should only target foreign portfolio investments that have a productive long run effect on the stock market and other sectors of the economy.

Keywords: *Foreign Portfolio Investment, Stock Market Development and ARDL Bound Test Approach.*

1.4 **Vector Autoregressive Modelling of Kenyan Economic Uncertainty of the COVID-19 Pandemic on Stock and Oil Markets Volatility**

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The widening uncertainty related to COVID-19 has stressed the business cycle of both local and global economy. The adverse effects of imbalances of demand and supply of oil products as well as stock returns pose a great threat to economic certainty. This paper focused on analysing the effect of economic uncertainty of the COVID-19 pandemic on oil and stock markets volatility in Kenya using Vector Autoregressive (VAR) model. The study considered a sampling period of between 13th March, 2020 to 30th September, 2020, yielding 202 observations. The study followed a purposive sampling technique in selecting the study sample size of daily data of COVID-19 new death and new infection cases, oil prices, number of days of travel bans and stock prices. The paper demonstrates that a positive shock of economic

uncertainty caused by COVID-19 pandemic results to a decrease in the oil prices during the impact period. In regards to stock market volatility, the findings indicate that increase in new cases and new deaths creates worst economic uncertainty associated with travel bans and business restrictions thereby increasing the stock market volatility as several stock investors lose confidence in the market. Therefore, in light of this, concerted efforts should be put in place by the Kenyan government so as to speed the economic recovery. These may include easing on business travel restrictions and reduced interest rates. This will increase money supply and by extend result into increased lending to the business investments.

Keywords: *Economic Uncertainty, COVID-19 Pandemic, Oil Prices, Stock Prices, Volatility*

1.5 **Promotional Mix Strategies, Behaviour Change and Social Product Adoption among Rural Households in Kenya**

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Not for Profit organizations promote the change of behaviours that have a negative impact to the environment and to the community. Such behaviours are associated with causing diseases or environmental degradation. Various strategies have been used to help people quit smoking, prevent HIV-Aids, Prevent Malaria, improve dietary intake, reduce lifestyle diseases, improve sanitation, water purification, improve maternal health or even conserve forests. The choice of communication channels and tools is critical in behaviour change and adoption of social goods. The choice of information placement, ensuring that people are reached can also influence adoption. Most campaigns end without any change, or with minimal change that is not sustainable. The sustainability of this change in behaviour relies mostly on ability to recall the message, cues of action or adoption of products and services that facilitate or reinforce the behaviour change. Social Marketing has been used to improve adoption of social products and services and ensure sustainability. This paper explores the various promotional strategies used in social marketing, how they link to theories of change and product adoption. The paper demonstrates the effectiveness of promotional channels, tools in initiating change, the mediating effect of awareness and knowledge and how it predicts adoption of new behaviour /social products. The next paper will demonstrate the moderating effect of product and service accessibility/availability in social behaviour change and sustainability. This is an applied research from program implemented between 2016-201 in 4 counties in Kenya.

Keywords: *Improved sanitation, sustainable development goals, SDGs, sanitation marketing, promotional mix, Social Behaviour Change Communication, BCC, SBCC, Open defecation, CLTs, handwashing, improved toilets, hierarchy of effect model.*

1.6 **Solar Technologies for Off-Grid Rural Fishing Communities Consultations Camiguin Island, Philippines, March 2020**

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This study describes a concept for the productive use of renewable energy to support the economic development in a rural area of the Philippines. As an example for productive use serves the application of cooling equipment based on electricity generation by solar technology. More precisely, the business case of an off-grid ice maker generating ice cubes for fishermen of a small island in the Philippines is analysed. The result is compared with the existing case, i. e. buying ice cubes from an ice cube producer using the island grid based on a large Diesel Genset. The business case is based on a series of interviews of important stakeholders included in the value chain of the fishery business in March 2018. These are the fishermen, the officials of the province level and the local level and further the fish traders being involved in the sale and distribution process. The result shows that the application of a pure off-grid ice making facility is economically feasible. The biggest challenge for a successful implementation of the concept is the lack of capital for the investment in the off-grid facility. The investment demand typically exceeds classical pay-as-you-schemes. Thus ways of developing alternative microfinance instruments have to be elaborated further for a successful implementation. The proposed concept of a foundation of a cooperative with fishermen as shareholders and a micro finance institution as a debtholder contributes to an increase of the income of the fishermen of roughly 14%.

Keywords: *Decentralized rural electrification; productive use, solar freezer, solar cooler, business models*

1.7 **Investment Incentives as a Mediator in the Relationship between Macroeconomic Variables and the Growth of Domestic Private Investment**

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The objective of this study was to investigate the mediating effect of investment incentives on the growth of domestic private investment in Kenya using time series data for the period 1997 to 2018. To test for mediating effect, the study used (Baron & Kenny, 1986) approach which proposed a four-step procedure in which several regression analyses were conducted and the significance of the coefficients examined. Generally, mediation analysis is comprised of testing various chains of impact using regression. Where a set of macroeconomic variables, were hypothesized to predict growth of domestic private investment while. The mediating variable, in was investment incentives. The study failed to rejected the null hypothesis that investment incentives does not mediate on the relationship between macroeconomic variables and the growth of domestic private investment in Kenya. If a mediation effect exists, the effect of macroeconomic variables on private domestic investment is expected to disappear or at least weaken when investment incentives is included in the regression. If the effect of macroeconomic variables on growth of domestic private investment completely disappears, Moderator variable fully mediates between independent and dependent variable then there is full mediation. If the effect of independent variable on dependent variable still exists, but in a smaller magnitude, then partially Mediation exists between the two variables. The results did not consistently support a full mediation hypothesis given that

the coefficients did not consistently change in magnitude and significance. Since Therefore, the study does not rejected the null hypothesis that investment incentives do not mediate on the relationship between macroeconomic variables and the growth of domestic private investment in Kenya. The results of this study will benefit policy makers by providing them with data-based evidence that will guide them in making appropriate policies that encourage growth of domestic private investment in Kenya and institute proper management of domestic private investments to boost economic growth in Kenya.

Keywords: *Investment Incentives as a Mediator in the Relationship between Macroeconomic Variables and the Growth of Domestic Private Investment*

1.8 **Strategy Implementation and the Performance of Kenya Commercial Bank, Nairobi City County, Kenya**

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Kenya Commercial Bank has faced challenges in the implementation of strategic plans despite its annual efforts channeled towards developing workable strategies. Therefore, to ensure effective performance, it's important that hindrances to effective strategy implementation are identified and dealt with. The main objective of this study was to investigate the effect of resource utilization and Performance of Kenya Commercial Bank, Nairobi City County Kenya. The study was guided by the Resource-based view theory. A descriptive study design was employed. The study population comprised of 371 staff from 11 targeted branches. Stratified random sampling was used to get a sample of 281. Data was collected by use of questionnaires. A pre-study was done to measure how valid and reliable the study tools are. Validity tested content, functional and criterion validity by help of experts while reliability was measured by Cronbach alpha test, at a threshold of 0.7. Descriptive statistics was measured using frequencies and percentages and inferential statistics was measured using correlation as well as regression coefficients. Analyzed data was presented using tables. From the findings, the study concludes that strategy implementation influences positively banks performance in the bank Kenya. The study recommended that strategy implementation should enhance banks performance through the following ways: effective application of new modern technologies, effective leadership, efficient resource utilization and constant innovation.

Keywords: *Resource Utilization, Strategy implementation, KCB*

1.9 **Social Media and Product awareness among the Youth during Corona Pandemic in Kenya**

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There has been an upsurge in the use of social media platforms by young Kenyans to advertise their products and services during this period of the corona pandemic. This paper will show a few examples of

products and services that are popular with the youth and are sold online. The paper will also address the perception of consumers on the use of some of the major social media platforms including, Facebook, Instagram, WhatsApp and Twitter and how their use has risen especially in this period of the corona pandemic. There has been an ardent advertising effort by young Kenyans, who dominate the social media platforms selling products and services, the popular ones being a wide variety of clothes, shoes, and accessories. This paper aims to determine whether there is a significant change in product visibility after creating awareness of the products or services through the major social media platforms as compared to the conventional methods of advertising. This paper will specifically investigate whether the effects of social media advertising has led to an increase in product awareness during the period of corona virus pandemic. The paper will seek to confirm whether the lockdown rules have led young Kenyans to look for alternative and safer ways of doing business without flaunting the lockdown rules laid down. The paper will target young Kenyans who buy products online, and will be limited to the popular type of products sold on the major social media platforms.

Keywords: *Social media platforms, Awareness, Young Kenyans, Corona Pandemic, Lockdown.*

1.10 **Moderating Effect of Bank size on the Relationship between Financial Innovations Adoption and Financial Deepening of Commercial Banks in Kenya**

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Despite commercial entities amplifying financial innovation there is need for empirical inquiry on their contributions towards economic development through financial inclusion and deepening. Financial deepening is the capacity of financial institutions to enhance access to its services. Financial innovations have reduced turnaround time for banking services such as withdrawals, deposit and loan approval process. Despite this documented evidence its contribution to economic development through financial deepening is barren empirical ground. Hence, this paper investigated the relationship between financial innovations adoption and financial deepening of listed commercial banks in Kenya with moderation of bank size. The study was anchored on technology acceptance model. Expo facto research design was adopted, census of 12 listed commercials was considered for five years. A significant relationship between financial banking innovations and financial deepening was reported. Also, there was significant moderating effect of bank size on the relationship between financial innovations adoption and financial deepening of listed commercial banks.

Keywords: *Financial innovations adoption, Bank size, Financial deepening, Commercial banks*

1.11 K-Mean Algorithm for Data Quality Analysis in Cybercrime Prediction using Big Data Analytics

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Police are faced with the challenge of rapidly increasing crime rates leading to increasingly large volumes of crime data. This calls for use of sustainable policing approaches and technologies to guarantee efficiency and effectiveness. Data is a critical pillar of predictive policing. Data quality is the lifeline of predictive policing which has been found to greatly impact crime prevention which in term facilitates sustainable development. The police should contribute to sustainability by actively identifying and analyzing crimes using quality data on potential threats, crime types, likely perpetrators and geographical locations where particular crimes often occur. This is possible through partnership between police, support industries and the society. This paper presents an analysis of impacts of data quality on prediction of cybercrime offenders in Nairobi County. Cybercrime is a major global problem affecting businesses and is fast becoming an area of great concern in Kenya. With millions of citizens using the cyberspace and presence of loosely controlled cyber cafes, mobile devices and unregulated outlets, prediction and identification of offenders is a problem. Big data analytics and smallest space analysis were employed in this research to identify patterns and to relate patterns to possible offender profiles and geolocations. Results show that cyber cafes and unregulated internet outlets are the most vulnerable to cybercrime offenders. It is recommended that use of coded internet access cards which are given upon registration can be useful in ensuring data quality for predicting and identifying possible offenders who carry out cybercrime using cyber café and unregulated outlets. Future research should focus on assessing the applicability of cyber café internet user access cards and their design.

Keywords: *Data analytics, big data, cyber security, predictive policing*

1.12 **Does intellectual stimulation affect academic performance of universities? An empirical study of selected universities in Kenya**

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The higher education sector has been a strategic asset for building a knowledge economy in Kenya, making a great contribution to the gross domestic product. The Kenya Vision 2030 identifies the role of higher education in its social pillar through various mechanisms that help strengthen the sector. However, concerns have been raised as regards to the quality and relevance of services offered by the universities in Kenya. Owing to these limitations, there is need for the higher education sector to consider intellectual stimulation practices between the leaders and their followers so as to enhance academic performance. This study therefore sought to establish the effect of intellectual stimulation on academic performance of selected universities in Kenya. The study was anchored on transformational leadership theory and the balanced scorecard model. Positivism research philosophy was adopted where explanatory and descriptive research design was used for guiding the collection, measurement and analysis of data. The unit of analysis was universities in Kenya while the unit of observation included deans of schools and chairmen of departments within the Universities. Selection of the sample was done through a multi-stage sampling technique which led to a total of 370 respondents. Primary data was collected using a semi-structured questionnaire that was administered through drop-and-pick later method. Tests of validity and reliability were conducted to confirm the suitability of the data collection instrument. Linear regression model was used to facilitate testing of the hypotheses formulated in this study. Descriptive and inferential statistics were used for analysing quantitative data while qualitative data was analysed using content analysis on the basis of common themes and presented in narrative form. Hypotheses were tested at 95% level of significance. The study established a significant positive effect of intellectual stimulation on university academic performance at $p < 0.05$; $t = 8.436$ and hence concluded that intellectual stimulation positively affects university academic performance of selected universities in Kenya. University leaders are therefore encouraged to embrace intellectual stimulation practices as they lead to an improved academic performance.

Keywords: *Inspirational Motivation, University Academic Performance*

1.13 **Effect of Entrepreneurial Capacity Building Services on Growth of Micro and Small Enterprises in Kenya**

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Human capital contribution on micro finance growth cannot be ignored. Entrepreneurial capacity building has significant contribution on MSEs growth globally, regionally and locally, consequently the current study examined the effect of entrepreneurial capacity building services and growth of micro and small enterprises in Kenya. Through cross sectional research design and use of primary data. Descriptive statistics and regression analysis were used to analyze the data. Regression analysis revealed positive and significant effect of entrepreneurial capacity building services and growth of MSEs in Kenya. It was concluded there was need to continuously training entrepreneurs to not only accelerate MSEs growth but also economic development. The contribution of MSEs to economic growth and sustainable development is globally acknowledged. Njuguna (2015), noted that MSEs represent about 78 percent of all the firms operating globally. Non-farm micro and small enterprises account for over 35 percent of total employment and 20 percent of the gross domestic product (GDP) in many developed and emerging economies (IFC, 2013). In 2012, the contribution of MSEs in the industrial sector to the national GDP was estimated at 40%, 52%, 55% and 47.5% for India, Japan, Sri Lanka, and Thailand respectively. Similarly, micro and small-sized enterprises (MSEs) are the backbones of Singapore's economy, contributing about 47% of the country's GDP and generating 62% of available jobs (UNCTAD, 2013). In the European Union countries, some 21 million MSEs provide around 59 million jobs and represent 73 percent of all enterprises. For instance, in Britain, SMEs are the backbone of the British economy (Rowe, 2010). In Kenya micro finance services have become significantly important globally and more preferably at national levels in developing countries. Microfinance has evolved as an economic development approach intended to benefit low income. Across developing countries, small enterprises are turning to Microfinance Institutions (MFIs) for an array of financial services (Ngugi & Kerongo, 2014). Small scale enterprises comprise 99% of enterprises in the OECD economies and create 50–75% of value added in these countries (OECD, 2010). The existing literature reveals that small-scale enterprises play an important role in the sectors of economy all over the world as they account for nearly 99% of the enterprises throughout the European Union (Wielgorka, 2014). Despite the contribution of MSEs in countries' development and economic growth, their growth and development in developing countries face a lot of challenges. These include difficulties in accessing financial credit, poor managerial skills, lack of skilled staff, uncontrolled growth, lack of government business support services, serial and historical traditions, high cost of inputs, advocacy capacity, inadequate quality control, and cultural environment (Mbura, 2013).

Keywords: *Entrepreneurial Capacity Building Services on Growth of Micro and Small Enterprises in Kenya*

1.14 **Personality Traits, Entrepreneurial Competencies, Psychosocial Support and Mental Health of Entrepreneurs: A Theoretical Conceptualization in the Context of Coronavirus Disease Outbreak**

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Entrepreneurship has propagated because of its usefulness in economic development and the connected commercialization of innovations that improves the standards of living. A proportion of the global population is therefore in the process of either starting or running a business in the context of disruptions caused by coronavirus disease outbreak, without an understanding of its implications to mental health. Studies have been carried out to establish a link between entrepreneurship and mental health of entrepreneurs so as to come up with programmes germane to addressing risk factors and ameliorated dysfunction through treatment. However, extant literature on entrepreneurship has pursued discussions on the construct of entrepreneurial personality traits separately from that of strategic competencies and psychosocial support, despite the inferred indications that the three can be integrated to register impact on the mental health of entrepreneurs. The purpose of this study then is to provide a review of pertinent literature on the perspectives associated with mental health of entrepreneurs as they passionately and creatively pursue business ideas from concept to actualization. This study has established that rivulets of research on entrepreneurship and mental health of entrepreneurs have returned conflicting results. The study has identified emerging data gaps and came up with critical propositions for purposes of progressing knowledge and forming a basis for future studies on sustainable entrepreneurship that takes into account national and global economy as well as the emotional and relational wellbeing of the entrepreneurs.

Keywords: *Personality Traits, Psychosocial Support, Strategic Competencies, Mental Health of Entrepreneurs, Coronavirus Disease Outbreak*

1.15 **An Empirical Analysis of Electronic Passport System and Employee Performance in the Immigration Department, Nairobi City County, Kenya**

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Electronic governance practices have been adopted globally to provide swift service, remove barriers to effective government services and efficiency by providing local access points. Electronic Passport System is an Electronic governance innovation that government agencies are implementing to ensure the delivery of efficient services and support development of government processes. The general objective of this study was to investigate the influence of electronic governance on employee performance in immigration department Nairobi City County Kenya. The specific focus was on the influence of Electronic Passport System on employee performance. Theory of change and Resource Base theory anchored the study. The study adopted a descriptive survey research design; cross sectional in nature. The target population was

516 comprising of employees of the immigration department of the three selected locations in Nairobi City County Kenya. A sample of 103 respondents was selected using stratified proportionate random sampling. Data was collected from primary and secondary sources using a structured questionnaire and official documents and reports from the department of Immigration. Content and construct validity of research tools were tested while Cronbach's alpha with a cut off 0.7 was employed to test the reliability of the research instrument. Data was analyzed using descriptive and inferential statistics and presented in tables and charts. The study concludes that Electronic Passport System has a significant influence on the employees' performance. The study recommends that, the immigration department should provide feedback system on electronic passport. The government should also develop policies that are in tandem with requirements for enhancing the application of electronic passports by the employees to realize effectiveness in employee performance by providing real-time service delivery. It is expected that the findings from this study will benefit the department and other the entire ministry of interior and co-ordination of national government in assessing the extent to which Electronic Passport System influence employee performance. The study will act as a reference point for researchers and academicians.

Keywords: *Electronic Governance, Electronic Passport System, Employees' Performance.*

1.16 **Work Engagement and Employees' Performance: Assessing the Linkage and Leverage in Classified Hospitality Firms in Kenya**

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Work engagement relates to personal investment of individual physical, emotional and cognitive resources to role performance. Empirical literature posit that work engagement explains employees' behaviour and outcomes that are consistent with organizational social and psychological contexts. However, there is no consensus in literature on the measures of work engagement that have a direct influence on employees' performance and how firms can create contexts for work engagement to drive performance at employees level. Therefore, the purpose of this study was to determine the configuration of work engagement elements that influence employees' performance, assess the contextual factors that affect work engagement and ultimately examine how work engagement can be leveraged to enhance employees' performance. Using purposive and stratified random sampling, a sample of 225 respondents was selected from 75 classified hospitality firms in Kenya. Data was collected using a self-administered questionnaire and analyzed using multiple regression analysis. The results showed that work engagement constructs of physical engagement, emotional engagement and cognitive engagement were positively

correlated with employees' performance. The study revealed that physical engagement influenced the quality and quantity of employees' output, emotional engagement influenced employees' citizenship behaviour, and cognitive engagement had higher influence on employees' efficiency in performance. The study established that work engagement is connected to employees' motivation, morale and job satisfaction. Organizations should manage the elements of motivation such as compensation and leadership support and job level elements such as decision making, scope of responsibility and supervision in order to create a climate for engaged workers. Work arrangement and job autonomy are crucial in improving an employee's devotion and commitment in his role.

Keywords: *Cognitive Engagement, Emotional Engagement, Employees' Performance, Physical Engagement, Work Engagement*

1.17 **Influence of Employee Competencies Management on Employee Performance in Public Universities in Kenya**

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The role of university education is recognized as critical since it produces people equipped with the knowledge and skills to make strategic contributions which contribute to economic development of a country. In the modern hypercompetitive business environment, individuals are the owners of knowledge, a unique and strategic resource that contains the skills and capabilities for achieving competitive advantage for any organization and demands professional management. Universities as 'knowledge intensive' organizations thrive on the production and dissemination of knowledge and rely heavily on the human resource component to facilitate and continually generate and disseminate it. The management of knowledge has become important to the institutions in view of its abundance and this has led to the development of several emerging issues which can contribute to its implementation focusing on the roles played by individual competencies; techniques to capture and retain relevant knowledge, platforms for sharing knowledge; technological and organizational structures, and cultural factors. Review of literature reveals that employee competencies management is one of the factors that is increasingly receiving attention as organizations strive to improve the performance of employees. Employee competencies management is considered as the knowledge, skills and abilities possessed by an employee necessary for them to carry out their roles effectively. Further review of literature shows that there are limited numbers of empirical researches that have been done to study the relationships between employee competencies management and employee performance which has hindered a deeper understanding of how the practice can influence overall individual performance. This paper sought to contribute to this growing body of

knowledge by determining the influence of employee competencies management as a knowledge management practice on employee performance in public universities in Kenya. The study was anchored on the intellectual capital theory. Descriptive survey design was applied and descriptive and inferential statistics used to analyze the data. The target population consisted of 495 employees from 10 public universities in Kenya selected on the basis of their size and age. The study reported a significant and positive relationship between employee competencies management and employee performance when moderated with organizational structure in public universities in Kenya.

Keywords: *Knowledge, employee competencies management, employee performance*

1.18 **Crowdsourcing: towards competitive innovations and global sustainable development.**

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The term crowdsourcing first appeared in an article written by Jeff Howe in 2006 in the wired magazine. Over time, crowdsourcing was broadly defined as any human aided web-based problem-solving activity achieved by engaging an equal capacity resource pool. This paper introduces crowdsourcing as well as discussing the foremost characteristics i.e.: scope; task; [problem approach; and reward mechanism. The paper finally gives a thematic perspective via application examples of crowdsourcing in business and management whilst underscoring competitive innovations and global sustainable development. The thematic areas are: (1) technological innovations, disruptive technologies and industrialization; (2) strategic capabilities, industrial responsiveness and socio-economic development; (3) emerging marketing trends, blue economy and entrepreneurship; (4) changing landscape in human resource management; (5) data analytics, forensic and cyber security; and (6) collaborative project management and agribusiness value chain. As crowdsourcing is fast becoming a desired problem-solving tool, this paper demonstrates how widespread crowdsourcing is applied and importantly advances literature on application examples of crowdsourcing through the selected thematic perspectives above in government, industry and academia.

Keywords: *Crowdsourcing; Crowdsourcing Characteristics; Crowdsourcing Applications, Business and Management*

1.19 **Reshaping the Future of Human Resources Management Strategies and the County Governments in Kenya**

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Human resources management has been undergoing paradigm shift in its theory and has long been concerned with how people management can enhance performance outcomes. Change and partnering are some of the core areas of HR which has undergone drastic change. This study brings out the new facet of

Human resource management strategies and performance of the county governments. This is in view of the changes in global business scenario through the link between employee/ citizen engagement and performance, bringing the two together to suggest that engagement may constitute the mechanism through which HRM strategies impact individual and organisational performance. Citizen engagement or participation and government responsiveness are responsible for monitoring and serving as a precondition for the new mode of e-governance. The study was anchored on Resource based view theory and Institutional theory. The study engaged descriptive survey design. The target population was 8 County Government. Simple random sampling technique was used in this study. Through random sampling 4 counties were selected for the study. Primary figures for the study were collected using structured questionnaires that were given to the respondents by the researcher. The data put together was edited, coded and analyzed using SPSS. Findings were tabulated for presentation. The results of the study showed that citizen participation, Engagement, and governance do influence performance of county governments. It was also concluded that the citizen engagement and participation were factors which influenced performance in the County Governments. The study recommends enhancement of citizen participation and engagement coupled with involvement in the affairs of the county governments.

Keywords: *Human Resources Management Strategies, County Governments, Performance*

1.20 **Information system infrastructure management influence on Cyber-Terrorism in Kenya police Service**

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The study commences by elaborating Cyber-Terrorism scourge, analysing the cyber terror philosophy and fundamentally determining its scope, presenting the challenges that this creates in a global and interconnected world. Briefly, cyber terrorism combining two concepts of “cyber” and “terrorism” referring to cyber space being the medium of orchestrating terrorist acts to wit; spread of online propaganda, alteration or destruction of information, planning and carrying out of terrorist’s attacks via the use of computer networks reigns respectively. Its therefore a complex contemporary matter. Information system infrastructure management is the collation of all interrelated elements for information flow within the organization on how it is planned, organized, staffed, directed and controlled to avert leakage to unauthorised persons. In regard to National police service, the flow should be timely and secure. In furtherance, the study intends to examine how information system infrastructure of Kenya police service is managed in averting cyber terrorism attacks. Kenya police as an organization has gradually advanced its Information Technology traversing from the Radio calls alias “over-over”, UHF and VHF pocket phones, signal communication to the modern world of computer networks where information is dispatched via emails, WhatsApp, twitter, face book and establishment of integrated command and control centre within Nairobi and Mombasa cities. Based on above advancements, organization information infrastructure security is critical to combat the eminent danger of cyber-terrorism. Strategical and operational information within police service is key and should be accorded security and confidentiality of the highest order. The general objective of the study being to examine how Kenya police service information system infrastructure is managed to avert cyber-terror. In so doing its geared specifically to find out the planned measures for secure system, forecast on the need of staffing for better management, determine coordination efforts of police units and lastly establish controlling mechanism of police information infrastructure. The study digs in on the entire police organization information system management in guaranteeing its security against the looming threat cyber-terrorism.

Highlighting the responses to cyber security by continental and regional organization, the study will specifically aim to, through descriptive survey design examine the social space and police institutional environment in which crimes like cyber theft thrive. Basically, modernization has exerted both positive and negative influence on many countries in Sub-Sahara Africa. These include extreme intra and interstate conflict, increasing cyberterrorism, lack of state capacity, competing national priorities and political sensitivity surrounding the notion of cyber democracy. On orchestration mode and being a crime of the elites, post-modern theories namely Technological Determinism and Actor Network Theory (ANT) will be fundamental in discussing the phenomenon. Descriptive research design marked with credentials of highlighting conditions that exists, practices that prevail, beliefs and attitudes that are held, processes that are on-going and trends that are developing (Lowell and Lawson 1971) thereby picked for the study. The study intends to target population of 50 respondents majority from National police service domiciled at DCI headquarters Kiambu and ten key informants; random sampling techniques will be applied. Consequently, both figurative and non-figurative data collection methods will be utilized through filling questionnaires and key informants interview schedules where reliability and validity will be tested. Finally, data will be organised and analysed deploying statistical programs for social sciences (SPSS) and in adherence to research ethical values. Hence geared at offering quality output that will immensely and positively impact on the relevant agencies in addressing the emerging organizational security challenge for a better society.

Keywords: *Hacker, Phreaker, Phishing, Cyber-crime, Cyber-Security, Cyber-Terrorism, information system, Police information infrastructure, police information system infrastructure management.*

1.21 Credit Risk Management and Performance of Mortgage Lending Commercial banks in Kenya

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Although Kenya's mortgage market has grown substantially, it is dominated by large mortgage lending commercial banks pointing to possible restrictions to entry or a likelihood of high risk for tier II and III lending commercial banks in Kenya. In 2017, the sector recorded an average gross non-performing loan ratio of 10.3 percent against the industry recommended Central Bank of Kenya average of 4 percent. In 2018, Kenyan mortgage assets was approximated to be 2.5 percent relative to the country's gross domestic product with about 24,458 mortgage accounts in the industry. The sector also recently experienced increased non-performing loans. From the foregoing statistics, the study sought to evaluate the influence of credit risk management on performance of Kenya's mortgage lending commercial banks with the objective of establishing the influence of delinquency rates and value at risk on credit risk management of Kenya's mortgage lending commercial banks. Credit history score acted as moderating variable. Merton's Default Theory, Portfolio Theory and Theory of Information Asymmetry guided this study. A census survey of Kenya's 34 mortgage lending commercial banks was utilized. Explanatory and descriptive research designs with positivism as research philosophy were adopted. Secondary panel data covering the period 2012 to 2018 was used, with a record survey sheet as the data collection tool. Data was collected from published audited reports of mortgage lending commercial banks submitted to Central Bank. Data analysis was carried out using STATA after undergoing various diagnostic tests. Panel regression of coefficients findings indicated there was positive and significant relationship between delinquency rate and performance of mortgage lending commercial banks, negative and significant

relationship between value at risk and performance of mortgage lending commercial banks, positive. Credit history score had significant moderating effect on relationship between credit risk management and performance of mortgage lending commercial banks in Kenya.

Keywords: *Credit Risk Management, Delinquency rate, Value at Risk, Credit History Score*

1.22 **Effect of Entrepreneur's Managerial Competency on Access to Venture Capital by SMEs in Nairobi County, Kenya**

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Small and medium Enterprises are critical for economic growth particularly in the developing nations. However, empirical evidence shows that most of these enterprises fail due to poor/lack of access to finance. Access to venture capital by these firms could be a plausible alternative but unfortunately researches have pointed out that majority of the enterprises do not access venture capital financing. This study therefore sought to investigate the effect of entrepreneur's managerial competency on access to venture capital by selected SMEs in Nairobi Kenya. Agency theory underpinned the study. The study adopted the explanatory non-experimental research design and positivism philosophy guided the study. Target population of the study was 334 Small and medium size enterprises ranked by KPMG between 2008 and 2017 in their annual survey. Proportionate random sampling technique was used to select the firms. Primary data was collected by use of questionnaire. Both descriptive statistics and inferential statistics were used to analyze the data. Nested multinomial logit model was used to establish the effect of entrepreneur's managerial competency on access to venture capital financing. The results reveal that; the influence of the highest level of education and professional qualification on access to venture capital financing is statistically significant. Secondly, the number of seminars/job training and the number of years of experience of managers/owners had positive influence and statistically significant to access to venture capital financing among SMEs. Given that managerial competency positively affects SMEs access of venture capital financing, firms should invest in human capital of their management through various strategies. For instance, investing in training gives employees the opportunity to develop new skills and accumulate the knowledge they need in order to achieve specific organizational and personal goals with the priority being to train managers so that they can be able to cope with the challenges which hinder business success.

Keywords: *Entrepreneur's Managerial Competency on Access to Venture Capital by SMEs in Nairobi County, Kenya*

1.23 **Influence of Strategic Staff Training on Performance of Public Water Companies in Kenya**

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Staff development is formal and systematic modification of employees' behaviors through instructions. The process equips workforce with requisite knowledge, skills and attitude that would in pursuance of organization goals and objectives. These skills would aid in response in environmental demand and skills adaptability. Skills deficiency in an organization may lead to inappropriate utilization of resources and injure organization performance. The main objective of the study was to evaluate the influence of strategic training on performance of public water companies in Kenya. The study applied descriptive research design and stratified was used to select 150 respondents who include finance manager, procurement managers and chief executive officers of water companies in Kenya. Data was analyzed through descriptive and inferential statistics. The former had mean, standard deviation, frequency and percentages and the later had correlation and regression analysis. Study findings indicated that there was positive and significant influence of strategic staff training on performance of public water companies in Kenya. It can be concluded that training clarifies procurement policies and guidelines in an organization, it enhances employee's professional development, creates a culture of innovation and creativity and aids in preparation of annual training programs. There is need for embracement of culture of employees' skills development through strategic training.

Keywords: *Strategic Staff Training on Performance of Public Water Companies in Kenya*

1.24 **Moderating Effect of Top Management Support on the Relationship between Macro Environment and Performance of Donor Funded Health Projects in Kenya**

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This study provides an empirical investigation on the effect of top management support: involvement, policies and strategies, and provision of resources on the relationship between the macro environment and the performance of donor funded health projects in Kenya. Empirical evidence indicates that most donor funded health projects in Kenya experience time and cost overruns as well as quality issues. The study adopted explanatory and descriptive research designs. A census of all the sixty nine donor funded health projects initiated between 2008 and 2018, and were ongoing was conducted. A semi-structured questionnaire was administered to managers of the donor funded health projects and the heads of donor funded projects at the ministry of health. Regression results indicate that top management support had a positive significant effect on the relationship between the macro environment and the performance of donor funded health projects in Kenya. The study recommends that top management should get involved in the donor funded health projects from the onset, besides developing appropriate policies and strategies for the projects, and providing resources to the project to ensure they perform well.

Keywords: *Top Management Support, Moderating effect, Macro Environment, Performance, Donor, Funded.*

1.25 **Effects of Participatory Management on Employees' Performance in Water Service Providers in Muranga County, Kenya**

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The focus of this study was to investigate the influence of participatory management on employees' performance in water service providers in Murang'a County, Kenya. The study was inspired by worries on employees' performance in water service providers in Kenya. Despite the various participatory management initiatives adopted by the institutions to enhance employees' performance remained unsatisfactory. The study embraced both exploratory and explanatory research design. A sample of 206 employees was selected from five water service providers namely :Murang'a Water and Sanitation Company Limited, Murang'a South Water and Sanitation Company Limited, Gatanga Water and Sanitation Company Limited, Gatamathi Water and Sanitation Company Limited and Kahuti Water and Sanitation Company Limited. Random sampling was applied in picking the respondents for the study. Self-administered questionnaires aided in collecting primary data and analyzed using both descriptive and inferential statistics. A pilot study was steered on data collection tool to pre-test it's validity prior to the main survey. Data reliability was measured using Cronbach's alpha coefficient. Statistical Package for Social Sciences (SPSS) version 21.0 was used to aid in coding, entry and analysis of data. conclusions and recommendations based on the findings were finally outlined. The study concludes that participatory management through consultative management, quality circles, representative participation and delegation is vital and significantly affects performance of employees in water service providers in Murang'a County, Kenya. The study recommends water service providers in Murang'a County to engage more in participatory management as it positively and significantly affects employees' performance.

Keywords: *Participatory Management, Employees' Performance*

1.26 **Academic Paper on Maritime Security and Business Performance**

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Maritime security has evolved to be a fundamental concern for many countries over the world. Governments, non-governmental organizations, continental and intercontinental unions have shown great interests in safety of maritime operations. Most business organizations prefer water as a mode of transport for their goods and services in maritime domain destinations since it is economical. However, challenges associated with maritime security have proved to be costly burden posing great impact on performance of business organizations in countries which entirely or partly depend on sea vessels. The risks appear in different faces such as inter- state disputes, piracy and armed robbery, terrorism, illicit trafficking of narcotics and humans, arms proliferation, global climate change, cargo theft, illegal fishing among others. Technological advancement and policing have emerged to be key factors in improvement of both maritime security and business performance. Many researchers have shown great interest in maritime security policies and measures only a few tackling its relationship with other economic sectors. The general objective of this study is to examine the relationship between maritime security and business performance. Specific objectives of the study are to evaluate the relationship between maritime security risks and business performance, to explore the relationship between maritime security measures and business performance, to examine the relationship between maritime security policies and business performance, to determine the mediating effect of technology on maritime security and business performance and to examine the moderating effect of policing on maritime security and business performance. The study will be of great help to future researchers in identifying new research areas and providing literature that forms basis for further studies. The study is anchored on maritime security matrix framework, securitization framework and practice theory. The researcher proposes the use of descriptive research design and questionnaires for data collection and stratified random sampling method since it minimizes biasness.

Keywords: *Maritime Security, Business Performance, Economic Growth, Policing, Technology*

1.27 **An Empirical Analysis Of The Relationship Between Leadership And Firm Performance: A Perspective Of Tours And Travel Companies In Kenya**

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All companies exist in an evolving environment that affects their performance. As a result, an adaptive strategy is necessary for the execution of result-oriented excellence. Due to the unanticipated changes in the environment, firms should be agile and not hesitate to pursue emerging opportunities and continuous

improvement. The sustainable growth of the tourism industry is anchored in a constant and competitive supply of tours and travel services. The emerging markets require the tour firms to embrace innovation to pursue opportunities even in the event of market dynamics. The current study was aimed at establishing the relationship between leadership and firm performance of tours and travel companies in Kenya. The literature review examined the effect of leadership styles on organizational performance and established that leadership speed has a significant effect on firm performance. The current study focused on the use of non-financial indicators and its impact on firm performance. This study will be of great value to the management of tours and travel companies in Kenya, policymakers, and researchers, and academicians. The theoretical review focused on three major theories that include; Resource-based theory, Dynamic Capabilities and Organizational Culture Model. A descriptive research design was adopted in the study. The target population for the study was the management staff of the four management levels of tours and travel companies in Kenya which included; senior management, middle level, functional level, and technical level. A proportionate stratified sampling technique was used to select the sample size of 176 from a target population of 586 units. A questionnaire was utilized to gather the required data and the data was analyzed by the use of simple linear regression models. The study concluded that there is no statistically significant relationship between leadership and firm performance amongst tours and travel firms in Kenya. The study, therefore, recommends that the companies implement a decentralized decision-making structure. The structure ensures that the authority to make decisions is spread throughout the firms and not concentrated in a group of people in the organizations.

Keywords: *Leadership, Non-financial indicators, Decision Making, Decentralized Structures and Firm Performance.*

1.28 Awareness Level and Social Economic Impacts of Aflatoxin contamination in Meru and Tharaka Nithi Counties

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Aflatoxin resulting from consumption of contaminated cereals has always been a concern in Kenya. The eastern part of Kenya has been singled out as reporting more cases of aflatoxin contamination, which at times turn out to be fatal. The purpose of this study was to determine the awareness level and social economic impacts of aflatoxin contamination in Meru and Tharaka Nithi counties. The study setting was in the eastern, western, central ecological zones in the two counties. A multi-stage cluster sampling using

Kenya National Bureau of Statistics (KNBS) design was used to select clusters and households. Once clusters were identified, households were selected from each cluster using stratified random sampling method. Questionnaires were developed and pretested to determine the validity and reliability. Some of the key findings from the study includes; a total of 718 households took part in the survey; 488 from Meru and 230 from Tharaka Nithi. Majority (68%) of the respondents had primary level education in the two counties. Self-employment was leading status with 43% followed by home maker 28% and casual workers with 21%. Staple and legumes topped the list of the common food that are consumed in the two counties, these foods are sourced from the household's farms. Leading source of the food consumed were farms and market respectively in the two counties. Living room is the common food storage facility in the two counties with 59% choosing it. This was followed by Kitchen which was chosen by 22% of the respondents. Maize was the most grown crop in the two counties with over 96% indicating they grow the crop. Fairly small number 37% of the household know what aflatoxin is, with a staggering 67% indicating that they don't know how to identify aflatoxin infections in their crops. A big number use affected crops wrongly as exemplified by a total of 404 households who indicated that they feed them to animals and 324 who through them away. Sun-drying is the common method for drying respondent harvest and only 4% and 2 % in Meru and Tharaka Nithi who uses the recommended hermetic bags packaging. In Meru 63% consume their own produce while 32% in Tharaka Nithi. Majority of the surveyed households 71%, associated aflatoxin contamination with increased cost of farming. Lack of market for the produce was associated with aflatoxin contamination by 85%, similarly 82% cited rejection of their produce by the market and brokers being due to contamination. Finally, increased need for veterinary intervention was also associated with contamination with 54% in agreement. It was therefore concluded that aflatoxin awareness is still low in the two counties and there will be serious need to enhance its knowledge if the fight against this contamination is to be worn. Secondly, current post harvest practices among farmers in the two counties are not in line with the standards and thus worsening the phenomenon. Thirdly, access to market remains a challenge to most farmers and this can only be corrected if aflatoxin is managed. Finally, farmers need to be educated about the vicious cycle of how disposal of contaminated crops either by feeding the animal or throwing them away affects the dairy products they end up consuming.

Keywords: *Aflatoxin, Socio economic, Awareness level*

1.29 Fund Size Effect on Performance of Unit Trust Funds in Kenya

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When investors take part in any investment, the main objective is to increase their wealth. This is achieved when share prices increase. The performance of unit trusts in Kenya has however been poor compared to the counterparts in the rest of the world. The poor performance is a discouragement to individual and corporate investors in addition to affecting the realisation of financial stability according to the Kenya vision 2030. Empirical literature from developed and emerging markets posits that fund size explain the performance of unit trust funds. This study therefore investigated the effects of fund size on the performance of unit trust funds in Kenya. The specific objective of the study was to determine the effect of fund size on performance of unit trusts funds in Kenya. The study adopted an explanatory research design and positivism philosophy. The target population was 16 unit trust firms in Kenya as at the end of the year 2017. The study used a census approach. Secondary data was collected from the audited financial statement of respective unit trusts for the period 2005 to 2017 using a data collection

schedule. The study established that fund size has significant positive effect on performance in all funds. The study concluded that increase in fund size increases performance. The study recommends that capital market authority should monitor performance of unit trusts constantly and in addition develop merger policies to encourage small unit trust to merge in order to take advantage of economies of scale.

Keywords: *Fund Size, Unit Trust Funds, Performance*

1.30 **Internal Audit and Performance of International Non-Governmental Humanitarian Organizations in Nairobi, Kenya**

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Accountability for most of the international humanitarian non-governmental organizations has been a major concern where most of the organizations fail to account for the funds allocated by the donors. This has resulted to a gradual decline in the performance of most of international humanitarian non-governmental organizations making a lot of donors to drive away their funds to other organizations. The research aimed primarily at assessing the effects of internal audit and the performance of international NGOs in Nairobi, Kenya. The research assessed the impact of internal controls, on international humanitarian performance. The study objective was to examine the effects of internal controls on the performance of International Humanitarian Non-Governmental Organization the research question was how internal controls affects the performance of International Humanitarian Non-Governmental Organization .This research was supported by the contingency theory of organizational performance. The research employed a descriptive research design, 76 respondents were selected as a sample size. Self-administered questionnaires were utilized for primary data collection while secondary data was collected via the data collection sheet. The results were evaluated using SPSS Version 25.0. All numerical variables were measured with descriptive statistics .Qualitative data from the open-ended questions were analyzed and summarized in prose using conceptual content analysis. The relationship between the independent variables and dependent variables was done using regression analysis. To present the information, frequency tables were utilized. According to the results of the established regression model, a unit change in internal controls would significantly lead to 0.638 increases in the score of performance of international humanitarian non-governmental organizations in Nairobi. The study therefore concluded that internal control systems are a major determinant of the performance of International Humanitarian Non-Governmental Organizations in Nairobi, Kenya. Internal control practices are crucial to the success of international humanitarian non-governmental organizations since it acts as a powerful brake on the possible deviations from the predetermined objectives and policies.

Keywords: *Internal Audit and Perfomance of International Non-Governmental Humanitarian Organizations in Nairobi, Kenya*

1.31 **Reciprocity, Switching Cost and Customer Satisfaction among Tier One Supermarkets in Nairobi County**

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The retail sector in Kenya is characterized by fierce competition owing to among other factors same product offerings that has created little differentiation factors. This has necessitated the need to be proactive and prioritize customer retention. Application of relationship marketing is expected to support that initiative. Understanding relationship marketing practice of reciprocity and their enhancement of customer satisfaction from consumers' point of view was the area of interest for this study. Grounded on practice theory, Social exchange theory and Expectation disconfirmation theory, the study sought to establish the effect of reciprocity on customer satisfaction while being moderated by switching cost. The objective of the study was therefore to examine the effect between relationship marketing dimension of reciprocity on customer satisfaction and the moderating effect of switching cost on the relationship between reciprocity and customer satisfaction. A positivist paradigm research philosophy guided the study with deductive research approach employed in order to allow for the development of hypotheses by use of existing theories. Quantitative research techniques were employed to analyze data. Data for the study was collected from a sample size of 384 customers from tier one supermarkets within Nairobi county. A response rate of 85.68% was attained translating to 329 valid questionnaires. Descriptive statistics was used to summarize data and show meaningful patterns while inferential statistics (correlation and regression analysis) were employed to test the study hypotheses. The model was deemed fit due to significant F statistics at 0.05 level of significance. From the attained coefficients of determination, the results revealed that reciprocity variable was significant in affecting customer satisfaction among tier one supermarkets in Nairobi if other factors are held constant. Based the significant beta coefficient attained, the study rejected the null hypothesis H_{01} (reciprocity has no significant effect on customer satisfaction among tier one customers in Nairobi County). The study also recorded positive changes in coefficient of determinations for reciprocity variable after incorporating the moderating variable 'switching cost' in the respective model. This proved that the moderating variable has a significant positive moderating effect on the independent variable's relationship with customer satisfaction, this led to the rejection of the null hypothesis H_{02} (switching cost has no moderating effect on the relationship between reciprocity and customer satisfaction among tier one supermarkets in Nairobi County). The correlation analysis at 0.01 level of significance revealed reciprocity had a moderate positive correlation with customer satisfaction. The study recommends that supermarket management should focus on enhancing relationship marketing practice of reciprocity through training of staff on the same as a means of sustaining customer satisfaction. The study filled a knowledge gap concerning relationship marketing practices by theorizing relationship marketing practices based on practice theory in addition to contributing to existing literature by including switching cost as a moderating variable in the model. The study findings shall also be used to improve customer management policy decisions by retail organizations and marketing practitioners. The findings and recommendations can be used to form a basis for future research by scholars and researchers even in other sectors of the economy.

Keywords: *Reciprocity, Relationship marketing, Switching cost, Customer satisfaction*

1.32 **The Mediating Role of Strategy Execution on the Relationship between TMT Characteristics and Organizational Performance in a Regulatory Setting in Kenya**

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There is consensus among strategic management scholars and practitioners that strategic management as a practice has a vital role in organizational performance. It has also been argued that the strategic management process can be divided into four broad stages namely, strategy formulation, strategy execution, strategy monitoring and strategy evaluation. Some strategic management scholars have asserted that the strategy execution process can make a sound strategic decision ineffective or a debatable strategic choice successful. The specific objective of the study was to establish the mediating effect of strategy execution on the relationship between top management team characteristics and organizational performance of independent regulatory agencies in Kenya. To achieve the objective, the study adopted descriptive crosssectional research design. The target population of the study was all the twenty-three state regulatory agencies currently existing in Kenya. Due to the uniqueness of each independent regulatory agency and the distinct roles played by each top management team member in their organization, the study adopted a census survey of all the top management team members in all the twenty-three independent regulatory agencies in order to capture the required information. Primary data was gathered using structured questionnaire administered through drop and pick later method. Descriptive statistics was used to summarize the survey data into percentages, frequencies, means and standard deviations. Baron and Kenny model was used to test for the mediation. The findings of the study showed that strategy execution partially mediates the relationship between TMT characteristics and Organizational Performance of the independent regulatory agencies in Kenya. The study recommends that independent regulatory agencies need to develop a reward system for their TMTs who excel in executing their organizational strategies so that they can be motivated and to provide an opportunity for the managers to compete amongst themselves in order to achieve superior organizational performance. Lastly, the study recommends that the independent regulatory agencies should have stable funding mechanism to enable them execute their identified strategies.

Keywords: *Top Management Team Characteristics; Strategy Execution; Independent Regulatory Agencies; Organizational Performance*

1.33 **The Relationship between Corporate Governance, Financial Characteristics, Macroeconomic Factors and Performance of Firms Listed at the Nairobi Securities Exchange**

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This study sought to examine the relationships among corporate governance, financial characteristics, macroeconomic factors and performance of firms listed at the Nairobi Securities Exchange. This study used wealth maximisation theory, agency theory, stewardship theory and stakeholders' theory to explain the relationships among dependent, intervening, moderating and independent variables. This study employed a census approach and a target population of the study comprised of all companies listed at the Nairobi Securities Exchange from 2002 to 2016. A total of sixty five were used. The data on corporate governance, financial characteristics and performance of firms were extracted from annual reports of the individuals firms and additional data on macroeconomic factors in relation to gross domestic product, interest rates and inflation rates were extracted from Central Bank of Kenya and Kenya National Bureau of Statistics economic reports. This study employed longitudinal descriptive research design to determine relationships amongst variables. A panel data regression analysis was conducted using random effects model which allowed the firms to have a common mean value of the intercept to determine whether corporate governance influence firm performance. The study established that most of the corporate governance practices adopted by listed firms in Kenya had significant effect of the performance of firms. The intervening effect of financial characteristics was determined, while macroeconomic factors were found to have moderating effect in the relationship between corporate governance and performance of listed firms. The study finally established that corporate governance, financial characteristics and macroeconomic factors had a significant joint effect on performance of firms listed on Nairobi Securities Exchange. Based on the findings the study made various conclusions. The study concluded that listed firms in Kenya adopted corporate governance practices as part of the requirements of the regulating authority which had impact on Returns of Assets and Tobin's Q. The study further concluded that some listed firms in Kenya strengthened their corporate governance due to poor performance; some of the corporate governance practices used by listed firms had negative impact on performance of firms. This study contributed to the existing knowledge since it established that the relationship between corporate governance and firm performance heavily relied on the context under study and for this reason, studies conducted in different context have conflicting results.

Keywords: *Corporate Governance, Financial Characteristics, Macroeconomic Factors, Performance of Firms, Returns of Assets and Tobin's Q.*

1.34 **The Role of Human Capital Capability on Organization Performance: A Perspective of Private Universities in Kenya**

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Private Universities in Kenya have continuously faced a number of challenges such as declining quality of educational programs, quality of research, authenticity of degrees granted, flexibility of the university programs, innovations created and efficient utilization of resources at their disposal. Despite the increasing number of students seeking higher education, these numbers have not translated to better performance in these Universities. Modern business environment calls for organizations, including private Universities to identify and exploit strategic capabilities for them to effectively compete and boost their performance. These universities need to harness their resources, and exploit their competences in order to gain competitive advantage. There is therefore a need for private universities to exploit human capital capability by continuously training and developing the staff to have the relevant knowledge, skills and competences in order to boost their performance. This study sought to establish the effect of human capital capability on performance of private universities in Kenya. The study was anchored on the Resource Based View theory. It was founded on positivist research philosophy and adopted a cross-sectional descriptive survey research design. Primary data collected from faculty deans, registrars' administrations and finance, human resource managers and ICT managers was used in the study. Data analysis was carried out using descriptive statistics; means, frequencies and standard deviations and inferential statistics (correlation and regression analysis). The study established that private universities adopted human capital capability only to a moderate extent (mean=3.33). Overall, the study concluded that human capital capability has a significant positive effect on performance of private universities in Kenya. Based on this conclusion, the study recommended that that private universities in Kenya should prioritize personnel expertise by employing based on qualifications and frequently conducting random assessments to evaluate level expertise. Besides, the level of experience and knowledge and skills possessed by the staff should be highly enriched through trainings and development. The study contributes to the body of knowledge by proposing a strategic capability model for private universities (and to a great extent public universities) for improving their performance by redirecting their focus to human capital capability.

Keywords: *Human Capital Capability, Organization Performance, Private Universities*

1.35 **Utilization of Technology and Sustainability of the Youth Development Fund in the Copperbelt and Lusaka Province in Zambia**

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In Zambia the access to finance is hard and costly attributable to high lending rates. This has led to most Zambians together with the youths failing to access finances leading to the increase in volumes of youth unemployment and poverty. In turn to act in response to Zambia's youth unemployment crisis, the government of Zambia through the Ministry of Youth Sport and Child Development established the Youth Development Fund in 2006 to be able to reduce poverty by enhanced job creation. In this programme sustainability has been difficult to achieve because of low repayment rate of beneficiaries. The study sought to examine loan repayment and sustainability of the youth development fund in Zambia with evidence from Copperbelt and Lusaka provinces, being the representative regions with the most beneficiaries. The specific objective of the study was to assess the influence technology on sustainability of the youth development fund in Zambia. The study was anchored on the unified theory of acceptance and use of technology and the Institutional and sustainability theory. A descriptive research design was used in the assessment of the relationship between the youth development fund repayment and its effect on sustainability. A purposive sampling method was used with a sample size of 207 respondents from both Copperbelt and Lusaka provinces. The study relied on primary data which were collected with the aid of a questionnaire. Data was analysed using SPSS with the use of frequency tables, charts and multiple regression analysis. The conducted tests included the Cronbach Alpha (0.813), multicollinearity, linearity using Pearson correlation coefficient, normality, autocorrelation using Durbin-Watson and homoscedasticity by use of Breusch-Pagan- Godfrey test. In line with the objectives of the study, the findings revealed that technology was statistically significant to sustainability of the youth development fund. The study recommended that the ministry of youth sport and child development should provide business and financial coaching for beneficiaries, ensure they install a monitoring business performance system to monitor beneficiaries, as well as adopt the use of technology where an integrated electronic management system for loan assortment will be used track beneficiaries and also keep necessary records pertaining to the fund.

Keywords: *Utilization of Technology and Sustainability of the Youth Development Fund in the Copperbelt and Lusaka Province in Zambia*

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The purpose of this paper is to identify project governance practices that affect the performance of government funded projects, especially in developing economies such as Kenya. Research has shown that successful project implementation plays a major role in building a country's economy. Despite this fact, failure in such projects is persistently being witnessed. To understand this, extant literature was conducted on project governance and performance of projects. Various studies seem to agree that project governance is a major project success factor that ensures project success criteria is met. While this has been renowned, there is no set of agreed upon project governance practices that suits all types of projects and consequently these practices will be determined by the specific project context. This then formed the basis of the study. Four governance practices are identified as contractual governance, business model governance, project risk governance and monitoring and control that if implemented well in projects may increase chances of project success. Future studies should however be geared towards developing a comprehensive list of project governance practices.

Keywords: *Governance, project governance, performance, government funded projects, contractual governance, risk governance, business model governance and monitoring and control.*

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Although Kenya's mortgage market has grown substantially, it is dominated by large mortgage lending commercial banks pointing to possible restrictions to entry or a likelihood of high risk for tier II and III lending commercial banks in Kenya. In 2017, the sector recorded an average gross non-performing loan ratio of 10.3 percent against the industry recommended Central Bank of Kenya average of 4 percent. In 2018, Kenyan mortgage assets was approximated to be 2.5 percent relative to the country's gross domestic product with about 24,458 mortgage accounts in the industry. The sector also recently experienced increased non-performing loans. From the foregoing statistics, the study sought to evaluate the influence of credit risk management on performance of Kenya's mortgage lending commercial banks with the objective of establishing the influence of delinquency rates and value at risk on credit risk management of Kenya's mortgage lending commercial banks. Credit history score acted as moderating variable. Merton's Default Theory, Portfolio Theory and Theory of Information Asymmetry guided this study. A census survey of Kenya's 34 mortgage lending commercial banks was utilized. Explanatory and descriptive research designs with positivism as research philosophy were adopted. Secondary panel data covering the period 2012 to 2018 was used, with a record survey sheet as the data collection tool. Data was collected from published audited reports of mortgage lending commercial banks submitted to Central

Bank. Data analysis was carried out using STATA after undergoing various diagnostic tests. Panel regression of coefficients findings indicated there was positive and significant relationship between delinquency rate and performance of mortgage lending commercial banks, negative and significant relationship between value at risk and performance of mortgage lending commercial banks, positive. Credit history score had significant moderating effect on relationship between credit risk management and performance of mortgage lending commercial banks in Kenya.

Keywords: *Credit Risk Management, Delinquency rate, Value at Risk, Credit History Score Mortgage*

1.38 **Academia-Industry partnerships for competitive innovations and global sustainable development**

学术-产业合作：科技创新与可持续发展

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摘要:中国学术界学术成果丰富,但学术界研究成果与产业界合作率相对较低。加强学术界研究成果与产业界合作促进成果转化有助于学术界研究创新能力和研究人才的培养,有助于促进产学研融合、促进社会经济的快速发展,有助于增强人民的幸福感。而目前成果的实用性,激励机制和专业化对接平台制约了其合作。而且,学术界与企业对科技成果的对接平台做出了成功的探索。在学术研究成果与企业合作的新型关系下,只有加强学术实用性研究人员和企业管理人员培养,制定有利于学术研究与企业合作的科技政策,加大政府和产业界的科研资金投入,健全学术成果转化激励机制,搭建对接专业化的转化平台,才能提升学术界学术研究与企业相互合作的效率,促进社会经济的高速发展,提高学术和产业的科技创新竞争力,促进全球可持续发展。

关键词:学术与企业合作 成果转化 学术界 企业

China's academia is rich in scientific and technical achievements, but the partnerships of the academia and industry is relatively at the early development. Strengthening the cooperation between academia and industry to promote the transformation of achievements contribute to the cultivation of innovation ability and researchers in academia, to the integration of production, learning and research, to the rapid development of social economy, and to the enhancement of people's happiness. However, the practicability of current achievements, incentive mechanism and professional docking platform restricted these partnerships. Moreover, the way has been explored successfully by establishing a docking platform of scientific and technological achievements between the industry and academia. With this new academia-industry partnerships, only by strengthening the cultivation of researchers and business managers, updating scientific and technological policies for academic research and enterprise cooperation, increasing the investment of government and industry in scientific research, building a complete incentive

mechanism, and building a specialized docking platform can promoted the efficiency of academia-industry partnerships , development of the social economy, competitive innovations and global sustainable development.

Keywords: *Academia-industry partnerships achievement transformation academia industry*

1.39 **Multi Agencies Strategic Intervention on Prosecution and the Level of Asset Recovery in Kenya**

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The core function of the office of the Director of Public Prosecutions(ODPP) in corruption cases is to prosecute those charged by the Ethics and Anti-Corruption Commission with corruption offences while upholding, protecting and promoting their human and constitutional rights. Speedy and successful prosecution of corruption offences contributes to the deterrence of the offences as well as increase in the value of assets recovered. It is clear that multi-agencies cooperation at the national level is not only crucial to effective prosecution of corruption offences but also an important precondition for cooperation against the vice. Consequently, ODPP can play a key ;lllll. within these mechanisms and pave the way to more effective prosecutions based on multi-agencies' strategic intervention. This paper is based on a research which main purpose was to establish the influence of multi agencies' strategic intervention on prosecution of corruption cases and the level of asset recovery in Kenya. Specifically, the paper focuses on influence of instituting and undertaking criminal proceedings on the level of asset recovery in Kenya. The study adopted a descriptive design where both quantitative and qualitative data was collected. The target population of the study were senior managers of seven agencies that collaborates in the fight of corruption in Kenya. The sampling frame was 68 managers of the seven agencies The research instrument was a questionnaire. Data was analysed by use of descriptive analysis, inferential analysis, and content analysis. The study findings showed that there is a significant relationship between multi agencies strategic intervention on prosecution and the level of asset recovery in Kenya. The strategic approach in fighting corruption discussed in this paper will ensure sustainable development for the country in line with the theme of this conference.

Keywords: *Multi Agencies, Strategic Intervention, Prosecution, Asset Recovery, instituting, criminal proceedings*

1.40 **Mentored Staff Induction and Employee Turnover in Advertising Firms in Kenya**

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Staff turnover is a global concern as it disrupts the firm both directly and indirectly through increased recruitment and training costs. It is a norm for employees to move from one firm to another and the rate of employee turnover remains high. Staff induction has become the norm in the present world. Employee orientation help the workers to feel part of the company’s social structure. An effective induction program can be used to address these issues to assist the new workers to cope, as well as impact on the length of time they stay with the firm. With the dynamic landscape in human resource management employers are seeking effective ways of retaining their workforce. This paper therefore focused on the effect of staff induction on employee turnover in advertising firms in Kenya. Specifically, the paper focused on the effect of mentored staff induction on employee turnover in advertising firms in Kenya. The study adopted a descriptive design. A semi-structured questionnaire was used to collect primary data from a sample size of 254 employees out of a target population of 750 employees working with the advertising firms in Kenya registered with the Association of Practitioners in Advertising. Sampling frame for the study was both the management and non-management staff of the advertising agencies. The study found that there was a significant relationship between staff induction and employee turnover in advertising firms in Kenya. The study concluded that mentored staff induction influenced employee turnover in advertising firms in Kenya, and is likely to do so in any other organization. The study therefore recommended that advertising firms and other organizations in Kenya must take initiatives to purposefully induct their employees if they are to strategically address the problem of employee turnover.

Keywords: *Staff Induction, Mentored Staff Induction, Employee Orientation, Turnover, Mentoring, Training, Employee Retention.*

1.41 **Environmental and Sustainability Reporting in Selected Corporate Firms in Kenya: A Review of the Literature**

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There is an emerging debate on the role of environmental and sustainability reporting in corporate firms as part of their wider goal of satisfying stakeholder needs and ultimately attainment of United Nations Social Development Goals. Therefore, this paper investigates the environmental and sustainability reporting practices in selected corporate firms in Kenya using a conceptual research approach or review of literature. This paper is underpinned by the legitimacy theory, stakeholder theory and agency theory while also entailing a review of accounting and finance theoretical and empirical literature. The study findings suggest that firms that have adopted environmental and sustainability reporting have more optimal financial performance as compared to firms that are limited to conventional reporting practices.

Keywords: *Environmental accounting, sustainability reporting, corporate firms, Kenya*

1.42 **Firm Size, Financial Risk and Financial Performance. Evidence from Commercial and Services companies listed in Nairobi Securities Exchange**

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The study sought to assess the financial performance of the companies listed in the commercial and services sector at the Nairobi Securities Exchange (NSE), Kenya with an aim of determining the implications of firm size and financial risk on their performance. It was anchored on the agency theory. The study applied explanatory research design and the target population was the 14 companies listed under this sector. Secondary panel data contained in published annual reports for the year 2013 to 2017 was collected. A panel regression model was applied with the random effect model being used based on the Hausman specification test. Findings showed that financial risk had mixed effects on performance as proxied by return on equity (ROE). The findings further showed that firm size had a moderating effect on the relationship between financial risks and performance. It concluded that firm size played a role in the risk management of a company i.e. companies with higher total assets managed risk better than their counterpart. The study recommends that for companies to record improved financial performance, they needed to manage their financial risks by implementing risk management initiatives and increasing their total assets base.

Keywords: *Firm Size, Financial Risk, Financial Performance, Commercial and Services Companies, Nairobi Securities Exchange*

1.43 **Dimensions of IT capability and performance of manufacturing firms in Nairobi City County, Kenya**

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The business competitive environment has increasingly been dynamic over the last three decades, a case which is associated with rapid changes in technology, globalization and blurred firm boundaries. These changes have not only been attributed to global and national competitive forces but also to other environmental alterations. The question whether Information Technology (IT) capabilities lead to competitive advantage and improved performance in firms has raised a big debate amongst scholars. While some scholars posited that the application of technological and organizational resources in building IT capabilities significantly contribute to improved firm performance, others argue that IT capability has no effect on firm performance. Additionally, there is no consensus among researchers on the relationship between IT capability, competitive advantage and firm performance. Manufacturing firms are often faced with challenges such as changes in technology, innovative products, customer demands and the desire to remain flexible. Firms respond to these conditions by adjusting their purpose and shape through deployment of appropriate strategic capabilities to overcome the challenges enhance competitiveness and sustain high performance. A significant number of manufacturing firms have made a huge investment in IT to achieve economic value and to cope up with the ever changing business environment. However, some firms have recorded appreciable benefits while others have not with noted renewed relevance of IT extending the traditional interpretations within the context of Resource based view (RBV). This paper will examine the dimensions of Information Technology capability and firm performance in manufacturing firms in Nairobi City County Kenya and further investigate the mediating effect of competitive advantage, in the dimensions of IT capability and firm performance. The study will be anchored on Resource Based View, Unified Theory of Acceptance and Use of Technology and Dynamic Capability Theory. This study will adopt positivism philosophical approach while descriptive and explanatory research design will be used. Random sampling technique will be applied to derive a sample of 174 firms from a population of 526 manufacturing firms in Nairobi City County which are members of Kenya Association of Manufacturers (KAM). The firms are grouped into 13 categories. In the study, primary data will be collected through a semi-structured questionnaire. The data will be analysed using descriptive analyses, simple and multiple regressions. The findings will benefit academicians and researchers by providing empirical evidence on of changing firms' resources, operation routines and competences which in turn affect firm performance. Other stakeholders such as managers will be guided in making informed decisions on appropriate technological innovations, integration and reconfigurations.

Keywords: *IT capabilities, performance, competitive advantage, manufacturing firms, dynamic capability.*

1.44 **Concentration on Core Competency and Organizational Performance of Madison Group of Companies in Kenya**

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Insurance companies in Kenya are forced to cope with dynamic and competitive environment due to the increased effects of globalization and internationalization. Strategic demerger is one strategy that aims at differentiating an organization from competitors in a way that in the future it remains competitive. As the world market becomes increasingly rapid and dynamic, companies require responsive strategies that are capable of responding rapidly to market changes in order to fulfill customer requirements and to rival with business competitors hence their survival in the industry. This paper presents the results of the study on strategic de-mergers and organizational performance of Madison group of companies in Kenya. It focuses on the effect of concentration on core competency on organizational performance of Madison group of companies in Kenya. This study is anchored on resource based theory and it adopted a descriptive research design. The target population was 161 management level employees in all the branches of Madison group of companies. Stratified random sampling technique was adopted in selecting study sample. The sample size of the study was 115 respondents. Data collection tool was questionnaire. SPSS was used in analyzing data where quantitative data was analyzed by computing descriptive statistics and inferential statistics. The results were displayed in tables and figures. Qualitative data was analyzed using content analysis. The study found that concentration on core competency positively and significantly influenced organizational performance of Madison group of companies in Kenya. The study therefore recommends management of the company to resolve to increasing performance of the organization through proper management of core competencies which include cooperation, shared vision and empowerment.

Keywords: *Core competency, strategic demerger, organizational performance, cooperation, shared vision, empowerment.*

1.45 **Information Technology and Performance of Occupational Pension Schemes in Kenya**

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Funded pension systems have gained popularity since they contribute to the economic growth of countries worldwide through direct contribution to the GDP. In Kenya, the pension system contributes to an estimated 68 percent of the total income of retirees and controls wealth estimated at Ksh. 397 billion, the equivalent of 30 percent of the country's GDP. Evidence suggests that pension schemes in Kenya are associated with loss of billions of money every year and results to low economic development of the Kenyan economy hindering realization of achievement of Vision 2030. This study sought to establish the relationship between information technology and performance of occupational pension schemes in Kenya.

The study was guided by five specific objectives, that is, employee IT skills, IT policy, top management IT support and organization IT resources, regulation as a moderating variable and performance of pension schemes as the dependent variable. The study was guided by the theory of experiential learning, the unified theory of acceptance and use of technology (which the study is anchored), the upper echelons theory, the resource based view and the institutional theory. The study used descriptive research design and the target population constituted 1,216 registered occupational pension schemes in Kenya. Stratified sampling technique was employed which involved dividing the population into different strata which included: defined benefits and defined contributions. The study selected a sample of 192 respondents. Simple random sampling was also employed. The instrument of data collection was a questionnaire which was self-administered. A pilot study was conducted to test validity of the questionnaire and the Cronbach's alpha was utilized in testing its reliability. A regression model was used to analyze the objectives and a moderated multiple regressions (which is an inferential procedure consisting of comparing two different least-squares regression equations) was used to test the moderating effect of government regulation while content analysis was used to analyze qualitative data. The collected data was presented using frequency tables, bar charts, and pie charts. The study will benefit several stake holders among them the government of Kenya (regulator), the pension schemes management on the influence of information technology on performance of pension schemes in Kenya. The study findings showed that all the five variables had significant influence on the performance of occupational pension schemes in Kenya. The study concluded that IT human capital policy; IT universal internet access policy and Harmonization of IT policy initiatives and IT guideline policy influence IT policy on the performance of pension schemes in Kenya. The study recommends that IT leadership support; Level of involvement in information requirement analysis should be enhanced since both influence top management IT support on the performance of occupational pension schemes in Kenya.

Keywords: *IT policy, Occupational pension schemes, Defined Benefits Scheme, Defined Contribution Scheme, liberalization, Technology.*

1.46 **Big Data Analytics for Marketing Intelligence: A Review Of Literature**

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In this era of web 2.0 the concept of big data analysis is growing tremendously thus changing the panorama of marketing. The focal point of this big data analytics is the market intelligence which is imperative in providing information concerning a firm's market on the basis of competitors, consumers' behavior and trends. Despite the various benefits that a firm can harness from the big data analytics, there still exists limited comprehensive literature review especially in the developing countries. This paper therefore seeks to examine past literature based on the four cornerstones of marketing intelligence; competitors, customers, products and market. Content analysis of journal articles in the period 2010-2019 has been utilized in this study. This paper has provided a discussion on various methodologies employed as well as topical inclinations. The findings have indicated that currently there is much focus on big data analytics to enhance marketing intelligence and decision making. Recommendations and directions for further research have also been outlined.

Keywords: *Big data analytics, Marketing intelligence, Content analysis, Consumer behavior*

1.47 **Assessment of the Role of Operational Capability on Firm Performance in the context of Air Kenya Express Limited, Nairobi City County, Kenya**

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In the recent years, performance in the airline industry globally, regionally and locally has been unstable more so due to the dynamism of the environmental parameters that the aviation industry is characterized with. Organizations in this industry therefore ought to be able to deal with the market and industry changes, and even emerging and foreseen global epidemics that could affect the global economy, if at all they have to attain remarkable success in performance. This study sought to examine the influence of operational capability on performance AirKenya Express limited in Kenya as one of its specific objectives. Operational capability had four variables which are responsiveness, reconfiguration, customization and innovation. The study determined that operational capability has an impact on the performance of AirKenya Express Limited, and the organization can utilize this to improve its performance through monitoring, quality assurance, surpassing customer requirements, interests and needs. This study was anchored on resource based view of the firm and dynamic capabilities theory. Two research designs that were used are explanatory and cross sectional research designs. The research target population was the valid employees of Air Kenya Express Limited, and in particular those based at its headquarters at Wilson Airport Nairobi and those in other outstations that are based in Kenya. The selection of the respondents of this study utilized stratified proportionate sampling. Primary and secondary data were used, whereby the primary data collection was done using the questionnaires that were administered using the drop and pick method while the secondary data collection was done through a review of relevant documents. The purpose of secondary data was to validate the primary data collected. The descriptive statistics were presented in the form of percentages, frequencies, mean, standard deviation and co-efficient variations. They served the purpose of providing summary measures of the observed data. Conclusions and generalizations were made based on the inferential statistics done through multiple regression analysis. The analysis of quantitative data was presented in terms of tables and figures while content analysis was used for the qualitative data and presented in a prose form

Keywords: *Role of Operational Capability on Firm Performance in the context of AirKenya Express Limited, Nairobi City County, Kenya*

1.48 **The Role of Strategy Formulation on Service Delivery: A Perspective of Turkana County in Kenya**

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Service delivery in Turkana County has been affected by a number of issues such as shortage of skilled workers in the county. The study looked at how strategy formulation affects service delivery in Turkana County. Quality service delivery should be a priority in Turkana. Turkana residents should experience the fruits of devolution and this can be done by giving them better services. The county government should work towards improving the living standards of its residents. The theoretical review focused on two theories that include; the agency theory and resource based theory. Descriptive survey design was employed. This study will be helpful to Turkana County; it will be in a position to review its preposition so as to make crucial decisions that in the end will bring forth development. This study found out there exist a positive relationship between strategy formulation and service delivery in Turkana County. It was established that Turkana County does practice delegation. The study also revealed that employees are engaged in strategy formulation process by management of Turkana County. Public participation is effective since public are actively engaged by the county of Turkana. Findings from the study show that there exists effective communication during the strategy formulation processes. This study recommends training opportunities to be availed to employees of Turkana for them to handle their task diligently and more effectively. A strong internal control system was also recommended. This will aid in achieving the county's strategies. Turkana County should also consider having partnership with other stakeholders. This may aid the county in achieving its goals and objectives.

Keywords: *Service delivery, Strategy formulation, Public participation, Devolved Governance system, Descriptive survey*

1.49 **The Role of Management Consultancy on Organizational Development**

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This article draws upon empirical research into the concept of management consultancy as a tool for organizational development. Organizations globally and in the local arena are facing a new norm on metamorphosis of work patterns, and at the same time increasing competition in the marketplace. In addition, organizations are pushed to implement and learn new patterns of carrying out work. Further, to increase overall effectiveness, planned processes through tailor –made changes and interventions are paramount to be thought through to create the desired organizational climate wherein an organization is able to realize its goals. The insatiable demand by organizations for new and stable technological platforms for work flow processes is on an upsurge, hence the need for management consultancy with the

relevant stakeholders to meet this demand. This paper therefore looks at the effect of internal and external management consultancy as a driver for organizational development.

Keywords: *Management consultancy, organizational development*

1.50 **Business Intelligence User's Capabilities and Performance of Mobile Service Providers in Kenya**

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The mobile service providers play a critical role in the knowledge-led service enterprises though faced with unstable trends in their growth. The Quality-of-Service (QoS) report by the Communication Authority of Kenya indicated that all the mobile service providers have been fined by their regulator for failing to achieve the 80 percent minimum threshold set for compliance since the year 2014. A positive derivative for performance can be achieved through innovation activities, which generate and diffuse new knowledge based on the use of current BI, especially the idea of Business Intelligence (BI). This study sought to investigate the influence of BI users' capabilities on the performance of mobile service providers in Kenya. Specifically, the study sought to determine the influence of level of skills, ability to utilize data, willingness to optimize BI and level of integrity of the BI users on performance of mobile service providers in Kenya. The study was anchored on Technology-Organization-Environment framework and Technology Acceptance model. The study adopted positivism philosophy and explanatory non-experimental design research. The target population was three mobile service providers in Kenya, namely Safaricom limited, Telkom and Airtel. Secondary panel data for the period 2010-2019 was collected. Data analysis involved descriptive statistics percent and panel regression, for purpose of establishing the nature and magnitude of the relationships between the variables and test the hypothesized relationships. The study findings established that user's capability had significant influence on performance of mobile service providers in Kenya. The study concluded that majority of users optimized BI information which enabled the respective firms to increase their performance. However, there was need to enhance level of skills of the users, ability to utilize BI data and their level of integrity for better performance of the mobile service providers. The study recommended that usefulness and ease-of-use of BI capabilities should be carefully considered by the management of any organization.

Keywords: *Business intelligence user's capabilities and performance of mobile service providers in Kenya.*

1.51 **Capital Structure, Corporate Investment and Firm's Value of Selected Firms Listed at Nairobi Securities Exchange, Kenya**

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The long term survival of a firm is one of the most important goal of listed firms. This ensures continued growth of wealth for the shareholders. To enable this, increased and stable firm value should be the main goal of financial managers of these firms. However, the Kenyan securities market has undergone periods of decline in firm value as shown by reduction in market capitalization from a high of 6161 points in 2007 to a low of 2789.64 points in 2016. The study was carried out to determine the effect of capital structure decisions and corporate investment decisions on firm value of selected firms listed at the NSE. The moderating effect of political risk on the relationship between each of the variable and firm value was further tested. The target population was the 46 non-financial companies listed in the NSE. A census of all non-financial firms listed in the Nairobi Securities Exchange was done. The study utilized secondary data from financial reports as published in the NSE handbook and Kenya National Bureau of Statistics for the period between 2008 and 2016. Panel regressions analysis and Pearson's product moment correlation analysis were used for inferential analysis while means and standard deviations were used for purposes of descriptive analysis. Feasible Generalized Least Square (FGLS) regression results indicated that capital structure ($p=0.044$, <0.05) and corporate investment ($p=0.0000$, <0.05) had a statistically significant positive effect on firm value. Political risk was found to have significant negative moderating effect on the relationship between each of the variable and firm value. The study therefore recommends that corporate managers should prefer debt to equity and also increase capital expenditure. CMA should come up with regulation on stock buybacks and enhance corporate bond market. The government should also increase capital allowances to encourage corporate investment. Corporate managers should cross list their securities while CMA should work with other regulators in the region to harmonise market regulations to encourage cross listing.

Keywords: *Capital Structure, Corporate Investment Decisions, Firm Value, NSE, Kenya*

1.52 **Human Resource Management Practices, Self-Determination Theory, and Employee Intention to Stay: Evidence From a University Setting in Kenyan Context**

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This study investigated the effect of human resource management practices on employee intention to stay and the mediating impact of self-determination theory in the relationship. Using a cross-sectional survey data obtained through online Google Forms from one hundred and ninety seven respondents in a university setting in Kenya, this study found that human resource management practices positively related and significantly predicted employee intention to stay. The findings of the study revealed significant effects of the dimensional areas of human resource management practices (ability-enhancing, motivation-enhancing, and opportunity-enhancing practices) on employee intention to stay. The study employed PROCESS macro to test the hypotheses of mediation effect and the results revealed that self-determination theory partially mediated the relationships between ability and opportunity-enhancing practices. The theoretical, policy, and future research implications of the study were thereafter discussed.

Keywords: *Ability-enhancing practices, motivation-enhancing practices, opportunity-enhancing practices, self-determination theory, intention to stay.*

1.53 **Trainers Attitudes Towards Tourism Training in Technical and Vocational Colleges: Case study in Nairobi County, Kenya**

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Trainers in Technical and Vocational Colleges (TVCs) have been instrumental in manpower training for the tourism sector and national development in Kenya. Despite this, no comprehensive study has been undertaken to assess the attitudes of TVC trainers in tourism training in order to attain Kenya's Vision 2030. Therefore, the objective is to assess the Trainers Attitudes Towards Tourism Training in Technical and Vocational Colleges in Nairobi County, Kenya. Specifically, to assess the Trainers attitudes towards tourism training in TVCs. The study utilized the descriptive research design and targeted tourism trainers. Twenty (20) TVCs were randomly sampled for this study from Nairobi County.

Trainers from 16 TVCs were interviewed to get their characteristics on social-demographic and their attitudes towards programs offered in TVCs. A sample of 105 trainers for the study comprising of 45 from public TVCs and 60 from private TVCs who were purposively selected. Data was collected using questionnaires, while descriptive and inferential statistics including ANOVA and Chi-square test were used for analysis. Findings from trainers revealed that tourism training in Kenya was adequate, while lack of practical skills within the tourism sector hindered teaching in TVCs. Public TVC trainers complete their syllabi on time and the entry behavior for trainees to programs is crucial to trainers in these institutions as compared to Private TVCs. TVCs are a critical source of middle level technical human capital in the tourism industry and different types of colleges are critical for healthy competition that leads to better trained graduates. It is recommended that the government coordinates tourism trainings in all TVCs and up-to-date training of trainers in TVCs, to ensure quality graduates for tourism sector.

Keywords: *Technical and Vocational Colleges, Trainers, Tourism, Training, Programs*

1.54 **Microcredit Services and Performance of Women owned Enterprises in Kilifi County, Kenya**

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Although women owned enterprises play an important role in ensuring the growth of an economy, most of these businesses face challenges including limited access to credit facilities and limited skills among women owners. Commercial banks have consistently remained reluctant to advance credit facilities among low income earners who mostly comprise of these women owned enterprises. Majority of the women owned enterprises are still at micro level with limited ability to transact in larger profitable firms because of limited access to financial resources. The main economic activities that the youth and women are engaged in Kilifi County include small scale business/trade, mining industry, bodaboda business, Mnazi tapping, Casual labour and commercial sex. Despite this, the youth and women are faced with a myriad of challenges which include poor/low pay, exploitation, health Complications, unwanted pregnancies, HIV infections. Some of the ways in which these challenges facing women engaged in business in Kilifi County can be managed include; capacity building/education, government financial support, enforcement of laws of child labour, guidance and counseling and creation of employment. There has been a rise in the number of women owned enterprises in the County with the advent of county government system. The County Government of Kilifi has given opportunities and credit to youth, special needs group and women to start or expand their businesses and also get procurement opportunities. However these women owned enterprises have had challenges with sufficient financing especially from microfinance institutions in the County. The study sought to bridge the gap by establishing the effect of Microfinance Services and performance of women owned enterprises in Kilifi County, Kenya. The study was guided by the following objectives; to establish the effect of loan facilities, saving services, influence of financial literacy and convenience and reputation of credit institutions on performance of women owned enterprises in Kilifi County, Kenya. The study was anchored on the following theories; Resource based view theory and Social Learning theory. The study used descriptive research design. The population of the study was 1281 women owned enterprises. The study applied stratified random sampling technique. The sample size was therefore 296 women owners of registered enterprises in Kilifi County. The collected data was both qualitative and quantitative in nature. To analyze qualitative data, content analysis was employed. For quantitative data, the researcher employed both descriptive and inferential statistics for analysis that covered means, standard deviations and regression analysis. The

study established that microfinance services had a positive effect on the performance of women owned enterprises in Kilifi County. The study concluded that there were significant microfinance services provided by MFIs in Kilifi County for women-owned enterprises in Kilifi County. The study concluded that microfinance services offered by MFIs positively and significantly influenced the performance of women-owned enterprises in Kilifi County. It was concluded further that some of the enterprises were not aware of the microfinance services offered by MFIs in Kilifi County. The study recommends that the women-owned enterprises need to be sensitized on the available microfinance services and how to access them. The study recommends that the enterprises need to improve their saving culture to enhance their capital base and financial performance.

Keywords: *Microcredit Services and Performance of Women Owned Enterprises in Kilifi County, Kenya*

1.55 **Assessment of Financial Stability among Commercial Banks in Kenya: An Evidence of Fragility Index Measure**

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Fluctuations rate of the fragility index were characterized by the increasing rates of non-performing loans in commercial banks, bank runs among the commercial banks and increase in foreign liabilities from commercial banks in Kenya. The study was carried out between years 2011 to 2018. Evidently, there was a sharp increase and fluctuation in the fragility index from the end of 2014 and the beginning of 2015 to 2018; it was within this period that Dubai Bank, Chase Bank and Imperial Bank were put under receivership. Fragility index in this study has emerged to be a robust measure of early warning signal to financial stability of commercial banks in Kenya. The study recommends that going forward, fragile commercial banks should divest a way towards merging to ensure they are financially stable.

Keywords: *Fragility Index, Credit Risk, Liquidity Risk, Foreign Exchange Risk, Kenya.*

1.56 **Entrepreneurial Decision Making Styles and The Growth Of Small Medium- Sized Manufacturing Enterprises In Nairobi, Kenya.**

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Small and Medium Enterprises are recognized as important drivers of economic growth, productivity, innovation and employment and are widely accepted as key aspect of economic growth. Despite the considerable attention paid on SMEs growth, to date no theories have been able to adequately explain why some SMEs grow while others fail. Research has suggested that entrepreneurial decision making styles could be a contributing factor but this line of thought has not been investigated empirically. This study investigated the effect of entrepreneurial decision making style and the growth of small medium-sized manufacturing enterprises in Nairobi, Kenya. The objective was to determine the associations between intuitive and analytical decision styles and growth of manufacturing SMEs in Nairobi County. The study adopted descriptive research design and it targeted 34 manufacturing SMEs in Ruaraka Sub County. The participants were owner managers and assistant managers. Population census was used to get the study participants. Questionnaires were used to collect data. Data were analyzed using descriptive statistics, and correlation analysis with the aid of SPSS. Regression analysis was done with the help of basic regression model. The results showed that there was a strong positive relationship between the intuitive decision making style and the growth of SMEs. That there was a weak relationship between the analytical decision making style and the growth of SMEs. The study concluded that entrepreneurial the intuitive decision making style has a positive effect on the growth of manufacturing SMEs in Nairobi. The study recommended that providers of business development services (BDS) should include decision making style in their training programs to assist entrepreneurs in focusing on critical decision making styles. The entrepreneurs should be made aware of their own decision making styles' strengths and weakness, this can assist in the growth of SMEs.

Keywords: *Decision Making Style, SMEs, Growth of businesses*

1.57 **Mobile loans: A poverty trap disguised as financial deepening among households in Kenya.**

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Financial inclusion and deepening have been singled out as a way of reducing poverty sustainably in third world countries. In pursuit of financial deepening, the concept and metrics of credit have evolved with time. Technological disruptions in Telecommunication and Financial industry have led to evolution of

mobile phone technology helping in financial inclusivity for the unbanked and poor households. Risk assessment of creditors using loan apps and mobile money lending platforms is not well defined. Currently in Kenya, the systems offer loans with no collateral, and are less regulated. Borrowers are willing to give away any kind of information and access rights to their private information in exchange for loans. Several effects have been suspected to negatively impact households who take these loans. The loans are suspected to contribute to a rise in depression, stress levels and causing suicidal deaths among borrowers. The owners are said to use threats, listing on CRB, social pressure and even calling any contacts in the borrower's phone contacts to demand for loan payments. However, there is little academic research and existing literature to elaborate on these suspected negative effects of mobile money lending platforms. This paper explores the impacts of the mobile lending Apps among households in Kenya, and the need for regulation.

Keywords: *Digital credit, mobile money, loan apps, regulation.*

1.58 **Causes and Deterrents of Public Service Vehicles Insurance Underwriting under New Transport Regulations, Evidence from Kenya**

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Insurance of Public Service Vehicles is mandatory in Kenya, which ideally translates to a ready market for insurance firms in addition to providing protection to passengers and distribution of risk to vehicle owners. However, many insurance firms in Kenya have shied away from providing insurance cover to public service vehicles plying for hire (commonly referred to as Matatus). Out of 38 insurance firms that are licensed for general risks business, only 3 firms (16%) are underwriting insurance for this class of vehicles. Since 1990's the number of public service vehicles in Kenya has been on the increase, which has necessitated issuance of several regulations by the ministry of Transport to curb the rising road carnage that has been on the rise. Similarly over the same period, insurance firms underwing Public Service Vehicle Cover have declined, with some being put under receivership while some have ceased Underwriting Public Service Vehicles insurance Covers. Creation of National Transport Safety to regulate the Public Service Vehicles would have endeared insurance firms underwrite this class of assets, which is contrary to the practice. This study sought to identify the causes and deterrents of Public Service Vehicles insurance underwriting and secondly to identify necessary ingredients to increase Public Service Vehicles Insurance Underwriting. The study adopted a cross sectional research design with a target population of thirty-eight insurance firms underwriting general insurance in Kenya. Primary data was collected by use of questionnaire having structured and open-ended questions addressed to business development manager or their equivalents in each of the insurance firms. Findings indicate that vehicle capacity, usage of the vehicle and mandatory insurance cover are the main deterrents of insurance underwriting from the regulations perspective. Insurance fraudulent claims, integrity requirement of the *matatu* crew were also ranked the highest inhibitors. In order to increase the number of insurers that underwrite Public Service Vehicles insurance, insurance firms should have centralized motor insurance data system, tighter anti-fraud systems, and implement strong internal controls.

Keywords: *Insurance underwriting, Insurance Fraud, Regulations, Matatu Crew, Public service Vehicles*

1.59 **Strategic Thinking and Performance of Small and Medium Sized Dairy Processing Firms in Kenya**

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In spite of the crucial role played by the dairy sector in economic growth and development in Kenya, many firms in the sector, especially the small and medium sized, continue to face performance challenges related to unregulated informal milk market, accessing markets and high industry barriers among others. Whereas strategic thinking has received a lot of attention both in practice and scholarly, its effect on the performance of small and medium sized dairy processing firms remains uncertain. This study sought to determine the effect of strategic thinking and performance of small and medium sized dairy processing firms in Kenya. The study was anchored on the Leidtka Model. Positivism research philosophy was adopted. Descriptive and explanatory research designs were used. A census survey was conducted and primary data was collected from the chief executive officer, finance manager, marketing manager and production managers. Descriptive statistics such as mean and standard deviation were used to explain data characteristics, while multiple regression was used to test the effect of the study variable on firm performance. The results showed that strategic thinking has a positive significant effect on performance of small and medium sized dairy processing firms in Kenya, thus it was perceived that strategic thinking aids creation of a path for what the firm wants to become through focusing on their intent, systems, timely thinking and research. The study contributes to the body of knowledge by filling contextual, empirical, and conceptual gaps identified earlier in literature and establishing a nexus of strategic thinking and performance of small and medium sized dairy processing firms in Kenya. Enhance strategic thinking particularly by using research to inform their decision making and practice quick decision making to mitigate or exploit opportunities and thinking of possible solutions to unexpected challenges.

Keywords: *Strategic thinking, Firm performance, Small and medium sized dairy processing firms*

1.60 **Influence of Liquidity on Financial Performance of Insurance Companies in Kenya**

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Liquidity is the capacity of accompany to meet its current financial obligations when and as they fall due (Demirgüneş, 2016). A firm may incur extra costs if it fails to honor short term financial obligations as and when they fall due. The research embraced a coorrelational research style. A correlational study design is carried out to discuss the relationship in between variables (Saunders, Lewis & Thornill, 2009; Bryman & Bell, 2007; Cooper & Schindler, 2006). The target population for this study was the fifty-three insurance companies in Kenya (Source IRA) who were operational in 2018. The insurance companies which had undergone any form of consolidation were 21 while 32 had not engaged in any M & A activity. A correlational study design was carried out to discuss the relationship in between variables. This study

planned and used additional data acquire both quantitative and qualitative for evaluation. The study found that 61.9% of variations in financial performance is due to changes in liquidity. The study concludes that greatest threat to liquidity may occur in an insurance company during a catastrophe when a large number of claims are received at once or there may be prospects of a significantly large claim and that insurance companies should have optimal liquidity for such situations. The study recommends that Insurance firms should monitor liquidity in their firms and adopt corrective actions in instances of high liquidity risk.

Keywords: *Influence of Liquidity on Performance of Insurance Companies in Kenya*

1.61 **Brand Communications and Loyalty among Household Consumers of Laundry Detergents in Nairobi City County, Kenya**

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In recent times, the importance of building relationships in marketing has greatly increased with the main point of focus being on the relationship between companies and their customers. In many markets, particularly in fast moving consumer goods market, relationships between consumers and brands also plays a key role. However, empirical studies that focus on these brand relationships are scarce, even though such relationships often form a foundation for more comprehensive consumer-brand relationships, and may have a significant influence on loyalty. In addition, even though brand relationships are a key area of research, they have not been a topic of many empirical studies in developing countries, especially in Kenya. As a key dimension of brand relationship, brand communication has emerged as a salient construct in the study of brand relationship as it links consumers and brands together and creates strong relationships which play a key role in building brand relationships and consequently loyalty. Therefore, to fill this gap, this study sought to investigate the effect of brand communication on loyalty among household consumers of laundry detergents in Nairobi City County. This research adopted the positivistic philosophy and the explanatory research design in conducting the study and was cross-sectional in nature. A sample of 400 households were selected using cluster and simple random sampling. The Kish grid was utilised in selecting the respondents at the household level. Primary data was collected using a self-administered questionnaire based on a five-point Likert scale. Descriptive statistics summarised the data's properties while inferential statistics were utilised in testing the research hypotheses and in drawing conclusions. The quantitative data analysis was done using SPSS 25.0. Based on the data analysis, brand communication was found to have a positive effect on loyalty of household consumers of laundry detergents in Nairobi City County. The study thus concluded that brand communication has a positive influence on loyalty among household consumers of laundry detergents. The research findings have important theoretical, managerial and policy implications on the marketing of laundry detergents in Kenya.

Keywords: Brand Communications, Brand Relationships, Loyalty, Consumer goods

1.62 University Graduates' Employability in Kenya: Views from Graduates and Employers

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As an outcome of a research carried out in Kenya on Entrepreneurial Universities in Kenya, this paper focus on university graduates' employability in Kenya. The paper documents how universities in Kenya have advanced with regard to providing skills to attract graduates to chosen jobs, for initiating creative and for innovative ventures at the workplace. It concentrates on the skills gained, the opportunities and resources available in the universities and the preparedness of the graduates for employability, innovation, entrepreneurship and creativity. The views of graduates and employers have been considered for this paper. Stratified sampling was used where the main Kenya Vision 2030 clusters of the economy were used as a basis of different strata. It was found that by and large, universities have played a substantial role in the enhancement of entrepreneurship training for employability, innovation, and entrepreneurship and creativity skills but that several gaps are still apparent in this endeavour. One of the major recommendation is a plan to develop students' employability as part of their degree programmes, from the beginning of their studies including tasking each student to embark on a 4 year project culminating into a business plan or idea or even a physical enterprise. The project should aim at solving an existing societal problem and clearly document its intended outcome. This calls for programmes to be redesigned in such a way that employability is integrated seamlessly into curriculum and assessment process.

Keywords: *Development, Entrepreneurial, Innovation, Creativity, Dynamic Skills, Preparedness*

1.63 Board Characteristics and Financial Distress of Listed Commercial Banks in Kenya

By

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Commercial banks have pivotal role in economic development. They not only create wealth but also, the custodian of resources mobilization and allocation. Global business environment has amplified the need for effective corporate governance which maximizes shareholder wealth and minimize possibilities of financial distress. Corporate governance aids with the protection of investors' interest against stakeholders and management exploitation. Board members have critical role in enhancing clarity on their role in company's management through monitoring and advising chief executive officers. Successful governance is reflected in quality of financial and non-financial performance. Investment confidence is dependent on financial health situation of a firm. The specific objectives for the study were: to determine the relationship between ownership structure, board structure, audit committee and independent directorship and financial distress of commercial banks listed at Nairobi Securities Exchange, Kenya. The study was based on agency theory, information asymmetry theory and signalling hypothesis. Correlation research design was adopted. A Census study of 11 listed commercial banks was adopted. Secondary data was collected for the period 2011 to 2018. Panel regression analysis, correlation analysis and descriptive statistics were used to analyse data which was presented in tables, graphs and figures. The study found a positive and significant relationship between ownership structure and financial distress ($\beta = 0.458$, p-value = 0.000). Board structure had a positive and significant relationship with financial distress ($\beta = 0.054$, p-value = 0.00). Moreover, the study established a positive and insignificant relationship between

audit committee structure and financial distress ($\beta = 0.021$, $p\text{-value} = 0.086$). The study further found a positive and insignificant relationship between independent directorship and financial distress ($\beta = 0.216$, $p\text{-value} = 0.078$). The study recommends that the government (through the relevant regulatory agencies) should regularly update listed company's guidelines on governance to enhance transparency. Current and potential investors should be guaranteed of sustainable investment opportunity through healthy corporate governance practices. Since their goals differs and may be attributed to demographic characteristics and behavioral attributes calls for exercise of caution on issues that may trigger financial distress.

Keywords: *Financial distress, ownership structure, board structure, independent directorship, audit committee and Nairobi Securities Exchange.*

1.64 **Constructs Of Quality Management On Organizational Performance: A Case Of Nakuru Water Sanitation And Services Company In Nakuru County, Kenya**

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This study investigated the constructs of quality management on organizational performance of Nakuru Water & Sanitation Services Company in Nakuru County. The specific objectives of this study were: to determine whether constructs of strategic planning, training, customer focus and continuous improvement have an influence on organizational performance. The researcher carried out analytical review of relevant literature. The theoretical foundation of this study was the Resource-based view theory and Institutional theory. To achieve the study objectives, the study adopted descriptive survey research design. The target population was 220 employees from Nakuru Water & Sanitation Services Company. Stratified sampling technique was used to select the sample size 142 respondents from all the sections in the company. Semi-structured questionnaire was used as a data collection instrument. A pilot study was conducted in a neighbouring county then the reliability of the instrument was determined through the use of Cronchbach's alpha formula and a coefficient of 0.876 was achieved. Expert judgment was used to test the validity of the instrument. The data collected in the field was analyzed using descriptive and inferential statistics. Data was presented using frequencies, percentages, tables multiple linear regressions and ANOVA. Null hypotheses was tested at $\alpha = 0.05$. The findings from this study revealed that strategic planning, training, customer focus and continuous improvement significantly influenced organizational performance. The NAWASSCO should build upon the weaknesses and strengths of its strategic planning by becoming more effective and efficient. The company should carry out training and career development programs to ensure capacity building and successful business operation. NAWASSCO should also ensure that employees are always upto task in terms of service delivery to its customers. It should constantly and continuously improve their products, services, and processes to remain efficient, productive and competitive. It is hoped that the study may help to develop greater insights into the constructs of quality management for the purpose of improving the organizational performance in NAWASSCO.

Keywords: *Constructs of Quality Management & Organizational Performance*

1.65 **Changes In Neighborhood, Amenities And Structural Concerns: Do They Significantly Explain Moves By Renters? A Case of Pangani Area, Nairobi County, Kenya**

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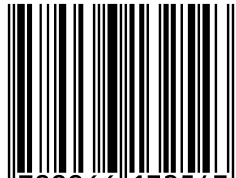
The conventional housing generalization that moves are undertaken to improve housing utility is yet to be extensively confirmed in the market for renters. Empirical evidence has largely attributed such moves to demographics. However, housing studies indicate that short term moves have similarly been linked to changes in neighbourhood characteristics, amenities, structural concerns, budget constraint, changes in income, changes in family, housing search outcome, psychological biases (mainly heuristics and anchoring), changes in jobs, forced moves by government among other factors. However, as households initiate moves, they often invest in extensive search (in terms of search effort and search cost) in order to alleviate information asymmetry and optimize utility arising from their moves. This proposed study builds on empirical evidence from the West including the classical Rossi (1951) study on *Why Families Move*. Pangani area is considered ideal for confirmation of these generalizations due to its proximity its cosmopolitan nature and proximity to the Kenyan Capital City of Nairobi; much of the housing is for renters and the area is equally densely populated. The study adopts a descriptive cross sectional research design. Using cluster sampling, SMART methodology (2012) will be used to sample household heads to fill the questionnaires. Government housing renters will be excluded from the study since their housing is more less ‘forced moves’. Descriptive analysis will be adopted mainly using Likert-Type Scales.

Keywords: *Housing moves, Households, Housing utility, Mobility, Search, Asymmetric information and Renters.*



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