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Book of Abstracts

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1

RELATIONSHIP BETWEEN COORDINATION CAPABILITY, OPERATIONAL CAPABILITY AND EXPORT PERFORMANCE OF MANUFACTURING FIRMS IN KENYA

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The purpose of the study was to determine the relationship between coordination capability, operational capability and export performance of manufacturing firms in Kenya. The study was elicited by the low manufacturing productivity, stagnation in performance and the need for growth of export manufacturing in Kenya. The study adopted a mixed method approach in data collection where a triangulation research design was employed and both quantitative and qualitative data was collected and analyzed concurrently. A total population of 130 individuals from 26 export manufacturing firms located within Kiambu County were sampled. Both stratified random sampling and random sampling techniques were used to select a sample of 98 respondents from the target population. The researcher adopted a questionnaire as the primary data collection tool. Inferential data analysis was done using Pearson correlation coefficient. Hypothesis testing was done using Chi-square test where p-value and F-statistic were computed at 95% confidence level to test whether there were any significant relationships between dynamic capability elements and export performance of manufacturing firms in Kenya. The results revealed positive and significant influence of coordination capability on export performance of manufacturing firms in Kenya. The results also revealed that operational capabilities significantly moderate the relationship between coordination capability and export performance of manufacturing firms in Kenya. The study recommended that for manufacturing firms in Kenya to increase their export performance, management should take the responsibility for the articulation of the coordination process, as improved firm coordination motivates employees and ensures that their actions are well aligned with one another so that the firm's objectives can be achieved. The study results therefore provided a clearer understanding of the importance of coordination capabilities and the role of operational capabilities on firms operating in dynamic export environments.

2

LEADERSHIP STYLES AND TALENT RETENTION IN PRIVATE UNIVERSITIES IN KENYA: A CONCEPTUAL ANALYSIS

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ABSTRACT

Leadership and talent retention are critical HR-related components in any organization, but the extent to which these factors interact with each other and eventually contribute to the success of the organization is under-explored. Private Universities in Kenya have been affected by a mass exodus of employees. Many of the private universities, have lost their well-trained employees and researchers to competitors both locally and regionally on the bases of compensation, career advancement opportunities and working conditions.

There is however a paucity of studies addressing the role that leadership styles would play in addressing these issues. It is towards this end that this study examines the relationship between the leadership styles and employee retention in Private Universities in Kenya in the context of reducing high labor turnover in the private universities in Kenya.

The study furthermore attempt to examine how leadership styles can be utilized as driving force of spurring employee motivation, engagement, commitment and growth in the Private universities in Kenya. A key guiding question for the study is to what extent does leadership styles influence talent retention in the Private Universities in Kenya? This is in consideration of the fact that whereas academic literature has managed to connect Leadership styles with Talent Retention in developed countries, minimal scholarly attention has been paid to the Private Universities in Kenya. This study

is therefore important for both academic and policy purposes because it is critical in formulation of appropriate intervention of increasing employee retention in the Private Universities in Kenya.

Key Words: Leadership styles, Employee Retention, Private Universities

3

MARKETING RELATED FACTORS AFFECTING PERFORMANCE OF SMALL-SCALE TRADING ENTERPRISES IN NAKURU, NYANDARUA AND KITUI COUNTIES IN KENYA

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In Kenya, 78% of the population depends directly or indirectly on small trading enterprises. However, their underperformance is of key concern to stakeholders. From a marketing perspective. The main objective was to investigate how marketing related factors can affect performance of small-scale trading enterprises in Nakuru, Nyandarua and Kitui Counties in Kenya. The study sought to establish the roles played by customer and competitor analyses as well as logistical systems and integrated marketing communication in the performance of small-scale trading enterprises in the counties. The study was guided by the Customer Behaviour Theories, Resource-Advantage (R-A) Theory, the Fugate Logistic Performance Model and Lavidge and Steiners Hierarchy-of-effects model. The study adopted an exploratory design and on combined population of 63,708 small scale trading enterprises. From these, a sample size of 397 clustered trading businesses was selected randomly using the proportionate sampling technique. Data was collected using structured and semi-structured questionnaires and was analyzed using boths. Frequencies, percentages and Chi-square used for analyzing descriptive data while Pearson's product moment correlation (r) and multiple regression were used for inferential statistic. The study established that customer analysis, logistical systems and integrated marketing communications had statistically significant effect on performance of small-scale trading enterprises in Nakuru, Nyandarua and Kitui Counties in Kenya. Competitor behavior had no statistically significant effect. Instead, a strong cartel like bond known as coopeitition exists among traders. The findings recommend that the businesses need to focus on customer database . Coopeitition can assist in bargaining powers as groups. Logistical systems that can improve last mile delivery at affordable costs. Finally the businesses take advantage of digital marketing.for a wider market.

Keywords:

Enterprise Performance, Customer analysis, Competitor analysis, Integrated marketing communication, Logistical systems.

4

Influence of Advertising through media on consumer's attitude: A comparison of online and offline channels used by selected commercial banks in Nairobi County, Kenya

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ABSTRACT

This study was conducted to establish the influence of advertising through media on consumer's attitude: a comparison of online and offline media channels as used by selected Commercial Banks in

Nairobi County, Kenya. Specifically, the main objective of this study was to examine the influence of advertising through online media channels of Facebook, Google Ads and YouTube on consumer's attitude and also advertising through offline type of media; TV, Radio and Newspaper on consumer's attitude. The study then compared the moderating effect of age on advertising through online and offline media channels on consumer's attitude. The study covered three components of attitude, which are awareness, liking and action as outlined in the Tri-Component attitude model. This was done in selected Commercial Banks in Kenya comprising Equity Bank Limited, Kenya Commercial Bank Limited and Co-operative Bank of Kenya Limited. The study adopted a positivist paradigm research philosophy and used descriptive cross-sectional survey. A sample size of 384 was used out of a population of over 5.5 million consumers in branches of the selected banks. Data was collected using questionnaires comprising Likert scale type of questions to measure consumer's attitude. Collected data was analysed using descriptive and inferential statistics. Findings were summarised using percentages and tables. The study established that there was significant and positive influence of offline media channels (TV and Radio) on Consumer's attitude; save Newspaper. Further, the study found out that the influence of online media (Facebook and Google Ads) ,was insignificant in influencing consumer's attitude, save for YouTube. The relationship between advertising through media and consumer's attitude was found to be moderated by age. The findings have made a contribution to theory, policy and practice in relation to advertising through media channel and on consumer's attitude.

Key words: Advertising, Consumers' Attitude, Online Media, Offline Media and Age

5

Pandemic Revolution:Challenges, Responses, and Prospects for Post COVID-19 Higher Education Management in Kenya

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ABSTRACT

This article explores the prospect for higher education management post Covid-19 in Kenya. The arrival of Coronavirus Disease 2019 (Covid-19) in Kenya March 2020 did not only present a challenge due to the closure of universities alongside other schools but also presented an opportunity for higher learning institutions to be innovative in their delivery of content to students. As such, it is necessary for scholars to explore how the institutions of higher learning will live with the new normal given that the situation has prolonged more than expected. This article therefore tries to tackle two objectives: to find out how higher education institutions in Kenya responded to the Covid-19 pandemic and to predict how higher education management in Kenya will look like post-Covid-19. The authors adopted Kurt Lewin's 1947 change management model. The theory recognises that when organisation is faced with a challenge, it has to undergo three stages of change (unfreeze, transition and refreeze). This theory was used to understand the transition that institutions of higher learning had to undergo in order to adopt ways of surviving in the new normal. Descriptive research design was used in this study in which data was collected from the archives regarding the way institutions of higher learning in Kenya and elsewhere responded to Covid-19 pandemic. As such, archival retrieval and exploration of existing literature on Covid-19 response was obtained. The collected data was put in themes and through triangulation and predictions were made and conclusion drawn. The findings of this study will add to the increasing literature on Covid-19 pandemic and specifically contribute to the impact of Covid-19 pandemic to higher education sector.

Key words: Higher Education, Prospects, Students Enrolment, Content Delivery

6

Effect of Board Diversity on Financial Reporting Quality: Evidence from Firms Listed in Nairobi Securities Exchange, Kenya

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Effect of Board Diversity on Financial Reporting Quality: Evidence from Firms Listed in Nairobi Securities Exchange, Kenya

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ABSTRACT

Financial reporting is an important determinant of investment efficiency. The quality of financial reporting is important for the efficient allocation of resources in capital markets. However, the wave of recent scandals and loss of billions of shillings of investments in state corporations in Kenya, timeliness in reporting and disclosure quality has been questioned. Thus, the main objective will be to determine the effect of board diversity on the financial reporting quality among firms listed in Nairobi securities exchange, Kenya. The specific objectives of this study will be to establish effect of board of director's age diversity on financial reporting quality and effect of board of director's gender diversity on financial reporting quality. The study will be informed by The Institutional Theory and The Upper Echelon theory. This study will use longitudinal research design while employing positivism approach. The target population comprises 66 firms listed in Nairobi Securities Exchange. A census approach will be used, and thus the sampling frame will be 66 firms from 2006-2016. Ultimately, 660 firm-year data of 66 firms listed in NSE will be included in the sample. The data collection instrument to be used in this study will be data collection sheet. Panel data will be analyzed using fixed effect model (FEM) and random effects model (REM). This study is expected to contribute to theory development by giving insights to the best practices in relation to board diversity and its measured impact on financial reporting quality. This study further is expected to highlight opportunities for enhancement of best practices for adoption in board diversity.

Key Words: Board Diversity, Age, gender, Financial Reporting Quality

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ECONOMIC FACTORS AS DETERMINANTS OF MORTGAGE UPTAKE IN HOUSING FINANCE CORPORATION IN UASIN GISHU COUNTY, KENYA

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ECONOMIC FACTORS AS DETERMINANTS OF MORTGAGE UPTAKE IN HOUSING FINANCE CORPORATION IN UASIN GISHU COUNTY, KENYA

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ABSTRACT

Globally, mortgage uptake has increased tremendously due to awareness and improved government policies, good international relationships among many nations. Kenya has recognized the right to housing in her constitution which is the supreme law of the land (Section 43(1) (b)) (GoK, 2010). "That every person has the right to accessible and adequate housing and reasonable standard of sanitation". Yet, housing remains a major problem especially in urban areas. Millions of the citizenry are living in the sprawling slums and also in other informal settlements around Nairobi. The informal settlements are sometimes referred to as "unplanned" or "spontaneous" settlements, which are misleading, since

many informal settlements are planned, albeit not in a conventional way, and are not spontaneous according to a world bank report of 2003. Though the Kenya government through the constitution has recognized the right to accessible and adequate housing with reasonable sanitation, availability of housing still remains a major challenge in urban areas including Eldoret town in Uasin gishu County. The main objective of this study therefore is to investigate the effect of economic factors on mortgage uptake in Eldoret Kenya. The study will adopt ex-post facto research design. This study targets 130 staff members in selected departments in Housing finance Corporation and customers to housing finance in Eldoret branch. Simple random sampling technique will be adopted to select a sample of respondents who will be chosen for the study. Questionnaires will be adopted as data collection instrument. This study is expected to highlight possible intervention measures in addressing the president's big four Agenda especially in the housing pillar in Kenya.

Key Words: Economic factors, Mortgage uptake, housing finance, interest rate

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EFFECTS OF TECHNOLOGICAL INNOVATIONS STRATEGIES ON ORGANIZATIONAL PERFORMANCE IN THE COMMUNICATION INDUSTRY IN KENYA.

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The accelerating pace of technological innovations has affected many organizations performance today. Some firms respond defensively, seeing technology as a problem, while others through strategic use of technological innovation strategies gain permanent advantage. The study analyzed the effect of product and process technological innovation strategies on organization performance in the Kenya communication industry. A case of the Safaricom Kenya, in Nakuru County.

The study adopted ex post facto research design. It used secondary data obtained from company publications, journals, periodicals and internet information. Correlation analysis was also used to establish the relationship that exists between the variables of the study namely innovation and technology management practices and business survival. Analysis of data collected was compared with the theoretical approaches and documentations cited in the literature review.

This study contributes to the existing body of scientific knowledge on information systems. Policy and Decision makers at various levels of management will gain value added information. Managers responsible for strategy may use the findings to formulate effective monitoring and control systems to mitigate against the challenges while formulating and adopting business strategies. Academics and business researchers will borrow from the findings of this research to support literary citations do further research.

The correlation analysis showed that there was a positive and significant correlation between product innovation strategy and performance.

The multiple regression analysis confirmed an increase in product innovation led to an increase in performance and this was significant.

That there was a positive association between process innovation and performance but this was not significant.

Regression analysis confirmed that there was a linear relationship between process innovation and performance but this was not significant.

The study concludes that among the technological innovation strategies included in the study, product innovation strategy had the most influence on performance of Safaricom (K) Limited. It is also concluded that process innovation had the least impact on performance of Safaricom (K) Limited.

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Effect of Positioning Strategies on Performance of Star Rated Hotel's in Kenya

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The main purpose of this study is to analyze effect of positioning strategies on performance of Star Rated Hotels in Kenya. First the study will analyze the effect of people mix strategy on performance of star rated hotels in Kenya; Investigate effect of physical evidence mix strategy on performances of star rated hotels in Kenya; Establish effect of positioning strategy on performances of star hotels in Kenya. The study will be based on the following theories; Resource-Based Theory, Strategic Posture Theory, Resource Dependency Theory and The structural adaptation to regain fit theory. The study will adopt descriptive quantitative survey design. The target population of the study is the 183 star rated hotels operating in Kenya. The researcher will adopt Yamane (1967) formula that can be used to calculate a suitable sample size of 101 General Managers of the Star Rated Hotels operating in Kenya. The study will use a structured questionnaire to collect the required data from the respondents. The questionnaire will elicit such information as; the hotels' general information, process mix strategy, people mix strategy, physical evidence mix strategy, positioning strategy and the star rated hotels performance. The study will use descriptive statistics such as means, standard deviation and percentages and inferential statistics such as Pearson Correlation and Regression models. The findings from the study will inform Kenya Tourism Development Policy makers on the influence of positioning strategy on performance of star rated hotels and also whether the policy accelerates the relationship. The star rated hotels will also benefit from the study on how they can use positioning strategy to accelerate the hotels' performance. Scholarship in hospitality, marketing and strategic management will also expand their knowledge in the application of positioning strategy in enhancing hotels performance.

Key Terms: Positioning Strategy, Marketing Mix Strategy, star rated hotels and Hotel's Performance

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ROLE OF REWARD MANAGEMENT ON EMPLOYEE SERVICE DELIVERY IN THE GEOTHERMAL DEVELOPMENT COMPANY, KENYA.

Author: Samuel Oduor¹

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Key words: Geothermal, Performance, Service Delivery, Human Resource Management, Ministry of Energy, Republic of Kenya,

The study explores the role of reward management on employee service delivery in the energy industry in Kenya. It was carried out with an aim of optimizing employee performance in the industry as a means of gaining competitive edge that enhances the optimal work output to achieve organization higher performance as a panacea to achieving its desired targets. The objective of the study was thus to investigate the effects of reward management on employee performance in the energy industry in Kenya singling out Geothermal Development Company Ltd. This is Government of Kenya state owned institution mandated with exploration, development and exploitation of all geothermal resources in the Republic of Kenya. The study targeted the geothermal development company given that the industry is new in Kenya. The study used a descriptive cross sectional survey design which gives the quantitative relationship between the reward management practices employed and employee service delivery at a particular point in time to be used for generalization for other times in future. The survey was conducted in the Company's three satellite branches namely Nairobi,

Naivasha and Nakuru. The study used primary data collected using structured questionnaires administered using the drop and pick method. The collected data was then sort for validity and reliability and coded then quantitatively analyzed using mean and standard deviation. This was done independently for each of the independent variables. This was then followed by a correlation analysis. The study findings will be used to draw recommendations on the combination of various strategies that optimize employee performance. The emphasis would be on the proportion to which each strategy is to be used as well as a study to explore the modalities of applying job/grade structure at Geothermal Development Company.

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An assessment of Blue Ocean Strategy and donor base expansion in Christian INGOs in Kenya

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Blue Ocean strategy has been adopted by for-profit organizations for more than a decade now. It is a radical approach to strategy that offers a combination of tools, frameworks and implementation aids that enable organizations grow rapidly and creatively. At the center of the Blue Ocean Strategy is the notion that the competition is rendered irrelevant. It is only recently that this approach has began being adopted in the not-for-profit NGOs. In a sector such as this, with competing or similar causes to support, donors are increasingly exploring an array of causes they would consider supporting. With the increasing competition for the 'share of wallet' of donors, and need to remain relevant and active, not-for-profit NGOs may need to create new competencies in order to create a new donor base demand or grow their portfolio with existing donors. This paper seeks to assess whether Christian INGOs in Kenya have indeed adopted the Blue Ocean Strategy in growing their donor bases and if so, to what extent. A desktop research will be carried out using the descriptive research design. Secondary data will be reviewed from the online libraries and websites of Christian INGOs operating in Kenya. Data from libraries of international organizations such as the World Bank and IFC and Kenya government bodies such as the NGO Board will also be considered. Data will be analyzed through descriptive and referential statistics. The population of the study will comprise of Christian INGOs operating in Kenya, who have demonstrated a growth in their donor base over the last 10 years. This study will add to the increasing new knowledge on the adoption of innovative ways in the growth and expansion of the donor base of Christian INGOs.

Key Words

Blue Ocean Strategy, Christian INGOs, Donor base expansion, Donor base demand, Value Innovation

13

THE INFLUENCE OF PROGRAM DIFFERENTIATION ON MARKET PERFORMANCE OF PRIVATELY OWNED TVET COLLEGES IN KENYA

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As the higher education environment has become competitive, the higher education institutions have equally increased their competitiveness for students in the recruitment market. Concurrently, higher

education institutions are repositioning themselves by trying to offer courses that are “marketable” to not only fill the employment gap but also to guarantee a good return on investment. Theoretical literature points out that firms employ differentiation strategy to be unique in its industry along some dimensions that are widely valued by buyers and, hence, obtain competitive advantage. However, the extent to which they develop unique products for their students through differentiation had not been examined before in the context of private Technical and Vocational Education and Training institutions in Kenya. Therefore, the objective of this paper was to analyze the effect of programs differentiation on market performance of privately owned colleges in Kenya. Guided by the Porter’s Generic Strategies theory, the study employed descriptive survey design targeting 267 privately owned TVET colleges drawn from 25 counties across the country selected using the cluster sampling method. Data for the study was obtained from the colleges’ management through questionnaires and interview schedules and analyzed using descriptive statistics which included frequency, percentage and chi-squares. The inferential statistics were mainly Pearson product moment correlation and multiple linear regression analysis. The findings revealed that college programs differentiation did not significantly affect market performance of privately owned colleges in Kenya. The indifference to the programs differentiation strategies in the colleges was largely informed by the evolving needs of the learners with respect to building their careers, as opposed to having several course options. The study, therefore, recommends that the privately sponsored middle level TVET colleges should move away from the need to carry out homogenous marketing fearing costs and instead adopt the much productive differentiated approach that provides uniqueness to programs and caters for specific needs.

14

Audit Committee Attributes, Firm Characteristics and Financial Reporting Quality of State-owned Commercial Enterprises in Kenya

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The paper examines how firm characteristics impact the association between audit committee attributes and financial reporting. This study contributes to the literature by investigating the moderating effect of specific firm characteristics on the relationship between audit committee attributes and financial reporting of state-owned commercial enterprises in Kenya in the public sector. The results reveal that firm characteristics had no significant moderating effect on relationship between audit committee attributes and financial reporting quality of state-owned commercial enterprises in Kenya. However, the results also indicate that firm liquidity had statistically significant impacted the relationship between audit committee independence and financial reporting quality while firm growth doesn’t moderate the relationship between audit committee size and financial reporting quality. The analysis further indicate that firm size has no moderating effect also on relationship between audit committee independence and qualification and financial reporting quality.

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SOCIAL NETWORKING AND ENTERPRISE SURVIVABILITY IN UGANDA: A CASE OF THE MICRO AND SMALL ENTERPRISES IN WAKISO DISTRICT, UGANDA

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¹ *Christopher*

² *Gitau*

Micro and Small enterprises (MSEs) in Uganda face survival challenges and many of them collapse before celebrating their first anniversary, and those that manage still show survival challenges. This

study sought to examine the influence of social networking on Micro and Small Enterprise survivability. The study employed the cross sectional survey research design and adopted the positivist approach. The population of this study was all licensed MSEs registered with Wakiso district database with accessible population of 1,500 MSEs. Questionnaires were distributed to a sample of 306 owners/managers of MSEs operating in Wakiso district. SPSS version 16 was used as a tool to analyze the data. Linear regression analysis was used to establish the influence of the social networking on the dimensions of Micro and Small Enterprise survivability. Results revealed that social networking had a positive and significant influence on profitability ($r=0.470$, $t=8.89$, $p\text{-value}=0.000 < \alpha=0.05$), stability ($r=0.199$, $t=3.39$, $p\text{-value}=0.001 < \alpha=0.05$) and continuous resource availability ($r=0.317$, $t=5.582$, $p\text{-value}=0.000 < \alpha=0.05$) with a positive and significant influence on the combined effect of enterprise survivability ($r=0.395$, $t=7.184$, $p\text{-value}=0.000 < \alpha=0.05$). Findings also showed that social networking explained 15.3% of the variation in enterprise survivability. This confirms that social networking significantly contributes to MSE survivability. Practical implications are that enterprise survivability can be predicted by social networking. Therefore the study recommends that policies and programs to enhance owner/managers' social networking skills should be implemented to enhance MSE survivability. Government should provide forums to Micro and Small enterprise owners/managers aimed at networking together with other stakeholders to build capacity. Micro and Small enterprise owners/managers also need to establish long-term relationships with customers, suppliers, employees, and other stakeholders involved in order to enhance their enterprise survivability.

Key words: Enterprise survivability, micro and small enterprises, survival challenges, social networking.

17

Effect of Revenue Enhancement Measures on Financial Performance of County Governments in Kenya

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¹ Student

County Governments run independently from the National Government. They receive allocations from the commission of revenue allocation and are required to generate their own revenue locally. Despite the expansive measures of enhancing revenue, county governments in Kenya have been performing dismally with regard to the local revenue generation according to the controller of budget reports. This led most of the county governments to develop and implement various revenue enhancement measures in the quest to generate more revenue. It is however not clear which measures work well towards increasing the revenue collected. The main purpose of this study was to find out the effect of revenue enhancement measures on the financial performance of county governments in Kenya. Revenue enhancement measures considered in this study include;- revenue systems automation, revenue reforms, revenue amnesty, staff competence, strategic partnerships and internal controls. Nassiuma (2000) formula was used to come up with a sample size of 17 county governments. The statistical techniques used include; descriptive statistics, diagnostic tests, ANOVA and a regression analysis. The study found out that not all the revenue enhancement measures have a positive statistically significant effect on the financial performance of county governments and thus policy makers need to carefully evaluate every revenue enhancement measure before implementing it in order to reap the benefit.

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Influence Of Land on Pricing of Residential Houses In Nakuru Town Kenya

Authors: Winnie Chemirmir¹; Patrick Kibati²; Joel Koima²

¹ Author

² *Supervisor***INFLUENCE OF COST OF LAND ON PRICING OF RESIDENTIAL HOUSES IN NAKURU TOWN KENYA**

Winnie Chemirmir ,

Abstract: According to World Bank report Kenya is one of the most rapidly urbanizing nations among the developing countries. It estimates that about 200,000 Kenyans move to cities every year and that formerly rural areas are increasingly becoming urban. Despite this, the national and local governments have failed to provide basic urban services like infrastructure and affordable housing, thus allowing the private sector to take over. Prices for real estate and commercial space keep fluctuating over the years due to increased demand. The study therefore sought to investigate how the cost of land influences pricing of residential houses in Nakuru Kenya. The target population was 60 managers of real estate companies and agents in Nakuru. Data collection was done through use of questionnaires constructed on five point likert scale. Data was analyzed using descriptive statistics and inferential statistics and presented in tables and figures. The study examined the hypothesis that cost of land had a positive significant relationship with pricing of residential houses. The study established that cost of land had no statistically significant relationship with the pricing of residential houses in Nakuru town . Further, the study found out that the cost of land has no statistically significant influence on the pricing of residential houses in Nakuru town East Sub-county in Kenya. Therefore the study concluded that the pricing of residential houses in Nakuru town does not significantly depend on the cost of land. This study recommended that policies in regard to pricing of residential houses should move beyond cost of land and consider other factors that may significantly have an influence on the pricing of residential houses in Nakuru Town..

Keywords - Cost of Land, Government Policy, Residential Houses and Pricing.

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Adoption of e-business as a source of Competitive Advantage A case of Private health facilities in ASAL region, Kenya**Authors:** James Lowasa^{None}; Simon Kipchumba^{None}**ABSTRACT**

Businesses have experienced adjustments or even disruptions in their operations as a result of the novel viral outbreak. The effects of the pandemic on the private health sector business is so severe that some businesses have laid off workers, others have put workers on halve pay or even on unpaid leave. All this is because of affected revenue streams. According to the 21st volume of Africa's Pulse, the World Bank's biannual analysis of the financial, macroeconomic and welfare outlooks for Sub-Saharan Africa, the pandemic has sparked the region's first recession in 25 years, with economic growth projected to decline from 2.4% in 2019 to between -2.1 to -5.1%. Kenyan GDP growth is expected to decline to 1.0% according to AU reports, 2020. To stay afloat, firms have transitioned to electronic trade that eased means of doing business. This study mainly assesses adoption of e-business by the private health facilities in ASAL region of Kenya for a competitive advantage. The study sought to know the contribution of e-procurement, e-health and e-learning to competitive advantage in Healthcare facilities. The resource-based view, the market-based view and Porter's Generic Competitive Strategies model provided more insights into the strategies and development of e-business through an in-depth study of health industry. A case study approach for descriptive design was useful in generating accurate insights from the phenomenon under study. Secondary data sourced from Governmental reports, NGOs journals and past research. The integration of e-business solutions into the usual business processes can improve all activities across the value chain. The researcher used STATA for data analysis with the presentation being on table and charts.

Keywords: e-business, e-procurement, telemedicine, e-learning, competitive advantage

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Evaluating the Influence of Biographical Factors on the Percep-

tion of Rewards among Bank Employees in Nakuru Municipality, Kenya

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¹ *Kabarak University*

Abstract:

There are many factors that influence employee behaviour at work. Organizations in the current world, realize that differences in biographical factors are critical in deciding various matters regarding total rewards management. Satisfaction of employees on rewards is to some extent determined by the perception based on the various biographical aspects. It has been known that individuals value their rewards depending on factors such as age, gender and their job categorization aiming for fairness and to meet their specific needs. Employees' negative perception will be reflected in dissatisfaction exhibited by negative behaviours and lack enthusiasm towards work while positive perceptions equivalently results satisfaction thus productivity, efficiency and creativity. Data was collected from 108 employee selected through stratified random sampling and analyzed by descriptive and inferential statistics. This study established that biographical factors (age, gender and job categorization) significantly affect individuals' level of satisfaction either positively or negatively and recommends that organizations should identify the kind of rewards that are more appreciated by employees in different biographical categories in order to optimally increase job satisfaction.

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A MODERATING EFFECT OF COMMON MEMBERSHIP ON THE DETERMINANTS OF FINANCIAL PERFORMANCE OF DEPOSIT TAKING SACCOS IN KENYA

Author: SHADRACK ETALE¹

¹ *SCHOLAR*

The study was conducted to analyze the moderating effect of common bond membership characteristics on the determinants of financial performance of Deposit Taking Savings and Credit Cooperatives in Kenya. The sample size of 122 of a population of 176 licensed Deposit Taking Sacco's in Kenya with both closed and open membership bond was arrived at by Yamane (1967) sample determination formulae. Secondary data was extracted from Sacco Society's Supervision reports for a period of 6 years and audited financial statements filed with the regulator. Panel data analysis technique using Estimated General least squares methodology was employed to examine the moderating effect of membership bond characteristics on the determinants of performance. Data was analyzed using e-views software version 10 and Microsoft excel and information was presented using tables, charts and line graphs. The results of this study indicate that capital adequacy significantly affects performance of both closed and open bond DT-SACCOS with a p-value of 0.001. Liquidity level is not significant while Asset quality only affects the performance of closed bond DT-SACCOS. The overall moderated regression has an adjusted R² of 0.36. The membership bond has a significantly moderates effect on Capital adequacy and liquidity levels subsequently on the Return on Assets for DT-SACCOS in Kenya. Based on the above findings Compliance to capital adequacy ratio especially institutional capital by DT-SACCOS should be embraced so as to improve return on member's shares. The positive effect of the regulatory regime on this sector should be enhanced for better capitalization as a buffer for financial risk to build confidence and guarantees safety of member's funds. Proper design of policies to encourage DT-SACCO's in Kenya to form new structures that opens up the sector to unrestricted member participation and prudent management of financial resources that maintains adequate liquidity levels will broaden outreach and brand positioning for this sector to compete in the financial space.

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Effects of COVID-19 on Business Continuity of Kenya's Small Micro Enterprises. Case study of Nyeri County.

Author: Rosemary Kagondu¹

¹ *Researcher*

Abstract

The COVID-19 pandemic has re-oriented relationships amongst ourselves, businesses, governments and to the global supply chain in many ways. These changes present uncertainty on how the known old culture of doing things will ever be re-established, if it ever will. What is clear though, is that there are more sophisticated ways of doing business, meeting, schooling, shopping amongst many that have emerged for nations, Kenya included. SMEs had in recent years emerged as critical players to Kenya's gross domestic product and employment creation. These gains are feared to change drastically if cautionary measures are not put in place to cushion the SMEs from adverse effects of COVID-19. The shut downs in global supply chains have left virtually all of Kenya's economic sectors adversely affected with thousands of people now facing unemployment, reduced government revenue and created reduced business operations to name but a few. The main objective of this study is to explore the effects of COVID -19 on the business continuity of SMEs in Kenya. The specific objectives are : assess the economic effects of cash flow challenges on business continuity ; Determine the perceptions for business recovery resulting from stimulus packages by the government ; Assess the effects of supply chain barriers on business continuity ; Determine the effect of employment contracts on business continuity ; and assess the effect of innovations on business continuity to rescue them from economic shocks of COVID-19. The research will employ descriptive and inferential statistics. The research will be significant to the Government, SMEs, academic researchers and Global SME funding institutions for policy formulation for post COVID-19 survival. The study population will be SMEs in Nyeri County. Primary data will be collected using a five point likert scale questionnaire administered to the targeted population.

Key Words: SMEs ; Business Continuity ;

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The influence financial inclusion on growth and sustainability of SMEs during the Covid-19 Pandemic. A case study of Nyeri County.

Author: Virginia Wachira¹

¹ *Phd student*

Abstract

The continuing Coronavirus (COVID-19) pandemic has wedged almost everyone across the world. The evolution of the pandemic and its economic effect on the financial growth of SMEs is highly uncertain contributing to poverty increase which makes it difficult for financial policymakers to formulate an appropriate macroeconomic policy response. In Kenya, the pandemic has caused many challenges to SMEs and as a result high failure rates. This study attempts to assess the influence of financial inclusion on the growth and sustainability of SMEs. The specific objectives of this study will be; evaluate the effect of mobile banking services on SMEs, reaching the unbanked segment of SMEs, determine the effects of banking services on the longer-term consumption and investment decisions on the financial growth of SMEs; Asses Banking penetration as a shield to SMEs from adverse economic shocks, determine government policy and practices as an empowerment tool for economic and social opportunities necessary for sustainability on the growth of SMEs. The study will comprise a quantitative survey of 840 SMEs listed in the Nyeri county council. Primary data will be collected using a questionnaire that will be administered to the business owners operating in Nyeri County. Study theories, the financial intermediation theory, finance growth theory and asymmetry information theory. Probability sampling techniques that include Simple random sampling, stratified random, cluster random and systematic random will be applied to for quantitative sampling. Sample

size distribution will include general trade, transport and communications, Agriculture, hospitality, and manufacturing industries. Descriptive and inferential statistics will be used for data analyses. The significance of the study will be on the stability of SMEs and the policy formulation in the banking sector to ensure the financial inclusion to all SMEs hence forming an all-inclusive financial sector over time.

Keywords; Financial inclusion, Small and Micro Enterprises, financial growth.

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Effect of Talent Management practices on retention among academic staff in Universities in Kenya: A sector difference

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The objective of the present study is to examine the effects of talent management practices on retention among academic staff in public and private universities in Kenya. The sample of the study consisted of 388 academic staff drawn from a population of 13,441 academic staff in 31 public universities and 32 private universities in Kenya. Questionnaire method was used to collect data which was analysed using inferential statistics which included Independent Samples T Test, ANOVA, Pearsons Correlation and Multiple Regression analysis.

The results of the independent samples t-test showed that there were no statistically significant differences in the mean scores of talent management practices and academic staff retention among respondents from public and private universities. The results of Pearson's Correlation analysis showed that all the dimensions of talent management practices (career management, succession planning, mentoring and coaching) had significant positive relationship with academic staff retention in private and public universities apart from training which had no significant relationship with retention in private universities but a positive significant relationship with academic staff retention in public universities.

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INVESTIGATION OF THE DEMOGRAPHIC CHARACTERISTICS INFLUENCING CITIZEN PARTICIPATION IN BUDGETARY ALLOCATION IN NORTH RIFT ECONOMIC BLOCK (NOREB) COUNTIES

Authors: Edwin Cherop¹; Charles Keter¹

¹ Student

Abstract: The overall objective of this paper is determining demographic factors influencing effective citizen participation in budgetary allocation among North Rift Economic Block (NOREB) counties. The secondary objective of the study is to examine the effect of gender, income, education level, and age on effective citizen participation in budgetary allocation. The study was informed by stakeholder theory. Explanatory research design was adopted. The target population was 10,414 and a sample size 320 was utilized. Multistage sampling technique was used to select the respondent. The questionnaire was used to collect data. The study found that; gender had negative significant effect ($\beta = -0.490$, and $p > 0.05$) while Age ($\beta = 0.269$ and $p < 0.05$), education level ($\beta = 0.461$ and $p < 0.05$), and income ($\beta = 0.615$ and $p < 0.05$) respectively had a positive and significant effect on effective public participation. It is concluded that the community involvement is crucial for a successful and sustainable public development projects especially during budgeting process.

Keywords: Demographic characteristics, Budgetary Allocation, Public Participation

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Effects of Profitability on Corporate Cash Holdings of Commercial Banks in Kenya

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ABSTRACT:

The profitability of commercial banks in Kenya is important to the creditors, owners, employees and management. This study aimed at assessing the effect of profitability on the corporate cash holdings of Commercial Banks in Kenya. Measures of profitability in this study was the return on assets. The population of the study comprised of all commercial banks registered and licensed to operate in Kenya as at 31st December 2017. This study adopted census survey method where all the commercial banks were analyzed. This study heavily relied on secondary data which was obtained from annual reports issued by the CBK Bank Supervision unit. The researcher used data collection sheet where all the variables were entered after extraction from the financial statements of the banks. This was followed by a data summarization and subsequent data cleaning to ensure that data was ready for analysis. A ten-year (2008-2017) data was considered. Descriptive and inferential statistics were adopted in analysing data through the multiple linear regression by using of ANOVA software, and Statistical Package for Social Sciences. The data that was analysed and presented using frequency tables, pie charts, graphs and percentages. The results indicated that profitability of the firms exert a positive effect on corporate cash holdings. Profitability in commercial banks affects corporate cash holdings of the commercial banks to a very great extent. The results shows that investing in cash and marketable securities results into a firm foregoing investment in more productive assets generate opportunity costs. Firms therefore, hold cash because raising funds in capital markets is costlier than having retained earnings. The study thus recommended that adopting a more traditional model such as deposit and loan-based business model allow a bank to optimize profits with a lower level of liquid assets.

Key Words: Cash Holding, Liquidity, Profitability, Net Working Capital, Cash Flows.

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Public Participation in Budgetary Allocation in North Rift Economic Block (NOREB) Counties, Kenya: A Tradeoff between Knowledge and Inclusiveness?

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Abstract: Research on public participation has noted a significance differences between fostering an inclusive policy-making process and simultaneously maintaining a competent pool of participating citizens. The overall objective of this paper is to establish the implications of this trade-off by testing the effect of measured levels of inclusiveness and participating citizens' knowledgeability on budgetary allocation among North Rift Economic Block (NOREB) counties. The study was informed by stakeholder theory. The study utilized a sample size of 320 to analyze the objectives of the study. The study established that although inclusiveness maybe negatively associated with the level of public participation, both knowledgeability and inclusiveness are positively associated with budgetary allocation. Overallly, the findings suggest that policy makers can pursue the democratic ideal of opening policy making to the citizenry while still maintaining an efficient budgeting process.

Keywords: Budgetary Allocation, Budgeting Process, Public Participation, knowledgeability and inclusiveness

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INFLUENCE OF EMPLOYEE CHARACTERISTICS ON JOB SATISFACTION OF SECURITY PERSONNEL IN SECONDARY SCHOOLS IN BARINGO COUNTY, KENYA

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The purpose of the study was to examine the influence of employee characteristics on the job satisfaction of security personnel in public secondary schools in Baringo County. The study employed a descriptive survey design. The study population comprised 508 security personnel and 169 principals in public secondary schools. Slovin's formula was used to get the sample of 224 security personnel. Random sampling technique was used to select 17 principals to participate in the study. A questionnaire and an interview guide were used to collect data. Quantitative data was analysed by use of both descriptive and inferential statistics. From the findings, majority of the respondents were from Sub-County schools. There were fewer heads of security guards while the majority were ordinary security guards. Most of the respondents were male while a few were female. Regarding age, majority of the respondents were above 32 years. A large number of them had worked for their schools for four years or more. Majority had a KCSE level of education. A good number found their work manageable and some of them found it average. Lastly, there were mixed reactions concerning age and experience with workload, with respondents across all ages indicating that they found the work either overloading or manageable. It is evident that schools attract old and retired security workforce. Old security personnel may be incapacitated when assessing and responding to severe security situations. Also, majority of security personnel in schools were male. Therefore, it is difficult for them to frisk female visitors as well as female students for any threats. It is recommended that all schools recruit sufficient female security personnel. This will also assist management to comply with the human resource requirement of the two-thirds gender rule, retirement age among others as per the Employment Act.

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Adoption of e-business as a source of Competitive Advantage A case of Private health facilities in ASAL region, Kenya

Authors: James Lowasa^{None}; Simon Kipchumba¹

¹ *Supervisor*

ABSTRACT:

Initial emphasis on "flattening the curve" of COVID-19 cases by policy makers has reduced the demand for health care and created new costs for the private sector. This has led to a cash crunch, forcing some providers to scale back their businesses and lay off health workers. This has major implications for health systems especially in low- and middle-income countries, where private providers play a major role in delivering health services. The study analyzes the impact of E-Procurement strategies narrowing on Private Healthcare facilities in Samburu and Isiolo counties. The study employed a case study approach for a descriptive research design with a sample population of 71 private Healthcare facilities in Isiolo and Samburu counties. Secondary data sourced from Governmental reports, NGO journals, and past research, analyzed using SPSS (version 26) and presented into frequency distribution tables. The study findings indicated a very strong positive relationship between the independent variables and the dependent variable concluding need for their consideration in effort to improve the competitiveness.

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CONTRIBUTIONS OF ELECTRONIC BANKING TO FINANCIAL PERFORMANCE OF BANKS IN KENYA: A CASE STUDY OF ELEVEN LISTED BANKS AT THE NAIROBI SECURITIES EXCHANGE.

Author: Tom Ndhine^{None}

ABSTRACT

Financial institutions have been in the process of significant transformation. Despite this, there is a richness of information on the nature and scope of electronic banking, a scarcity of evidence about its contribution among banks that have adopted it compared to those that have not. The emerging events in banks' performance is no longer solely dependent on sales. The adoption of electronic banking by commercial banks is expected to have an effect on their financial performance. The objective of this research was to evaluate the effect of ATM on financial performance of listed commercial banks in Kenya: a case study of eleven listed commercial banks. The study was grounded on the theory of information production and contemporary banking theory, Innovation diffusion theory. The study adopted descriptive research design utilizing panel data covering the period from 2009-2019. The population comprised of all the eleven listed commercial banks in Kenya. This study primarily adopted the use of secondary data to collect information from published annual financial statements of the said banks. Data analysis was done using SPSS and analyzed using descriptive and inferential statistics obtained from panel linear regression analysis. Regression statistics was used to determine the significance of the relationship between the independent and the dependent variables. The result established coefficient of determination of R 0.422 between ATM and financial performance of the said banks. The findings also indicate that when all the factors are held constant the ROE would increase by 5.486 units thus one-unit use of ATM increases the ROE by 0.631 units. This study is useful to policy makers who pass regulations on electronic banking products. This study also recommends that commercial banks should expand their electronic services in a planned and well-articulated strategy for the long run to have customer satisfaction and increase in banks profitability.

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EFFECT OF WORKING MANAGEMENT PRACTICES ON SUSTAINABILITY OF NGOs IN NAIROBI COUNTY

Author: Lucy Mugenyi¹

¹ *STUDENT*

Effect of Working Capital Management Practices on Sustainability of NGOs in Nairobi County

The study sought to assess the effect of working capital management practices on the sustainability of NGOs in Nairobi County. It was guided by the operating cycle theory and anchored on the positivist paradigm philosophy. It employed a descriptive research design where a sample of 285 out of a target population of 1000 senior program managers and chief executive officers was obtained using stratified random sampling. Primary data was collected from the sampled officers using structured questionnaires, while secondary data was obtained from the audited financial statements of the NGOs and publications by the NGO coordination board. A total of 172 questionnaires were collected and found to be satisfactorily complete for analysis yielding a 60.35% response rate. The data collected was analyzed using descriptive and inferential statistics procedures with respect to the study objective. Data summaries were presented in tables and charts. The descriptive statistics included frequencies, percentages, means and modes, while modelling and inferential statistics included Regression and Correlation analysis, Chi square tests and Analysis of Variance (ANOVA). Normality of the response variable (NGO sustainability) data was confirmed using the Shapiro-Wilks test. Statistical Package for Social Scientists (SPSS) was used for data handling and analysis. The findings of the study indicated that working capital management practices within the NGOs have significant positive effects on the NGOs' financial sustainability specifically current ratio and survival rate. The study recommends that NGO management in Nairobi County should focus on improved grant receipt scheduling and liquidation of expenditure and should effectively manage the cash flows to enable prompt settlement of the short-term obligations.

Key Words: Working Capital Management and Sustainability.

The Effect of Product and Service Innovations on the Financial Performance of Commercial Banks in Kenya

Author: GLADYS TONU¹

¹ STUDENT

Abstract

The objective of this study was to establish the effect of product /service innovations on the financial performance of commercial banks in Kenya. The 40 commercial banks was the population of this study which were in operation in Kenya as at December, 2017. Both primary and secondary data were used. Explanatory research design was used. Questionnaires were used to gather primary data. Secondary data was collected from Central Bank annual report to validate communicative and validity of primary data. Quantitative analysis in the research was facilitated by Statistical Package for Social Sciences, the completed questionnaires was examined and information was further processed and analyzed. The results obtained was presented in charts and tables. Regression and correlation analysis were used to study the relationship between the dependent and the independent variables of the study. These were employed to analyze the data and find out whether financial performance of commercial banks was influenced by banks innovations. The results showed that most commercial banks have concentrated on their profits by creating new products and services which have minimized their operational costs. This study used Cronbach Alpha test of internal consistency to analyze the accuracy of the research tool based on pilot data. The study recommended that banks should consider incorporating the new technology as it will increase the firms' performance and to ensure their new products and services, are readily available in the market. The sector also, ought to continue investing on more innovative delivery channels. These will in turn, facilitates reduction in cost in every unit of service thus improved return on assets to financial institutions effective monitoring of accounting and auditing. Financial institutions should ensure that the banking innovations are well secured for customers to have confidence in using mobile/ internet banking.

Key terms: financial performance, product/service innovations, commercial bank

Effects of Microfinance interventions by Microfinance Institutions on women empowerment: A case of Nakuru CBD, West Sub County, Kenya.

Authors: Clifford Machogu^{None}; Joel Koima^{None}; Sharon Mwalasha^{None}

Microfinance has built a lot of attention as a way to eradicate poverty and empowering women, this has been supported by its involvement as a market based approach of risk mitigation in the World bank frame of social protection. In Kenya , microfinance institutions have been on the rise and its interventions having been portrayed as a way to reach the poor in the development process and as a new innovative strategy for alleviating poverty. Most related studies have dealt much on microcredit as a sole MFI intervention with some positing that MFIs interventions have positive effect, others positing on negative effects while some positing on the moderate effects of MFIs on women empowerment. This study sought to establish the effects of microfinance interventions by microfinance institutions on women empowerment in Nakuru CBD West Sub-County, Kenya. It was selected as the area of study due to many women enterprises that can be found within the area thus forming a fertile ground for such a study. A descriptive research design was used for this study. A sample of 127 respondents were selected from a population of 293 using simple random technique. The data collected was analyzed using SPSS and the findings presented in statistical tables, graphs and charts. The study adopted the use of a semi structured questionnaire as the primary data collection instrument that was constructed on a five point Likert scale. Results show that except for micro insurance, other MFI interventions such as micro credit , micro savings and training significantly and positively affect women empowerment. The study concludes that for efficient realization of positive

effects ,then micro finance interventions by MFIs have to be readily accessed. The study,therefore, recommends the government should establish policies that will encourage outreach of microfinance interventions by MFIs to the rural population.

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INFLUENCE OF TEACHERS SERVICE COMMISSION'S HUMAN RESOURCE MANAGEMENT PRACTICES ON TEACHER'S JOB COMMITMENT IN PUBLIC SECONDARY SCHOOLS: A CASE OF RONGAI SUB-COUNTY, KENYA

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ABSTRACT

Teacher commitment is one of the most important aspects of performance and quality of employees in a school. The study sought to find out the effects of reward system; training and development; performance appraisal and promotion on teacher job commitment. The study used a descriptive research design. 390 full-time teachers drawn from all the 43 secondary schools in Rongai Sub County formed the study population. The target population consisted of principals, deputy principals, head of departments, and ordinary teachers. Stratified sampling was used to select a sample size of 143 respondents. The study used primary data which was collected by use of structured questionnaires. A total of 143 questionnaires was given out to the respondents by dropping them and picking later when they had filled, of which out of which 87 were fully filled and returned. A pilot study was carried out in Nakuru East Sub County prior to the main study to determine reliability and validity. Cronbach's alpha for the study was 0.73. Descriptive and inferential statistics were used to analyze data with the aid of Statistical Package for Social Sciences. Descriptive statistics included frequency and percent distribution and chi-square test of agreement. Inferential statistics included the use of Pearson's correlation coefficient and multiple linear regression. The findings showed an R² of 0.693 indicating that 63.9% of variation in job commitment can be explained by the four variables while 30.7% was a result of other factors. Further, reward system (R=0.398, P ≤ 0.05), teacher training (R=0.398, P ≤ 0.05), teacher performance (R=-0.422, P ≤ 0.05), and teacher appraisal (R=0.470, P ≤ 0.05) were statistically significant determinants of job commitment in secondary schools. The study concluded that TSC should organize frequent training and development that are relevant to every teacher's commitment due to dynamics in the teaching and learning environment.

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NEXUS BETWEEN CITIZEN PARTICIPATION AND PERFORMANCE OF COUNTY ASSEMBLIES IN KENYA

Authors: JOSEPH KABERIA^{None}; THOMAS SENAJI^{None}; NANCY RINTARI^{None}

Public participation in many organizations has been widely backed by both theorists and specialists of organizations. The county assemblies in Kenya are indebted by law to liberate very essential mandate within the county governments' set-up. The County Assemblies have attempted to invoke several strategies so as to successfully carry out their mandate of legislation, representation and oversight role in order to register positive performance. Citizen participation is essential in contributing to better performance in any organization. This study was focusing on the nexus between citizen participation and performance of County assemblies in Kenya. A descriptive census survey was conducted. Target population for the study was 138 respondents from all the County assemblies in Kenya. The researcher targeted the County Assemblies Speakers, Clerks and Deputy Clerks. Data was collected using structured questionnaire and analyzed using descriptive and inferential statistics. Statistical Package for Social Sciences (SPSS) software version 24 was applied for the study. Correlation analysis was used to assess the strength and direction of the relationship between citizen participation and performance and the t-test was used to test the significance of individual correlation coefficients. There was no significant relationship between citizen participation and performance

of county assemblies ($r = 0.127$, $p = 0.211 > 0.05$). Multiple regression model was used to analyze the effect of citizen participation on performance. Analyzed data was presented in frequency tables, charts and graphs. The finding of this study will be vital to the members of the county assemblies, members of parliament in making informed decisions as they are the policy makers. The study will also be useful for scholars who intend to carry further studies.

Key words: Citizen Participation, performance, County assemblies,

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The effect of advertising through offline media channels on consumer's attitude of selected commercial banks in Nairobi County, Kenya

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This study was to investigate the effect of advertising through offline channels (TV, Radio and Newspaper) used by selected banks in Nairobi on consumer's attitude. Stratified sampling was used to select commercial banks (Kenya Commercial Bank, Equity Bank and Co-operative Bank). A sample size of 384 was used. The data was then collected using a questionnaire, with questions comprising likert scale type to measure consumers' attitude. The data was then analysed using SPSS software to determine descriptive and inferential statistics. According to the odder preference ranking; TV ($n=124$; Index=70.97%) was the most preferred followed by Radio ($n=24$; Index=70.83%); however, the least preferred was Newspaper ($n=82$; Index =53.25%). In addition, advertising through TV had high mean score for consumer awareness (mean=3.70; CV=28.10%), liking (mean=3.62; CV=28.15%) and action (mean=3.553; CV=29.55%). Correlation analysis indicated that there was strong, positive and statistically significant relationship between use of TV and consumer awareness ($r=0.799$, p -value= 0.000), liking ($r=0.898$, p -value =.000) and consumer action tendency ($r=0.718$, p -value =.000). Regression analysis revealed a statistically significant influence of advertising through TV on consumer's attitude with a statistical variation of 95.7 % in consumer's attitude ($R^2=.95.7$) compared to Radio 80.5 % ($R^2=.805$) and Newspaper 53.3% ($R^2=.532$). This study demonstrated that advertising through TV significantly impact consumer's attitude thus use of TV to advertise on can bring results to banks compared to the other two channels of Radio and Newspaper. Policy formulators and scholars would use these findings as a reference material to understand their marketing objectives prior choosing the media channel for their advertisements. It will also be useful to marketers as they make decisions regarding allocation of resources in their respective companies that advertising through various media channels would have a different impact on indicators of consumer's attitude (awareness, liking and action).

Key words: Advertising, Consumers' Attitude, Offline Media

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FACTORS AFFECTING TAX AUDIT EFFECTIVENESS IN KENYA REVENUE AUTHORITY: A CASE OF SOUTH RIFT-VALLEY REGION

Authors: CATHERINE ROTICH¹; SYMON KIPROP²; PAUL NZIOKI²

¹ STUDENT

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ABSTRACT

Ineffective tax audit has been considered as one of the many reasons behind non-compliance to tax laws and revenue loss. The audit of taxpayers plays an important role in the administration of tax laws. The study examined the effect of staff capacity, tax dispute resolution mechanism on tax audit effectiveness in Kenya Revenue Authority-South rift valley region. The study was premised on the Optimal Theory of Taxation and Hoffman's Tax Planning Theory. The study used descriptive research design targeting a population of 80 respondents, consisting of tax officers in South Rift Valley Region; therefore, it adopted a census method. Pre tested questionnaires were used to collect data. Data was analyzed using descriptive statistics and inferential statistics. The findings revealed that tax audit staff capacity ($\beta = 0.136, p < 0.05$) is directly related to tax audit effectiveness in South Rift Valley Region. However, the tax disputes resolution mechanisms ($\beta = -0.009, p > 0.05$) is inversely related to tax audit effectiveness in the area as per the joint regression model. There is also need for KRA to organize regular training for all its staffs to enable them be more competent in their work. The study also recommends that additional policy interventions be made on the tax dispute resolution mechanisms so as to enable the expedition of tax disputes and prevent accrual of dues and unresolved disputes.

Key words: Tax audit, Tax officer

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influence of strategic positioning on the performance of manufacturing firms in kenya a case of textile and apparel companies in kenya

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Strategic positioning has a considerable impact on the performance of organisations that eventually results to improved market position and competitive advantage. Textile and apparel industry is faced with various challenges in Kenya; high cost of production due high electricity cost, high wages, low efficiency machinery and competitive low price second hand clothes. This study sought to explore the influence of strategic positioning on the performance of manufacturing companies in Kenya, taking a case of textile and apparel companies in Kenya. The study addressed specific objectives; to assess the influence of strategic resourcing, research and development and marketing strategy on the performance of manufacturing companies in Kenya. The study findings inform policy makers in effort to build Kenyan textile and apparel companies, and the future scholars in this subject. The findings also gives insight to players in the industry on how positioning would help them become competitive in the industry. The study was anchored on resource based theory and network theory. The study employed descriptive research design targeting 63 companies in textile and apparel manufacturing sub sector. Census approach was used in this study. Data was collected targeting the senior managers/operation managers in the selected firm using a questionnaire. Email method was used to distribute the questionnaires; questionnaire kept simple to encourage responses. The respondents were followed via a phone call to fill the questionnaires. The data collected was analyzed in SPSS and presented using charts and tables. Data collected was crosschecked for completeness before entering in SPSS for analysis. Both descriptive and inferential statistics. The study found strategic resourcing, research and development, and marketing strategies had statistically significant effect on the performance of apparel and textile firms in Kenya. The study concludes that strategic positioning is an effective approach in sustaining the performance of manufacturing firms in Kenya.

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Effects of training services by microfinance institutions on women

empowerment

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Training services by Microfinance institutions, have recently been redeveloped to mainly promote women empowerment. The importance of microfinance institutions to providing entrepreneurial training services made the Central Bank of Kenya adopted it as the main source of financing entrepreneurship in Kenya. Despite this, however, finance is still considered as one of the core hindrance to entrepreneurial training services in Kenya. This study sought to establish the effect of training services on women empowerment in Nakuru CBD, West Sub County, Kenya. Adopting descriptive research design, a simple random sample of 127 respondents were selected from a population of 293. A questionnaire was used as the primary data collection instrument constructed on a five point Likert scale as data was analyzed using Statistical Package for Social Sciences (SPSS) tool and presented in form of frequencies, percentages and Chi Square test of good fit. Inferential statistical analysis was done by use of Pearson's Correlation Coefficient. Analyzed data was presented in form of statistical tables. Results show that training services are statistically significant and positively affect women empowerment. Further the study recommended that government and microfinance institutions providers upscale training programmes to increase financial literacy levels of rural women borrowers.

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Contributions of Financial Performance Indices on Service Delivery by Water Utilities in Kenya

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Abstract

Water Utilities in Kenya are mandated and financed to be the sole retailers of clean and safe drinking water and sewer services to Kenyan living in urban and rural areas through the purchase of water in bulk from Water Service Boards. This study investigated the contributions of financial performance on service delivery by the Water utilities in Kenya. The study sought to establish the contribution of capital adequacy, financial leverage, liquidity and firm size on billed and non-billed water in Kenya. The study employed causal research design with secondary data obtained from the audited financial reports from the 47 water utilities in Kenya. The data was analyzed using STATA for windows computer software. The study established a positive coefficient on the relationship between capital adequacy and revenue water ($r=0.481$, $p=0.000$), this finding was an empirical prove that adequate capital was the contributor of the positive changes in revenue. Secondly, the study established a negative coefficient on the relationship between capital adequacy and revenue water ($r=-0.275$, $p=0.038$) indicating that financial leverage reduced revenue water service delivery in the water utilities in Kenya. Third, the study established a positive coefficient on the relationship between liquidity and revenue water ($r=0.602$, $p=0.000$) indicating that increasing liquidity by a unit lead to improved service delivery of revenue water for the water consumers in Kenya. Last, the study established an insignificant coefficient on the relationship between firm size and revenue water ($r=0.083$, $p=0.217$) indicating that increasing the value of total asset by a unit did not contribute to service delivery of revenue water for the water consumers in Kenya. The study therefore concluded that financial performance by water utilities contributes to the level of service delivery by the water utilities in Kenya.

Key Words: Service Delivery, Financial Performance, Financial Leverage, Capital Adequacy, Liquidity Performance