



MANAGEMENT UNIVERSITY OF AFRICA

**MUA 10TH INTERNATIONAL MANAGEMENT AND LEADERSHIP
CONFERENCE**

THEME: LEADERSHIP, INNOVATION AND SUSTAINABILITY

CONFERENCE PROGRAMME AND BOOK OF ABSTRACTS

**VENUE: HOSTED VIRTUALLY AND PHYSICALLY AT THE MAIN CAMPUS -
KISAJU, KAJIADO COUNTY**

DATES: 22ND AND 23RD FEBRUARY, 2024

*Mua 10th International Management and Leadership Conference
22nd - 23rd February, 2024*

FOREWORD

Conferences are forums for dissemination of academic research findings and cross-pollination of ideas. In appreciation of this fact, MUA has been organizing international conferences since its inception in 2011 to afford scholars and industry players an opportunity to engage intellectually in an effort to solve societal problems. Universities exist to primarily conduct research, generate new knowledge, and solve societal problems. This cannot be over-emphasized. MUA has a fully established research department to ensure that research is at the center of academic life in the University. The University has a peer-reviewed international journal of Management and Leadership Studies (IJMLS) where research findings are disseminated through print and electronic publications. The University invites you all to publish in this prestigious journal.

The 10th MUA International Management and Leadership Conference has brought together government policy-makers, industry experts, and academia. The Conference is a good opportunity to come up with good resolutions which if implemented will lead to good management and leadership practices in the country and the world. The University wishes you good deliberations in the next two days, and that this moment will be memorable in days to come.

Thank you and once again, welcome to the Management University of Africa 10th International Management and Leadership Conference.

Prof. Washington Okeyo, PhD, MBA, BSC, FKIM
Vice - Chancellor
Management University of Africa

20th January 2024

CONFERENCE PROGRAMME AND BOOK OF ABSTRACTS

THEME: "Leadership, Innovation and Sustainability"		
Date: 22 nd and 23 rd February, 2024		
PURPOSE OF THE CONFERENCE:		
To create a platform for Leaders, change agents, Policy makers, Researchers and Scholars to present the best of research output and contemporary developments in both academia and industry with emphasis on leadership and integrity		
East African Time	DAY ONE: THURSDAY - 22ND FEBRUARY, 2024	
	Session Chair: Prof. Emmanuel Awuor	
	Chief Rapporteur: Mr. Francis Macharia	
	Rapporteur: Mr. David Kanyanjua	
07.00 – 08.00am	Registration/ Conference participants log in Login Details (Zoom): Meeting ID: Passcode:	
08.00 – 08.10am	<u>OPENING CEREMONY</u> - Delegates and invited guests seated - Arrival of Chief Guest - National Anthem / East African Anthem - Opening Prayer by Mr. Brown Kitur	
08.10 - 08.20am	Remarks by Dr. John Cheluget , Deputy Vice- Chancellor (ARE)	
08.20 – 08.30am	Opening Remarks by Prof. Washington Okeyo , Vice- Chancellor	
08.30 – 09.00am	Keynote Address by FCS Kinuthia Wamwangi, EBA, MSc (HRM), LLM, LLB, Advocate, FIHRM, FKIM, FCS (Certified Governance Auditor) - Chief Guest and Opening of the Conference	
09.00 – 09.05am	Invitation of the Keynote address by session Chair – Prof. Emmanuel Awuor	
	Facilitator	Presentation
09.05 – 09.25am	Dr. Edward Odundo, PhD (UoN), FCPA, FCPS, FKIL, CIFA, MBA Chairman, University Governing Council, Management University of Africa	Leadership and Innovation
09.25–09.40am	Dr. Kavitha Subramaniam Head of Business School, Advance Tertiary College, Penang Campus, Malaysia	Impact Analysis of Transformational & Ethical Leadership.

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09:40– 09.55am	Dr. Amit Mittal Pro Vice Chancellor Research Programs, Chitkara University Punjab, India	Business Failure and Success: Interdependence of Agile Leadership & Institutional Factors
09.55 – 10.05am	Health Break	
10:05 –10:25am	Prof. Torben Larsen	Cybernetic Economics
10:25 - 10:45am	Prof. Dr. Jyotirmaya Satpathy -Visiting Professor, India	Keynote and Presentation of Sponsorship token
10:45 – 11.00am	Prof. Zane Ritchie -Visiting Professor, Josai University, Japan	Keynote presentation
11.00 – 11.20am	Prof. Mihail Marinov Visiting Professor, Josai University, Japan	Exploring added value in manufacturing
11.20 – 11:40am	Dr. Domeniter Kathula	Question and Answer session
11:40 -11:50am	Daniel Komu	Announcements
11.50 – 12.50pm	BREAK AWAY SESSION PART 1-PAPER PRESENTATIONS	
	1. Mr. Francis Macharia (Chief Rapporteur)	
	SUB-THEMES	PRESENTERS
ROOM 1	-Transformational and Ethical Leadership -Change Management and Organizational Development -Contemporary issues in Management and Leadership Moderator: Dr. P. Machoka and Mr. Brown Kitur Rapporteur: Gladys Nafula	Sanjeet Kumar Pattnaik and Dr. Domeniter Naomi Kathula, Mediating role of Transformational Leadership on Covid-19 Containment Measures and Performance of Small and Medium- Sized Beverage Enterprises in Accra, Ghana. Dr. Kalpana Sahoo and Mr. Shubham Saura, The Imperative of Sustainable Leadership: A Conceptual Framework. Dr. Domeniter Naomi Kathula, Role of School Principals and Board of Management on Secondary School Strikes in Kenya. Dr. Mohamed Abdinoor Dahir, Dr. Domeniter Naomi Kathula and Dr. Paul Machoka, Relationship

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		<p>Between Integrative Leadership and Performance of Public Boarding Secondary Schools in Frontier Counties: The Mediating Effect of Employee Motivation.</p> <p>Enock Warinda, Domeniter Naomi Kathula, Michael O. Ngala, Corporate Leadership and Organizational Performance in Kenya Agricultural and Livestock Research Organization (KALRO), Mediating Influence of Policy Implementation.</p> <p>Romano Okwi Elingit, Effects of Transformational Leadership on Employee Motivation among Hospitality Enterprises in Kenya.</p> <p>Dr. Scholastica Ratanya, Pilot Survey Linking Antecedents of LMX Relationships and PWDS Institutions Performance: A Study of PWDS Institutions in Nairobi County and its Environs.</p>
<p>ROOM 2</p>	<p>-Gender, Youth and Leadership Transformation</p> <p>-Higher Education Management and Leadership</p> <p>-Neuro-Management and Leadership</p> <p>Moderators: Dr. Juster Nyaga and Mr. Johnson Muteke</p> <p>Rapporteur: Mr. David Kanyanjua</p>	<p>Prof. Shatabdi. C. Nannaware, Dr. Rajasshrie, Pilla and Prof. Poornima Sehrawat, Gifting Behavior among E-Sport Streamers and Viewers.</p> <p>Kanishka Baskaran, Adoption of ChatGPT in Human Resource Management.</p> <p>Prof. Washington Okeyo and Dr. Nyaga Juster Determinants of Performance of Corporate Social Responsibility Projects in Manufacturing Companies in Kenya.</p> <p>Dr. Nyaga Juster and Prof. Washington Okeyo, Communication Management Practices and Performance of Power Generating Projects in Kenya: A</p>

		<p>Case of Olkaria Geothermal Project. Daniel A. Otwor, Dr. Paul Machoka and Jared Osoro, Determinations of Emotional Response among Primigravida in Rongai Sub County, Nakuru County, Kenya</p> <p>Gladys Nafula Mabonga, Prof. Washington Okeyo and Faith Jematia Keitany, Learning, Curriculum Design and Employability of University Graduates in Kenya. A case study of Management University of Africa</p> <p>Daniel A. Otwor, Dr. Paul Machoka and Jared Osoro, Determinations of Emotional Response among Primigravida in Rongai Sub County, Nakuru County, Kenya.</p> <p>Gladys N. Sanchiro and Prof. Thomas Ngui, Education levels and Economic Empowerment of Women in Kenya. A Case Study of Kajiado County.</p> <p>Col Prof. Dr. J Satpathy, Prof. Washington Okeyo and Prof. Dr. Amena Allouch and Prof. Dr. Ana Moreira, Optometric Soundings in Entrepreneurial Decisions.</p> <p>Prof Dr. Washington Okeyo and Col Prof Dr J Satpathy, Drivers in Decision Anxiety.</p> <p>David Kanyanjua, Configurations of Human Resource Management Practices and Organizational Performance in the Manufacturing Firms in Kenya (A Conceptual Paper).</p>
12.50 - 1.50pm	LUNCH	

1.50 – 2.50pm	BREAK AWAY SESSION PART 2 –PAPER PRESENTATIONS 2. Mr. Francis Macharia (Chief Rapporteur)	
ROOM 1	SUB-THEMES -Industry, Innovation and Infrastructure -Business Re-engineering Moderators: Dr. A. Wambugu and Mr. Jared Osoro Rapporteur: Mr. M. Leseiyo	PRESENTERS Dr. Everlyne Musangi Nyamai, Prof. Thomas Ngui and Prof. Thomas A. Senaji , The Relationship between Employee Motivation and Performance of Level Four Government Hospitals: The Mediating Effect of Strategy Implementation. Dr. Angeline Wambugu , Personality traits and academic performance of undergraduate students in Kenya. A Case study of Management University of Africa. Dr. Derow Aden and Mr. Moses Leseiyo , Transformational and Ethical Leadership. Eunice Wangari Wanjiku and Dr. Angeline Wambugu , Strategy Implementation and Organizational Performance at the Judiciary: A Case Study of Court of Appeal at Nairobi. Dr. John Cheluget and Elyas Ahmed Abdi , Risk Management Practices and the Performance of Islamic Financial institutions. A Case Study of the Fc Bank. Njeri Gathoga and Jared Osoro , Application of Digital Technologies in Agriculture: A review of the Practice and Opportunities for Smallholder Farmers Mercy Wanjiku Wainaina and Dr. Angeline Wambugu , The Effect of Autocratic Leadership Style and Organizational Performance of Five-Star Hotels in Kenya: A Case Study

		of Fairmont The Norfolk Hotel Nairobi. Dr. Angeline Wambugu , A Literature Review of Effects of Climate Change on Agriculture Production.
ROOM 2	-Industry, Innovation and Infrastructure -Business Re-engineering Moderator: Ms. I. Sile and Mr. D. Komu Rapporteur: Ann Mwangi	Malala Otieno Robinson and Mr. Daniel Komu , Staff training and Performance of Logistics Firms in Kenya. A Case Study of Kuehne + Nagel Limited. Fredrick Brian Lichuma and Ms. Edna Moriasi , The role of Communication Technology in the Performance of Media Industry in Kenya. Dr. John Cheluget, Edna Moriasi Bonareri and Isabella Sile , Effect of Gross Domestic Product and Interest Rate Changes on the Financial Performance of Banks in Kenyan: A Case of Co. Bank Limited. Malala Otieno Robinson and Mr. Daniel Komu , Outsourcing and Performance of Logistics Firms in Kenya. A Case Study of Kuehne + Nagel Limited. Joel Mutungi Safari , Digital Records Practices and Decision-Making Effectiveness in Faith Based Universities in Kenya.

ROOM 3	<p>-Green Technology and Climate Action</p> <p>-International Trade and Local Enterprise Development</p> <p>-Economic Development, Trade and National Resources</p> <p>-Sustainable Development</p> <p>Moderator: Dr. S. Thiong’o</p> <p>Rapporteur: Mr. T. Kawino</p>	<p>Milcah Wambua, Richard Mulwa, John Masani Nduko, and Joseph Matofari, Nutritional Composition, Safety and Starch Properties of Cassava Varieties Flour Grown in Nakuru County, Kenya.</p> <p>Mwangi, Kenneth Ngunjiri, A Study on how Digital Transformation and Technological Innovation have affected International Trade and Local Enterprise Development in Kenya.</p> <p>Joan Chepkoech Kebenei and Dr. Domeniter Naomi Kathula, The role of County Governments in Natural Resource Governance in Kenya.</p> <p>Ann Mwangi, Fostering Sustainable Local Enterprise Growth through Trade Policies: A Comparative Analysis of Developing and Developed Economies.</p> <p>Prof. Emmanuel Awuor, Supply Chain and Receivable Finance Influence on Trade Finance Income among Commercial Banks in Kenya.</p>
2.50 – 3.10pm	Mr. Daniel Komu	Announcements
East African Time	<p>DAY TWO: FRIDAY – 23RD FEBRUARY 2024</p> <p>Session Chair: Prof. Peter Kithae</p> <p>Rapporteurs: Dr. Samuel Thiong’o</p>	
07.00 – 08.00am	<p>Registration/ Conference participants log in</p> <p>Login Details (Zoom):</p> <p>Meeting ID:</p> <p>Passcode:</p>	
08.00 – 8.30am	<ul style="list-style-type: none"> - Delegates and invited guests seated - Arrival of Chief Guest - National Anthem / East African Anthem - Opening Prayer - Recap of day one by Dr. Paul Machoka 	

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08.30 – 8.35am	Invitation of the presentations by session Chair – Prof. Peter Kithae	
	Facilitator	Presentation
8.35 – 8.55am	Prof. Tosh Tachino	A Toolbox for Changemakers: A Linguistic Perspective
8.55– 9.25am	Dr. Jo-Ann Rolle Dean, School of Business, Medgar Evers College, City University of New York	Presentation
9.25 – 9.45am	Prof. Kazuya Formerly of Tokaigakuen University, Nagoya, Japan	Reviewing traditional Japanese Business Ethics – towards the Sustainable Global Future
9.45 – 10.05am	Prof. Poornima Schrawat Pune Institute of Business Management	Keynote Speaker
10.05 - 10.25am	Dr. Rajasshrie Pilla Pune Institute of Business Management	Green Technology and Climate Change
10.25 – 10.45am	Health Break	All
10.45 – 11.15am	Prof.Kithae	Question and Answer session
11.15 – 11.35am	Prof. Emmanuel Awuor	Conference resolutions
11.35 – 11.45am	Dr. John Cheluget , Deputy Vice-Chancellor, ARE	Brief Closing Remarks
11.45 – 12.30pm	Prof. Washington Okeyo , Vice-Chancellor	Official Closing Ceremony

Conference Planning Committee (CPC) Members

Member Designation/Department

1. Prof. Washington Okeyo, Vice - Chancellor – Patron
2. Dr. John Cheluget, DVC -ARE – Chairperson
3. Dr. Paul Machoka, Director - Research, Development and Innovation
4. Ms. Edna Moriasi, Human Resources Development Manager
5. Dr. Domeniter Kathula, Faculty
6. Gladys Mabonga, Quality Assurance Manager
7. Ms. Isabella Sile, Head of Finance & ODEL Coordinator
8. Mr. Jefferson Maingi, ICT Officer
9. Mr. Francis Macharia, University Librarian
10. Mr. Daniel Komu, Registrar, Academic and Student Affairs
11. Dr. Juster Nyaga, Dean - School of Management and Leadership
12. Mr. Tom Kawino, Marketing Manager
13. Dr Angeline Wambugu, Research Fellow

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14. Ms. Getrude Chepngetich, Graduate Assistant

Conference Session Chairs

Name/Designation

1. Prof. Emanuel Awuor, Faculty
2. Prof. Peter Kithae, Faculty

Conference Rapporteurs

Name/Designation

1. Mr. Francis Macharia, University Librarian
2. Prof. Emanuel Awuor, Faculty
3. Dr. Domenitor Kathula, Faculty
4. Ms. Gladys Nafula, Quality Assurance Manager
5. Mr. Moses Leseiyo, Dean of Students
6. Mr. Tom Kawino, Marketing Manager
7. Mr. Brown Kitur, Faculty
8. Mr. David Kanyanjua, Faculty
9. Mr. Frank Otieno, Liaison Officer
10. Ms. Ann Mwangi, Quality Assurance

Conference Moderators

Name Designation

1. Dr. Paul Machoka, Director, Research, Innovation and Development
2. Dr. Juster Nyaga, Dean, SML
3. Dr. Samuel Thiong'o, Faculty
4. Dr. Angeline Wambugu, Research Fellow
5. Ms. Isabella Sile, Head of Finance & ODEL Coordinator
6. Mr. Daniel Komu, Registrar, Academic and Student Affairs

Conference Secretariat

1. Dr. Angeline Wambugu, Research Fellow
2. Ms. Gertrude Chepngetich, Graduate Assistant

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SUB-THEMES

SUB-THEME 1. LEADERSHIP STYLES

MEDIATING ROLE OF TRANSFORMATIONAL LEADERSHIP ON COVID-19 CONTAINMENT MEASURES AND PERFORMANCE OF SMALL AND MEDIUM-SIZED BEVERAGE ENTERPRISES IN ACCRA, GHANA.

¹Sanjeet Kumar Pattnaik and ²Dr. Domeniter Naomi Kathula

¹PhD Candidate, Management University of Africa

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ABSTRACT

This study seeks to establish the mediating role of transformational leadership style in the relationship between COVID-19 pandemic containment measures and organisational performance of SMEs in Accra, Ghana. This study will be anchored on Transformational Leadership Theory (TLT) supported by Stakeholder Theory (ST) of management. The study will adopt a mixed methods research design by incorporating both descriptive and exploratory designs at various stages of the entire research process. In addition, both qualitative and quantitative research approaches will be used. The study will also employ the use of self-administered research questionnaires as instruments for data collection. Both primary and secondary data sources will be relied upon to obtain the requisite data for purposes of analysis. The primary data will be collected from a sample consisting of one hundred (100) respondents from a population of six hundred (600) leaders of the selected SMEs in Accra, Ghana using both simple random sampling and purposive sampling techniques. The data will be analysed using Statistical Package for Social Sciences (SPSS) version 27 and the findings will be presented in tables. Both descriptive and inferential analyses will be conducted and the findings discussed in details. In particular, the descriptive statistics, multiple regressions, and a structural equation model will be used to analyse the data and the findings will be presented in tables using statistical measures of central tendency, measures of dispersion and percentages. It is hypothesized that transformation leadership will have a positive and statistically significant influence on the SME's performances in Ghana during and post-COVID-19 pandemic period. Whereas the study recommends the formulation of coherent business strategies during and after the COVID-19 pandemic, it is critical to underscore the role of leadership in formulation and implementation of business-wide strategies for resilience and continuity of the SMEs.

Keywords: *COVID-19 pandemic, containment measures, transformational leadership, Government of Ghana, Organizational Performance, Small and Medium-size Enterprises, Ghana.*

IMPACT ANALYSIS OF TRANSFORMATIONAL AND ETHICAL LEADERSHIP

Dr. Kavitha Subramaniam

Head of Business School, Advance Tertiary College, Penang, Malaysia

ABSTRACT

Leadership is a crucial topic in today's organizational world. This paper discovers domains of transformational and ethical leadership, exploring their roles in organizations and their implications. Using strong theoretical foundations, this paper analyses how these leadership paradigms can be practically applied and how they interact with each other. It also thoroughly examines the challenges and benefits of adopting transformational and ethical leadership, highlighting their impact on both organizational performance and employee well-being. In today's rapidly changing world, leadership is more than just giving orders and controlling. Leaders, regardless of their expertise, have the power to bring about significant change within groups, organizations, and even on a global level. They have the critical task of leading the way towards progress, creating constructive environments that are free of corruption, negativity, and conflict, and fostering opportunities for societal development and advancement. Great leaders serve as role models, inspiring others to achieve personal growth and significant transformation. Their dedication to excellence motivates individuals, particularly young people, to push beyond their limitations and reach new heights. As creators of the future, these leaders empower the next generation to become global pioneers with the skills to resolve conflicts and protect their communities. Great leaders like Sheikh Mohammed bin Rashid Al Maktoum, ruler of Dubai, and Mahatma Gandhi have made a significant impact on history. Sheikh Mohammed's leadership has transformed Dubai into a prosperous global city, while Gandhi's commitment to nonviolence helped India achieve independence without bloodshed. These examples show how exceptional leaders can shape the world. This paper explores the qualities required of leaders in today's world. It examines the evolution of leadership from its roots to its present forms and uncovers subtle differences that set modern leadership apart. It investigates the reasons behind the scarcity of effective leaders in society and offers practical solutions for developing exceptional leadership skills.

Keywords: *Transformational and Ethical Leadership, Organizational Performance, Leadership Evolution and Visionary Leadership.*

TRANSFORMATIONAL AND ETHICAL LEADERSHIP

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ABSTRACT

Transformational and ethical leadership have emerged as pivotal styles in the realm of leadership, capturing widespread attention in academic research and practical applications. This abstract presents a thorough exploration of these leadership styles, delving into their distinctive characteristics and examining their profound impact on individuals, teams, and organizations. Transformational leadership is distinguished by leaders who inspire and motivate followers toward extraordinary achievements. Displaying charisma, vision, and the ability to stimulate intellectual engagement and individualized consideration, these leaders empower their teams, foster creativity, and instil a sense of purpose and shared values. By encouraging personal growth and development, they cultivate a positive work environment, resulting in heightened employee engagement, job satisfaction, and overall performance. Particularly effective during periods of change, transformational leadership enables organizations to adapt and flourish in dynamic environments. Ethical leadership, conversely, places a strong emphasis on moral principles, integrity, and ethical decision-making. Ethical leaders serve as role models, embodying honesty, transparency, and trustworthiness in their actions. Prioritizing the well-being of followers, stakeholders, and society at large, ethical leaders establish and uphold clear ethical standards, fostering a culture of ethical conduct. By holding themselves and others accountable for ethical behaviour, these leaders enhance organizational reputation, build trust with stakeholders, and mitigate ethical risks and misconduct. The fusion of transformational and ethical leadership yields a powerful and positive impact on organizations. Leaders who embody both styles create an environment conducive to growth, innovation, and ethical behaviour. By inspiring and empowering followers, they stimulate creativity and motivation, leading to enhanced individual and team performance. Ethical leadership ensures that these positive outcomes are achieved through morally sound practices, upholding the highest standards of integrity and fairness. However, the practice of transformational and ethical leadership is not without challenges. Leaders must adeptly navigate complex ethical dilemmas, balance competing interests, and make difficult decisions aligning with both transformational goals and ethical principles. Furthermore, the effectiveness of these leadership styles may vary across cultures, industries, and organizational contexts, necessitating adaptability and cultural sensitivity. Transformational and ethical leadership are indispensable for crafting high-performing organizations that prioritize exceptional outcomes and ethical conduct. By integrating

inspiration, motivation, and ethical principles, leaders foster a positive work climate, unleash the potential of their followers, and achieve sustainable success while upholding moral values and societal expectations.

ROLE OF SCHOOL PRINCIPALS AND BOARD OF MANAGEMENT ON SECONDARY SCHOOL STRIKES IN KENYA

Dr. Domeniter Naomi Kathula
Management University of Africa, Kenya

ABSTRACT

This paper assessed the role of school principals and board of management on school strikes in Kenyan Secondary Schools. Specifically, to determine the causes of strikes among Secondary Schools in Kenya, to examine the role of School Principals in causing and preventing strikes in Secondary Schools as well as to establish the oversight role of school boards regarding payment of damage fees during strikes as well as other factors in the running of the school. The research was anchored on the conflict theory as well as the expectancy theory. The descriptive research design and the explanatory research design were used in the paper. The targeted population consisted of 18 teachers, 60 students and 60 parents. The study applied a census method and as such all 138 respondents would form the sample. The study concluded that student unrest and strikes are mainly as a result of student grievances that have been left unaddressed over a period of time leading to frustrations that manifests in the form of violence, bullying, boycotts and disobedience by students. Such grievances include poor food, poor boarding facilities such as beddings, congestions in the dormitories, strict rules that sometimes does not include room for entertainment and co-curricular activities. The study also concluded that schools do not have well defined and functional communication systems between the students and the administration. The study further concluded that school boards are not as actively involved in school affairs as they perhaps should be as seen by the complaints of stakeholders such as students and parents. The study recommends that schools engage students in making choices that affect the running of the school and hence the day to day activities of the students. Additionally, the study recommends that the school board of management becomes more active in the affairs of the school regarding communication between students and the administration. Finally, the study recommends that school boards be more proactive to represent the interest of all stakeholders in the school ecosystem.

Keywords: *School, Principals, Board of Management, Strike, Student Unrest*

RELATIONSHIP BETWEEN INTEGRATIVE LEADERSHIP AND PERFORMANCE OF PUBLIC BOARDING SECONDARY SCHOOLS IN FRONTIER COUNTIES: THE MEDIATING EFFECT OF EMPLOYEE MOTIVATION

¹Dr. Mohamed Abdinoor Dahir, ²Dr. Domeniter Naomi Kathula, ³Dr. Paul Machoka

¹ The Management University of Africa,

² Senior Lecturer, The Management University of Africa,

³ Senior Lecturer, The Management University of Africa.

ABSTRACT

An integrative leadership framework from an educational perspective is vital in understanding the efforts that are put in by school leaders to support overall school performance. Integrated leadership is also critical in the management and the development of partnerships aimed at increasing the quality of school performance. An integrative kind of leadership motivates members of the school community to maximize their overall performance. Integrative leadership combines the qualities of servant leadership, authentic leadership, and value-based leadership while simultaneously addressing their weaknesses. This paper sought to ascertain the mediating effect of employee motivation on the relationship between integrative leadership and the performance of public boarding secondary schools in selected Counties under the FCDC Kenya. This paper critiqued empirical studies linking the relationship between integrative leadership and performance and the mediating role of employee motivation. This study adopted a pragmatism research philosophy. This study also triangulated data using both qualitative and quantitative methods. The target population included all public boarding secondary schools from four FCDC Counties namely Lamu, Isiolo, Samburu, and Wajir. The study also targeted student leaders, teachers, principals, stakeholders (Board of Management representatives, County, and Teachers Service Commissions (TSC) Directors). The sample included 300 student leaders from 16 public boarding secondary schools in four FCDC Counties. A sample of 90 teachers, 16 principals, 16 Board of Management (BOM) stakeholders, 4 county directors of education and 4 TSC county directors; and 4 representatives of development partners also formed part of the sampling units. Therefore, the total sample size was four hundred and forty (N=440). Questionnaires were used to gather information from the teachers and students while interview guides were used to gather information from the school principals, BOM representatives, and County Directors of education. Interview guides were open-ended and detailed. Data was analysed using both quantitative and qualitative data analysis approaches based on the research objectives. Descriptive statistics was used to summarize quantitative data and the results were presented in frequencies and percentages, while inferential statistics were used to test the study hypothesis. Qualitative data on the other hand was summarized and reported in themes.

The study revealed that integrative leadership has a significant relationship with the performance of public boarding secondary schools in selected Counties under FCDC Kenya. Further, the study findings indicated a partial mediating effect on the mediating role of employee motivation on the relationship between integrative leadership and school performance.

Keywords: *Integrative Leadership, Employee Motivation, Performance of Public Boarding Secondary Schools, Frontier Counties Development Council (FCDC)*

CORPORATE LEADERSHIP AND ORGANIZATIONAL PERFORMANCE IN KENYA AGRICULTURAL AND LIVESTOCK RESEARCH ORGANIZATION (KALRO): MEDIATING INFLUENCE OF POLICY IMPLEMENTATION

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²Senior Lecturer, Management University of Africa,

³Management University of Africa,

ABSTRACT

Purpose of the Study: The primary goal of this research was to investigate interrelationships among corporate leadership, policy implementation, and performance of Kenya Agricultural and Livestock Research Organization (KALRO). Explicitly, the study aimed to assess impact of corporate leadership on KALRO's performance and explore mediating role of policy implementation in this relationship.

Problem Statement: Effective corporate leadership, marked by authenticity, decisiveness, and communication, is crucial for organizational success. Despite global concerns about agricultural productivity and food insecurity, Kenya still lags below global average. Existing studies highlight positive leadership-performance link, but gap exists in understanding role of policy implementation in the relationship. Despite articulated leadership structures, KALRO's impact on smallholders stagnates, emphasizing need for mediation by policy implementation.

Methodology: The study, adopting pragmatic philosophy, employed mixed methods design to mitigate biases. Utilizing concurrent triangulation approach, it observed 75 management organs, with 60 directors and 188 top leadership as unit of observation. Cross-sectional survey investigated quantitative relationships, while interpretive phenomenological analysis captured qualitative perceptions. Data analysis employed correlation, factor analysis, path analyses, and diagnostic tests, ensuring model suitability and robustness. Themes were derived through qualitative data analysis, utilizing interpretive phenomenological analysis and narrative analyses, supported by NVivo software.

Study Results: Using Hayes' PROCESS approach, corporate leadership significantly influenced policy implementation ($R^2 = 37.5\%$, $B = .487$, $\beta = .653$, $p < .001$), which in turn predicted KALRO's performance ($B = .5605$, $\beta = .502$, $p < .001$), supporting mediation.

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Even after controlling for policy implementation, corporate leadership remained a significant predictor ($B = .550, \beta = .613, p < .001$), indicating partial mediation. Bootstrap estimation confirmed significant indirect effect ($B = .447, \beta = .104$), associating corporate leadership with organizational performance values over 18 units higher due to policy implementation.

Conclusion and Policy Recommendations: The study affirms policy implementation as crucial mediator in corporate leadership-performance relationship, with corporate leadership still exerting significant influence. Recommendations for KALRO include prioritizing gender diversity, strengthening leadership development, conducting regular performance appraisals, and improving communication. Crucial policy measures involve staff engagement, enhanced monitoring and evaluation systems, and focus on strategic leadership.

Keywords: *Mediation, KALRO, corporate leadership, policy implementation, organizational performance.*

THE EFFECT OF AUTOCRATIC LEADERSHIP STYLE AND ORGANIZATIONAL PERFORMANCE OF FIVE-STAR HOTELS IN KENYA: A CASE STUDY OF FAIRMONT THE NORFOLK HOTEL NAIROBI

¹Mercy Wanjiku Wainaina

²Dr. Angeline Wambugu

¹MML Student, Management University of Africa

² Lecturer, Management University of Africa

ABSTRACT

The hospitality industry in Kenya is currently facing challenges in recovering to its earlier performance levels before the Covid-19 pandemic. Leadership is framed as one of the contributory factors to the effective utilization of organizational resources and capabilities valuable in navigating crisis periods and moving organizations toward fulfilling performance targets. This study aimed to explore autocratic leadership style and organizational performance of Five Star Hotels in Kenya. A case of Fairmont The Norfolk Hotel Nairobi. The study applied a census on the target population of 177 staff of Fairmont The Norfolk Hotel Nairobi. Primary data was collected through Google Survey Forms and the results were analysed using descriptive and inferential analysis. The findings indicated that strict supervision was practiced as the leaders in the organization followed their employee's actions and activities closely. The leaders sought to control how specific roles, duties and functions were carried out. The study further determined that leaders did use hierarchical engagement when interacting with employees. The overall mean of autocratic leadership indicated that autocratic leadership was practiced to a low extent. The regression findings indicated that

autocratic leadership had a positive and insignificant effect on organizational performance. It is recommended the authoritative or autocratic leadership style be utilised sparingly in contexts where employees may benefit from increased oversight and close guidance as its overall impact on organizational performance was determined as not being considerable. The study was restricted to autocratic leadership style which raises the need for further studies on the effect of other types of leadership such as the laissez-faire, servant-leadership and authentic leadership styles on performance of establishments in the hospitality sector.

Keywords: *Autocratic Leadership Style, Organisational Performance, Five-star hotels, Hospitality, Kenya*

EFFECTS OF TRANSFORMATIONAL LEADERSHIP ON EMPLOYEE MOTIVATION AMONG HOSPITALITY ENTERPRISES IN KENYA

Romano Okwi Elingit
Kisii university

ABSTRACT

Transformational leadership has played a vital role in impacting employee motivation which has resulted into positive results by improving organizational financial performance and sustainability. Hospitality industry has the potential to create employment to many youths in Kenya and paying taxes to run various government endeavors in Kenya however this field was impacted negatively by Covid- 19 pandemic from which tourism both domestic and international was affected and many employees lost their jobs .The study examines the effects of transformational leadership on employee motivation among hospitality institutions in Kenya .The study used desk research from which data was collected from secondary data sources derived from recent online journals and magazines from the global and local authors related to the topic of the study .This method is easy to get current details from various authors to support the study. The study findings revealed that transformational leadership is a powerful leadership style to transform the dying hospitality enterprises and make it vibrant to continue serving the local and international community because of the challenges the industry faced the investors should bank on transformational leadership training and provide resources for employees involvement and motivation to support transformational efforts of the leader and teach employees crisis management for many who lost jobs were negatively affected .The study concluded transformational leadership effects employee motivation on the positive and should be encouraged even during difficult times .The study recommended training of employees to support transformational leaders and provision of resources for employee training and crisis training especially after negative effects of post pandemic.Finally reward transformational leaders as per their effort as a measure to retain them.

Key words : *Transformational leadership, employee, motivation, hospitality enterprises*

SUB-THEME 2: CHANGE MANAGEMENT AND ORGANIZATIONAL DEVELOPMENT

A TOOLBOX FOR CHANGEMAKERS: A LINGUISTIC PERSPECTIVE

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ABSTRACT

Leaders today are increasingly recognized not just as decision-makers but as changemakers (Usman, 2020). To initiate and manage change effectively, they need insights and tools from many disciplines, including rhetoric, psychology, business communication, and applied linguistics. This presentation offers three specific tools from these fields: narrative awareness, framing effects, and language of inclusion. Narrative awareness emphasizes the power of storytelling in shaping organizational culture and guiding change (Darics & Clifton, 2019; Mautner, 2017). It involves understanding and crafting compelling narratives that resonate with stakeholders, thereby driving engagement and commitment to change initiatives. The second tool, "framing effects," derived from Tversky and Kahneman's (1981) work on cognitive biases, explores how the presentation or framing of information significantly influences perceptions and decisions. Leaders can leverage this effect by framing change initiatives in ways that align with stakeholders' values and priorities, thus reducing resistance and enhancing acceptance. The third, "language of Inclusion," draws from sociolinguistics and emphasizes the use of what is known as "solidarity markers" to foster a sense of belonging and collaboration (Caleffi, 2020). Leaders can make conscious choices in language to ensure all group members feel valued and heard, which is a critical factor in successful change management. Through specific examples and case studies from business and politics, this presentation not only explains and illustrates these tools but also provides concrete takeaways for immediate application. By integrating these linguistic insights into their strategic approach, leaders can enhance their effectiveness as changemakers and successfully initiate and manage change in their respective domains.

SUB-THEME 3: CONTEMPORARY ISSUES IN MANAGEMENT AND LEADERSHIP

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A PILOT SURVEY LINKING ANTECEDENTS OF LMX RELATIONSHIPS AND PWDS INSTITUTIONS PERFORMANCE: A STUDY OF PWDS INSTITUTIONS IN NAIROBI COUNTY AND ITS ENVIRONS

Dr. Scholastica Ratanya

ABSTRACT

In the global business arena today, People Living with Disabilities(PWDs) have considerably engaged in entrepreneurial initiatives in order to build a stronger equitable society. This study was guided by two objectives: effect of leader characteristics as antecedents of LMX on organization performance in PWDs institutions: A Study of PWDs Institutions in Nairobi County and its Environs; effect of follower characteristics as antecedents of LMX on organization performance in PWDs institutions: A Study of PWDs Institutions in Nairobi County and its Environs; moderating effect of organization culture on LMX and organization performance in PWDs institution: A Study of PWDs Institutions in Nairobi County and its Environs. Leader-Member exchange theory and social exchange theory formed the theoretical foundation of this study. A conceptual framework showing the correlation of the study's variables was also given. Review of related literature is and a well-articulated methodology given to show the procedure that was carried for the study. The study applied descriptive research design and the target population of the study were personnel working within the organization. The study conducted a pilot study in a PWDs institution in Mombasa County. Stratified sampling of the various departments in the Institution was applied. Convenience sampling and random sampling techniques will also be used to generate the sample size. The study used a sample size of twenty-five(25) respondents two (2) to three(3) employees from every organization. Semi-structured questionnaires were used for the study. The study targeted all workers whether living with disability or those not living with any disability. The pilot study was conducted and applied Cronbach alpha reliability estimate. The study also used quantitative and qualitative methods to analyze data. Statistical Package for Social Sciences (SPSS) for windows version 21 will be used to analyze data as tables and figures will be used for data presentation. According to the findings, the study provided a good governance framework of engaging their business networks within their localities. A significance conclusion of the study was that, LMX was critical in enhancing organizational performance especially in contexts where critical care is a major concern. One of the recommendations of this study was the need to ensure that there exists strong leader - member relationships within PWDs which would enhance career development of the personnel.

THE STRATEGY IMPLEMENTATION AND ORGANIZATIONAL PERFORMANCE AT THE JUDICIARY: A CASE STUDY OF COURT OF APPEAL AT NAIROBI

¹Eunice Wangari Wanjiku and ²Dr. Angeline Wambugu

¹MBA Student: Management University of Africa

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ABSTRACT

The study aimed to examine the strategy implementation and organizational performance at the judiciary with reference to a court of appeal as the study case, and the specific objectives were to establish the influence of organization resources and organizational leadership on organizational performance at the Court of Appeal. The resource-based view serves as the study's primary anchor theory and is supported by the institutional theory and Higgins 8-S Strategy Implementation Framework. A descriptive research design was used for the investigation for conducting the study that targets a population of 385, and a sample size of 120 was selected using stratified random sampling. Data was collected using questionnaires and SPSS was used to examine the quantitative data. Tables are used to present the data. To demonstrate the relationship between the variables, inferential statistics (regression and correlation) was employed. The following ethical guidelines were used as a guide for the research study throughout and all study activities, including communications, dates, and places of data collection, were accurately recorded. The study establishes that organizational resources is ae predictor variable with the highest impact on organizational performance at the Court of Appeal was organizational resources, followed by organizational leadership. To make sure that organizational goals and objectives are successfully carried out, the Judiciary should design and formulate policies, regulatory frameworks, and strategic plans. The study suggests that the management of any organization, such as the Judiciary, should be aware that there is a clear relationship between the chief executive officer's abilities and performance and the success of the institution. As a result, the management team influences each stage of the process of strategy implementation. The JSC should be aware that organizational leadership is an integral part of organizational success. Senior management at the Judiciary must use a suitable balance of leadership styles to maximize the chances of long-term strategic effectiveness

Keywords: *Strategy Implementation, Organizational Performance, Organization Resources Organizational Leadership and Court of Appeal*

SUB-THEME 4: GENDER, YOUTH AND LEADERSHIP TRANSFORMATION

DETERMINATIONS OF EMOTIONAL RESPONSE AMONG PRIMIGRAVIDA IN RONGAI SUB COUNTY, NAKURU COUNTY, KENYA

¹Daniel A. Otworu, ²Dr. Paul Machoka and Mr. Jared Osoro

¹Lecturer, Management University of Africa,

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Head SML, Management University of Africa

ABSTRACT

The purpose of this study was to investigate the emotional reactions of first-time pregnant adolescents in Rongai Sub County, Kenya, who were between the ages of 15 and 19 when they found out they were pregnant. The study primarily evaluated first-time pregnant teens' suicide thoughts, self-denial, stress, and partner's response to the pregnancy news. Rongai Sub County in Nakuru County, Kenya. Evidence from Kenya reveals that despite government attempts, not much has been written or researched about primigravidas' emotional response to finding out they are pregnant. Primigravidas in Kenya have emotional responses, and this study aimed to close this research gap. A descriptive cross-sectional study approach was employed in the research. This study featured a sample size of 411 primigravidas, aged between 15 and 19 years, using a single population formula and a purposeful sampling technique. Primary data were gathered using questionnaires issued to pregnant teenagers and interview guidelines provided by the research assistants. The questionnaire was pilot tested on five subtopics, which helped to enhance the instrument, and exploratory factor analysis was performed to identify factors with a reliability value of 0.70. Factor loadings with values below 0.70 were excluded. A modified pre-tested structured questionnaire with a reliability coefficient of 0.74 was used to gather data. It was derived from the WHO standard tool, which John Cleland created, and was intended to evaluate primigravidas' emotional response. The pilot study employed Cronbach's alpha coefficient to assess dependability. The study employed multinomial logical regression analysis and Chi Square to ascertain the link between the variables, and a combination of descriptive and inferential statistics to ascertain the degree of correlation between the variables. The results were analyzed with SPSS 25 and provided in tables and figures. The findings were interpreted with a 95% degree of confidence. The study's findings demonstrated that the majority of primigravidas in Rongai Sub County had a substantial impact on adolescent pregnancy and were linked to self-denial, stress, suicidal ideation and partner reaction, hostility, and stress. The study suggested that in order to lessen the emotional reaction of pregnant teenagers in Kenya, primigravidas laws, rules, policies, and regulations should be effectively implemented.

Keywords: *Adolescent; Determination; Denial; Emotional reaction; Primigravida*

EDUCATION LEVELS AND ECONOMIC EMPOWERMENT OF WOMEN IN KENYA: A CASE STUDY OF KAJIADO COUNTY

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*Mua 10th International Management and Leadership Conference
22nd - 23rd February, 2024*

¹The Management University of Africa

ABSTRACT

Purpose of the Study: This study was the impact of education levels on the economic empowerment of women in Kajiado County, one of Kenya's marginalized regions.

Statement of the problem: Kajiado County faces gender-based education disparities, socioeconomic challenges, and limited economic opportunities for women. Male chauvinism contributes to the disadvantage of girls, leading to slow development and high female illiteracy due to early marriages. The primary research objective was to explore the connection between education levels and women's economic empowerment in Kajiado County. The study's specific goals included assessing the impact of education levels, socioeconomic factors, and women's participation in income-generating activities on women's economic empowerment in Kajiado County.

Research Methodology: A descriptive research design involving a sample of 90 women (30% of the 300 members in the Kajiado County Women Empowerment Group) was used. The study's theoretical framework drew from liberal feminism and empowerment theory. Data collection used questionnaires with closed-ended questions via the mobile tool Kobo Collect. Data analysis in Microsoft Excel included mean, mode, standard deviation, and analysis of variance. Research findings were presented visually through charts and tables.

Results of the study: The test was carried out through Ms. Excel and the findings were as follows: $F_{\text{calculated}} = 5.595$, $F_{\text{critical}} = 1.276$. Since $F_{\text{critical}} < F_{\text{calculated}}$ the null hypothesis was upheld. This meant that women equal access to education has a significant relationship with economic empowerment of Women in Kajiado County.

Conclusion: The results of the study suggest a significant correlation between education levels, socioeconomic factors, and women's participation in income-generating activities, and the economic empowerment of women in Kajiado County. These insights were substantiated through the analysis of variance applied to their responses.

Recommendations: The study recommends counties should focus on women education for their economic empowerment

Keywords: *Education levels, Economic empowerment of Women, Kajiado, Kenya*

DETERMINATIONS OF EMOTIONAL RESPONSE AMONG PRIMIGRAVIDA IN RONGAI SUB COUNTY, NAKURU COUNTY, KENYA

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*Mua 10th International Management and Leadership Conference
22nd - 23rd February, 2024*

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ABSTRACT

The purpose of this study was to investigate the emotional reactions of first-time pregnant adolescents in Rongai Sub County, Kenya, who were between the ages of 15 and 19 when they found out they were pregnant. The study primarily evaluated first-time pregnant teens' suicide thoughts, self-denial, stress, and partner's response to the pregnancy news. Rongai Sub County in Nakuru County, Kenya. Evidence from Kenya reveals that despite government attempts, not much has been written or researched about primigravidas' emotional response to finding out they are pregnant. Primigravidas in Kenya have emotional responses, and this study aimed to close this research gap. A descriptive cross-sectional study approach was employed in the research. This study featured a sample size of 411 primigravidas, aged between 15 and 19 years, using a single population formula and a purposeful sampling technique. Primary data were gathered using questionnaires issued to pregnant teenagers and interview guidelines provided by the research assistants. The questionnaire was pilot tested on five subtopics, which helped to enhance the instrument, and exploratory factor analysis was performed to identify factors with a reliability value of 0.70. Factor loadings with values below 0.70 were excluded. A modified pre-tested structured questionnaire with a reliability coefficient of 0.74 was used to gather data. It was derived from the WHO standard tool, which John Cleland created, and was intended to evaluate primigravidas' emotional response. The pilot study employed Cronbach's alpha coefficient to assess dependability. The study employed multinomial logical regression analysis and Chi Square to ascertain the link between the variables, and a combination of descriptive and inferential statistics to ascertain the degree of correlation between the variables. The results were analyzed with SPSS 25 and provided in tables and figures. The findings were interpreted with a 95% degree of confidence. The study's findings demonstrated that the majority of primigravidas in Rongai Sub County had a substantial impact on adolescent pregnancy and were linked to self-denial, stress, suicidal ideation and partner reaction, hostility, and stress. The study suggested that in order to lessen the emotional reaction of pregnant teenagers in Kenya, primigravidas laws, rules, policies, and regulations should be effectively implemented.

Keywords: *Adolescent; Determination; Denial; Emotional reaction; Primigravida*

SUB-THEME 5: HIGHER EDUCATION MANAGEMENT AND LEADERSHIP

LEARNING, CURRICULUM DESIGN AND EMPLOYABILITY OF UNIVERSITY

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GRADUATES IN KENYA. A CASE STUDY OF MANAGEMENT UNIVERSITY OF AFRICA

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ABSTRACT

The Management University of Africa graduates over 400 students every year in various disciplines. According to the 2022 Employers' Tracer Study carried out by Management University of Africa, 71% of the graduates of 2021 were employed (including the 10% who were self-employed). Over 50 key employers were identified during the survey (Public and Private). One of the key recommendations of the Tracer Study report was to decrease unemployment through inclusion of stakeholder expectations in the process of curriculum development. In Kenya, despite the rising levels of education, many graduates face very high unemployment rates. This raises questions on the demand and market orientation of the university learning, curriculum development and whether the university course designers are cognizant of labor market trends. It's for this reason this paper sought to investigate the effect of university learning, curriculum design on employability of graduates. Graduates with "employability skills" like teamwork, communication skills, decision making, emotional intelligence, critical thinking and the ability to motivate others to achieve a common goal are in high demand from employers. Investing in employability skills training in the universities is essential for creating a high-performance work culture. The specific objectives of this study are: to find out the effect of teaching methodology on employability and to examine the effect of curriculum design on employability. The study will adopt desktop review of market surveys, Teaching effectiveness evaluation surveys and tracer studies surveys at Management University of Africa. The study findings will be analyzed using themes and presented in charts and tables.

Keywords: *Employability skills, teaching methodology, curriculum design, universities*

PERSONALITY TRAITS AND ACADEMIC PERFORMANCE OF UNDERGRADUATE STUDENTS IN KENYA. A CASE STUDY OF MANAGEMENT UNIVERSITY OF AFRICA

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*Mua 10th International Management and Leadership Conference
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ABSTRACT

Higher education institutions play a pivotal role in producing qualified human power that are the engine of socio-economic development. As such many educators in these institutions are concerned with identifying the determinants of academic success in order to improve curriculum development and hence students' performance. Despite these efforts, both undergraduate and postgraduate students in public and private universities overstay in universities, which indicates that majority of these students do not graduate in time or many of them drop out before graduation. Many others drop off without completing their studies. This study therefore seeks to establish whether personality traits of undergraduate have an effect on the academic performance of undergraduate students. A Case Study of Management University of Africa. The theory is anchored on the Ackerman's (1996) theory, called PPKI (intelligence as processes, personality, knowledge, and interests) theory. The study adopted a Descriptive research design. The target population comprised of undergraduate students of the Management University of Africa who were in their second year of study. Stratified random sampling was used to determine the sample. The sample size was determined using Cochran's (1977) formula as it is effective in circumstances involving large populations. Primary data was collected using a pretested structured self-administered questionnaire. A five-point Likert scale ranging from strongly disagree to strongly agree was used to construct the study items. A pilot study was conducted on 20 students of Management University of Africa, Main Campus, Kisaju who were not included in the final study. Internal consistency will be tested using Cronbach's Alpha coefficient where the average of 0.7 and above was regarded as valid. The qualitative data were analyzed using descriptive and inferential statistics using SPSS Version 24. Pearson correlation matrix was used to predict and explain the association between the variables in terms of magnitude and direction. The findings, conclusion and recommendations are discussed.

Keywords: *undergraduate students, personality traits, academic performance, Kenya.*

SUB-THEME 6: NEURO-MANAGEMENT AND LEADERSHIP

OPTOMETRIC SOUNDINGS IN ENTREPRENEURIAL DECISIONS

*Mua 10th International Management and Leadership Conference
22nd - 23rd February, 2024*

¹Col Prof. Dr. J Satpathy, ²Prof. Dr. Washington Okeyo, ³Prof Dr. Amena Allouch and
⁴Prof. Dr. Ana Moreira

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ABSTRACT

Introduction: Neuro-entrepreneurial management sciences have linked disparate fields of Management and Psychology. Extension of neuro-entrepreneurial management sciences counterparts advance of cognitive science. Interface between entrepreneurial business and ophthalmological sciences is not smooth with misconception in potentials on either side. Neuro-entrepreneurial discoveries posture challenge to usual management viewpoint.

Motivation: The foundation of stimulus has been neuro-entrepreneurial decision explorations (merger of philosophies from Cognitive Science and Management). Neuroentrepreneurial decision making has arisen as an inter-disciplinary determination to bridge this gap. It mixes ideas from fields of Organisational Psychology, Neuro-entrepreneurial Science and neuro-entrepreneurial management to stipulate precise representations of decision making.

Problem Statement: Notwithstanding considerable developments, enquiry of how we make decisions stays to posture significant trials for methodical explorations. Erecting a decision infers that there is an alternate choice to be factored. And in such a circumstance, we want not only to detect as many of these substitutions as conceivable but select one that (1) has peak prospect of efficiency and, (2) best fits with goal line, needs, routine, and ethics.

Research Issues: -

1. How does an entrepreneur choose via. Optometric Soundings?
2. What part does eye perform in decision making?

Aim and Objective(s): Attempt is to explore nature of causality, identify methods to test causal relations, employ empirical cognitive and neural approach (es) to causal reasoning and establish relation between causation and causality using data to reveal optometric paths in business 'accelerationism' decision. Primary aim is to archetype neuro-entrepreneurial feedback by using Optometric Soundings. Paper integrates neuro-entrepreneurial science and Psychology of management modelling tactic. Objective is to monitor undercurrents of neuro-biological 'motorists' in preference making. Effort is to elucidate how Optometric Soundings appreciate 'mental sounding' in entrepreneurial decision making. Pivotal point is to comprehend causal processes of how Entrepreneurs craft decision, appreciate apparatuses of decision making and integrating interdisciplinary scholarship in direction of neuro-entrepreneurial decision.

Methodology: With Optometric Soundings, stimulus is used to record activity of eyes. These waves (rhythms) afford evidence about circumstances and cognitive processes in central optometric structure. Tobii equipment has been used with Kowlers model.

Rationale: This paper advances theoretical models, grounded on axiomatic groundwork of Optometric Soundings, to entrepreneurial decision. For this, research purposes towards achieving condensed and abstract models of decision.

Contributions: Paper efforts to deliberate conclusions in direction of understanding neuro - design and proposition to riposte topics in entrepreneurial preference undercurrents. Research efforts conclude with characteristic schemes and presents directions for future research. Research attempts assist reconsidering practicalities of entrepreneurial preference dynamic forces by providing alternate arrangement for rational preference complications. This study opens new panorama for future replicative scholarships. Paper concludes with distinctive standpoints number of propositions generated from theoretical 'edifice' and presents directions for future research.

Conclusion: Being an innovative study, present attempt underwrites in direction of existing scholarship by;

- Providing theoretical outline for steering Optometric Soundings investigations,
- Proposition explanation through measurements of Optometric Soundings, and
- Designate typical inter - disciplinary prototype for Optometric Soundings based choice construction.

Key Words: *Optometric Soundings, Entrepreneurial Decisions, Accelerationism and Decision Making*

CYBERNETIC ECONOMICS

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ABSTRACT

Cybernetics is the study of communication and control processes in biological, mechanical, and electronic systems and as such more relevant to the study of human behavior than simple paradigms, for instance Bounded Rationality (BR).

Cybernetic Economics has like other cybernetic systems three levels:

I. Strategy: Economics aims to maximize the Quality-Adjusted Life Years (QALY) of goods and services

II. Functional Feedback (3P QALY-effects): 1) Ecoeffects, 2) Human Relations and 3) Income

III. Management Tools:

Ad 1: A carbon neutral economy by a global CO₂-emission Tariff (ET) has Top-priority

Ad 2a: Sensi Training in the Big5 Taxonomy ordered by Neuroeconomic Model (NeM)

Ad 2b: Stress Management by meditative in-depth-relaxation

Ad 1-2: Informal bottom-up support of the common good by tripartite management (3P) including labor unions

Ad 3a: Long-term Market-based economic growth

Ad 3b: Short-term macroeconomic stabilization of inflation and/or employment and/or balance of foreign payment

Ad 3c: Equalization of the market-based income by Universal Basic Income (UBI)

Discussion: A test course indicates that Cybernetic Economics can be disseminated to laymen. The major dissemination challenge is to give specialized researchers an introduction course in Cybernetics. Dissemination of Cybernetic Economics should have top-priority, because it's critical to better democratic guidance of Mankind towards the best possible QALY.

Keywords: *Cybernetics, Neuroeconomics, Behavioral economics (BE), Democratic Economy, Tripartite Management (3P), Big5.*

DRIVERS IN DECISION ANXIETY

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ABSTRACT

Introduction

Making cogent psychosomatic management decisions, in a state of disarray and elasticity, is a management action. Cerebral science (Cerebral Management) has made advances bringing unprecedented insights into human brain and management decision making. Inquiry is witnessing multilevel research in organizational studies that integrates delineated research domains and offers novel lens for understanding business practice. Human organizations are at crossroads with cerebral and business laying a conduit that seems an abnormal approximation with infinite 'scrolling', disarray, complexity and 'interpolations'. Reference is drawn to bio - processes that impact management decisions, activate to differentiate based on multiple signals of origin, conditions that support or negate findings that aid understanding of how neuro - configurations influence management decision making. Documentation of molecular and genetic markers precisely forecast rational physiognomies for understanding neural mechanisms of disarray and elasticity in entrepreneurial management decision making.

Objective

Are 'business actors' being threatened by 'management decision 'anxiety'? Issues like how management decisional processes transgress in brain pathways, how brain considers

sources of data and what intrinsic processes embody conflicting disarray and elasticity values have been explored to design 'rational' management decisions. Objective has been to monitor philosophy of neuro-management drivers in behavioural models by means of fundamental tools from managements, psychology, neuroscience, mathematics and statistics.

Aim

Paper purports at addressing data - induced management decision making. Exploration in management decision landscapes stimulates and fresh queries, vigorous theoretical and conjectural practicalities, demanding approaches, challenging results, and audacious insinuations. Aim is to reflect upon 'busitagion' management from interdisciplinary turf of 'homopsychology-management', disarray and elasticity sophistications vis - a - vis infinite 'scrolling' and 'interpolations' in 'disruptive cerebral' approximations. Aim is towards awning theoretic contexts and empirical methods of philosophy of biology to understanding neuro-management drivers that underlie management decision 'anxiety' by means of fundamental inter - disciplinary tools. Purpose has been to assess neuro-management investigations that have stimulus on business actor's choice.

Methodology

Focus is to replicate philosophy of disarray and elasticity biology in research. Attempt has been to explore nature of causality, identify methods to test causal relations, employ empirical cognitive and neural approach (es) to causal reasoning and establish a relation using neuro-management data to reveal neural paths in choice making. This will be supplemented with eye - tracking experiment. To lend degrees of reliability, validity and significance, experiment includes a brain - wave analysis. Paper empirically tests a behavioural experiment design via psychophysical approaches besides functional and fundamental scanning systems. For clinical replicative tests, single - subject was chosen.

Major Findings

Major finding is that business actor attempts to decide and evaluates prospective management decision in disarray and elasticity conditions using neuro-management medium. Paper discusses findings to understand neuro-management design and offers to answer issues in data - induced management decision dynamics. Results demonstrate indications for extemporaneous counterfactual replication. Paper discusses new findings to understand neuro-management design and offers to answer issues in data - induced neuro-management decision making dynamics in disarray and elasticity. The paper concludes with distinctive standpoints a number of propositions that have been generated from theoretical 'mosaic' and presents directions for future research. Emphasis is upon causality that best fits explanation. Key idea is to engage scientific methods to investigate molecular and genetic correlates appropriate to chaotic and resilient brain processes. Paper attempts towards rethinking foundations of entrepreneurial choice dynamics by providing

alternative taxonomy for rational choice problems in disarray and elasticity. This research opens new vistas for future replicative studies in neuro - mechanisms of disarray and elasticity.

Keywords: *Management Drivers, Brain Waves, Neuromanagement Indices, Neuro - Agents and Management Decision Anxiety*

SUB-THEME 7: GREEN TECHNOLOGY AND CLIMATE ACTION

NUTRITIONAL COMPOSITION, SAFETY AND STARCH PROPERTIES OF CASSAVA VARIETIES FLOUR GROWN IN NAKURU COUNTY, KENYA

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ABSTRACT

Cassava a versatile and resilient crop emerges as one of Africa's key solutions to nutrition and food security concerns. In Kenya, the adaptability of cassava in diverse climates as a climate-smart crop has led to its recent cultivation in non-traditional cassava growing regions like Nakuru County in Rift Valley region of Kenya. This study aimed to assess the nutritional composition and starch properties of cassava flour obtained from cassava varieties recently introduced in Nakuru. The results revealed significant variations ($p < 0.05$) in the proximate, minerals, cyanide, phytate content and starch properties among the cassava varieties. The moisture content of the cassava flour was low (4.8 %), compared to the recommended level of 14% for microbial stability. The main component of cassava flour was carbohydrates (starch) at 87%, with low levels of crude fat (0.46%) and protein (3%). Variety MM96/0067 exhibited the highest carbohydrate content, indicating the highest flour /starch yield. All cassava varieties had low cyanide levels that are safe, phytate levels varied widely with ranges of 10.8 to 107 mg/100g with Selele variety having lowest cyanide and phytate content. The cassava flour showed low calcium, iron, and zinc content, with their bioavailability being affected by the high phytate levels. The starch analysis indicated higher levels of Slowly Digestible Starch ranging from 36.52% to 53 % and lower levels of Rapidly Digestible Starch ranging from 22.22% to 36%. Cassava flour exhibited significant levels of Resistant Starch, ranging from 4.56% to 7.23%, which supports its beneficial impact on gastrointestinal health. . However, the low protein, fat, and mineral content of cassava flour highlight the need for supplementation to enhance its nutritional quality when used in the formulation of food products. These findings provide valuable insights into the composition and properties of cassava flour from different varieties, emphasizing its potential for promoting food and nutritional security in Kenya.

THE ROLE OF COUNTY GOVERNMENTS IN NATURAL RESOURCE GOVERNANCE IN KENYA

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ABSTRACT

County governments were formed by the need to decentralize national governance and its institutions to the grassroots level, in the spirit of the principle of subsidiarity, so as to enhance public participation, among other development aspects. County governments as envisaged in the current Constitution of Kenya contemplates a form of governance including natural resource governance. This paper critically discusses the role of county governments in governance and management of natural resources in Kenya. County assemblies are also to play a role in NRM and development of policies, amongst other roles. The constitutional division notwithstanding, it is the responsibility of both the national and county governments to ensure sustainable exploitation, utilization, management and conservation of the environment and natural resources. This research methodology employed was qualitative approach using a descriptive design. Data was collected through interview guides administered in focused group discussions and one-on-one interviews with key informants. The target population consisted of 60 individuals, including representatives from local institutions, communities in Suswa ward, and county government officials from Narok. Purposive sampling was used to select participants directly involved in natural resource management.

Key word: *Natural resource management, County governments, National government*

STRATEGIES FOR MITIGATING CLIMATE CHANGE IN UNIVERSITIES IN KENYA.

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ABSTRACT

In the 21st Century, climate change has emerged as a significant threat to both development and environmental sustainability. Witnessing the alarming impacts of climate change, nations have taken action to address this pressing issue. This study delves into the severe impacts of climate change in the Greater Horn of Africa, particularly in Kenya, where recurrent droughts and floods threaten rural livelihoods.

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With agriculture being a significant contributor to Kenya's GDP, the study emphasizes the critical role of universities in mitigating climate change. The objective is to examine strategies employed by Kenyan universities, focusing on courses offered, sustainable activities, campaigns, collaborations, and external support. Notably, universities like Strathmore and Karatina are actively implementing environmentally sustainable practices, such as solar energy adoption, green building technologies, and biodiversity management. The Kenya Green University Network, comprising 18 universities, plays a pivotal role in fostering collaboration and supporting the nationwide go-green movement. The study suggests that incorporating climate science courses into the education system is crucial for addressing climate-related risks. This comprehensive approach, involving universities, networks, and external entities, reflects a collective effort to combat the urgent challenges posed by climate change, biodiversity loss, and pollution on a global scale.

Key words: *Climate Change, Universities, Mitigation Measures*

A LITERATURE REVIEW OF EFFECTS OF CLIMATE CHANGE ON AGRICULTURE PRODUCTION

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ABSTRACT

Global climate change concerns are increasingly gaining ground in many nations, and Kenya is no exception. Studies reveal that livestock production is the most vulnerable agricultural sector due to the over-reliance on climate and other natural resources. (Vetter, Goodall & Alcock, 2020). The prominent role played by the livestock sector calls for urgent attention on climate change coping strategies. The paper aimed to analyse the existing strategies in livestock production of Kenya. The study utilized a systematic literature review with key search terms such as climate change, coping strategies, livestock, livestock production, adaptation. The search was run through scientific databases such as Google Scholar and Science direct targeting the titles and keywords. From the reviewed publications examined in the current paper, it was noted that there are limited research studies on agriculture production, and geographical underrepresentation of research progress in different Counties within the country. The study recommended increasing research studies on climate change coping strategies in Kenya.

Keywords: *Climate change, coping strategies, literature review, Kenya*

SUB-THEME 8: INDUSTRY, INNOVATION AND INFRASTRUCTURE

APPLICATION OF DIGITAL TECHNOLOGIES IN AGRICULTURE: A REVIEW OF THE PRACTICE AND OPPORTUNITIES FOR SMALLHOLDER FARMERS

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ABSTRACT

The recent emergence of digital technologies is rapidly transforming the efficiency, effectiveness, and transparency of agricultural production. Smallholder farmers (SHFs) often have limited access to credit facilities, are poorly trained, use old farming tools and practices, and face difficulties managing post-harvest losses and accessing suitable markets for their produce. Changes in climatic conditions and the unpredictability of weather patterns have expounded the current challenges. Digital technology offers scalable opportunities to bridge the gaps and increase the resilience of SHFs in sustaining food production. This study focused on the application of four independent variables of digital technologies by smallholder farmers; use of digital lending technology to access capital and credit facilities; the availability of digital agricultural extension services; the use of digital technology for market linkages and the use of digitally improved tools and farming techniques. The results showed that smallholder farmers who have been trained in digital technologies and use digitally improved tools & modern farming techniques have derived the most benefit and increased output. Precision agriculture, data-driven decision-making at the farm levels, and integration of other agri-service platforms have helped in improving efficiency, productivity, and sustainability across the whole agricultural value chain. There is still greater opportunity to enhance digital lending platforms and digital marketing for agricultural produce.

Keywords: *digital technologies, agriculture, smallholder farmers*

THE ROLE OF COMMUNICATION TECHNOLOGY IN THE PERFORMANCE OF MEDIA INDUSTRY IN KENYA

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ABSTRACT

In the modern information era, globalization has had profound effects on the economic world. Because of this, businesses need to plan ahead for their survival and expansion, adapting as needed to stay ahead of the competition. The media industry plays a crucial

role in shaping public opinion and providing information to the masses, making it essential to examine the factors influencing its performance. The study was anchored on the theory of Henri Fayol and Contingency Theory. The research adopted a quantitative approach to gather comprehensive data. The study target population was 980 staff from Royal Media Services Headquarter (HQ), Nairobi. The research used purposive and stratified random sampling techniques to select study subjects. The study used a sample size of 300. Questionnaires were administered online to the employees of Royal Media Services in the HQ. Descriptive statistics was used to compile and evaluate the quantitative data using SPSS (Version 25), including measures of central tendency and dispersion. Data analyzed was presented in the form of graphs, tabulations, figures, and charts to display the results of the analysis. Correlation analysis and multinomial regression analysis were used to assess the relationship between management practices and the performance of Royal Media Services (RMS). Results showed that communication technology, finance management techniques, product innovation and strategic planning efforts have an impact on the performance of Royal Media Services. In relation to objectives, strategic planning efforts play a very critical role in achieving success of RMS. Also, there is a strong positive correlation between finance management efforts and organizational performance.

Keywords: *Communication Technology, Performance, Media Industry, Kenya*

OUTSOURCING AND PERFORMANCE OF LOGISTICS FIRMS IN KENYA - A CASE STUDY OF KUEHNE + NAGEL LIMITED

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ABSTRACT

The specific objective was to examine the effect of outsourcing on performance of logistic firms in Kenya. This study was founded using resource-based view and planned behaviour theory. The study target population was 326 Kuehne + Nagel Limited employees working in Nairobi, Kenya. This study adopted survey research design. The study adopted stratified random sampling techniques. A 25% sample size was selected. This study used questionnaires to gather data. A pilot test was performed using five questionnaires. The collected data was scrutinized, coded, classified and systematically keyed in SPSS version 22.0 software for generation of data table and charts. The analysis incorporated both descriptive and inferential statistics. As ethical consideration, all work of authors used was acknowledged. The results indicate correlation r equal 0.217 for outsourcing. This indicates positive relationship between outsourcing and performance of logistics firms in Kenya. The study recommends logistics firms operating in Kenya should deliberate and identify areas or functions in

the management that are suitable for outsourcing such as cleaning, cooking, and among others to enable them fully concentrate in core mandates thus net more clients and improve sales and profits. This study would benefit Kuehne + Nagel Limited and other logistic firms in Kenya to improve their logistical activities as well as future researchers as source of reference and citations.

Keywords: *Organizational practices, Performance, Logistics firms, Outsourcing, Kenya, Kuehne + Nagel Limited*

A STUDY ON HOW DIGITAL TRANSFORMATION AND TECHNOLOGICAL INNOVATION HAVE AFFECTED INTERNATIONAL TRADE AND LOCAL ENTERPRISE DEVELOPMENT IN KENYA.

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ABSTRACT

Changes in global demand have been the main determinant of trends in international trade and local enterprise development. In the last three years there has been occurrence of changes in global demand and varying international prices especially due to COVID-19 pandemic. This has seen a snail speed in world and local enterprise growth. This scenario resembles other recent trade downturn for, example there has been a global trade decline since 2020 which almost match 2008/09 global financial crises. By extension, the economic downturn since 2020 caused severe consequences in terms of mobility and other logistic arrangements thus causing a decline in global trade due to health and economic crises. Due to the aforementioned, the paper focuses on the effect of digital transformation and technological innovation on International trade and local enterprise development. In the last three years, the world has witnessed a rapid growth in digitalization and technological innovation, this has contributed an integrative role to the growth and development of the world economy; in this case, the two factors have rapidly accelerated the growth of digital space and global commerce. Just to highlight, digital transformation and technological innovation have caused variations in many operations that involves international trade and local enterprise development this has made such to shift to digit space, with accompanying a positive growth in global and local competition due to use of e-commerce, emergence of new opportunities due to increased and widespread use of digital platforms have seen proliferation of more business opportunities opening, up further arousing regulatory attention by the states authorities. In spite of the benefits of digital transformation and technological innovations demerits have also cropped up such as; loss of employment opportunities due to their cost saving nature, disruptive effect caused by much concentration on the technology distracting the worklife balance. However, the paper has looked into how the effect of digital transformation and technological innovation on have impacted on

commercial entities both internationally and locally, the paper has narrowed to focus on commercial bank in Kenya using a case study of Co-operative bank of Kenya.

Key Words: Covid-19 Pandemic; Digitalization; Digital Transformation; Technological Innovations; International Trade; Local Enterprise Development.

DETERMINANTS OF PERFORMANCE OF CORPORATE SOCIAL RESPONSIBILITY PROJECTS IN MANUFACTURING COMPANIES IN KENYA

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ABSTRACT

Realization of the performance of Corporate social responsibility Projects is a critical challenge for all stakeholders involved in the implementation of such projects. Performance of corporate social responsibility (CSR) projects involves various aspects such as economic factors, community issues, legal requirements, ethical orders and discretionary demands. Studies have shown that only 20 - 22% of the CSR projects do not meet the specifications acceptable by the key stakeholders. The study sought to establish the effect of companies' income, stakeholder involvement and governance practices affected performance of CSR projects. This study is informed by positivism philosophy and adopted a cross sectional research design. A total of twelve manufacturing companies in Nairobi County formed the target population. A census was used and therefore all participated in the study. Data was collected using questionnaires. The reliability of the instruments was measured using Cronbach Alpha, which were all above the threshold of 0.7. Data was analyzed through descriptive statistics, correlation coefficient and multiple regression analysis. The study found that both community involvement and governance practices are significant determinants of performance for CSR project. In addition, implementation of CSR projects were found to be dependent on the companies' income and not on some standard operating procedures and hence they did not perform as planned. The study recommends that companies should ensure stakeholders are involved from inception of the projects to the completion of the projects in order to ensure they clearly understands their needs and factor them in when implementing the projects. Firms should have standard operating procedures on the implementation of the CSR projects which is informed by their policies. Lastly, the government should ensure that policies that are in place are conducive to ensure that these projects are effectively undertaken to supplement its development efforts.

Terms: Corporate profits, project Performance, Corporate Social responsibility, stakeholder involvement

COMMUNICATION MANAGEMENT PRACTICES AND PERFORMANCE OF POWER GENERATING PROJECTS IN KENYA: A CASE OF OLKARIA GEOTHERMAL PROJECT.

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ABSTRACT

Organizations are increasingly using projects to help them achieve their objectives. Effective communication management practices are an important element in managing projects as it enhances productive efforts, prevents duplication, and helps in removal of errors which leads to generation of ideas that provides better solutions. Past studies indicates that most of the power generating projects are unable to meet the expected quality specifications, run behind schedules and experience cost overrun. Specifically, some studies indicated that such projects fall behind the schedule by a range of 4.6% to 53.4 %, while others experienced cost overruns of between 9.4% and 29%. This can largely be attributable to the communication management practices. This study aims at determining the effects of communication management practices on performance of power generating projects in Kenya. The specific focus are the communication channels used and the feedback mechanism. The study was anchored on Laswell's communication theory, transactional model and system approach theory. The descriptive research design was adopted targeting 120 employees at Olkaria Geothermal Project. Stratified random sampling was used to select 60 employees who formed the sample size. Questionnaires were used to collect quantitative data. Data was analyzed through descriptive statistics, mean and standard deviation. The relationship between variables was measured using correlation and multiple regression analysis. The results indicate that communication channels support significantly influence of the project performance. Communication management practices were indicated as one of the contributing factors to the overruns and delays. A test of significance revealed that communication channels had the highest influence on performance of power generating projects followed by feedback mechanism had the least influence. The study recommends that team management should embrace a culture of feedback mechanism open to all project stakeholders. It is also important to identify and agree on the communication channels to be used in the project. It is expected that the findings of the study will be used as a reference by projects managers, organizations using projects to develop effective communication management practices.

Terms: Communication Management, Power Generating Projects Performance, Project

DIGITAL RECORDS PRACTICES AND DECISION-MAKING EFFECTIVENESS IN FAITH BASED UNIVERSITIES IN KENYA

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ABSTRACT

With the proliferation of digital records, leveraging information management practices is crucial for organizational success. However, the link between digital records practices and decision-making quality remains insufficiently explored in university contexts. This study evaluated the contributions of institutional digital records practices towards decision-making at Faith-Based Universities in Kenya. A survey sampled administrators, faculty, and staff at two universities to analyze the relationship between digital records practices (ICT policy compliance, staff skills application, storage reliability) and quality decision-making (on dimensions of decision quality, speed, yield, effort, student satisfaction). Findings revealed digital practices were only moderately developed, although decision-making was perceived as highly effective. Further analysis found positive correlations between specific digital practices and decision-making. Results highlight the strategic value of enhancing practices like ICT policy compliance, skills training, and reliable digital storage to improve evidence-based decision-making. This underscores the importance of leveraging robust digital records management to facilitate organizational effectiveness through informed decision-making in universities.

Keywords: *digital practices, ICT policy compliance, skills training, digital storage, Kenya*

STAFF TRAINING AND PERFORMANCE OF LOGISTICS FIRMS IN KENYA - A CASE STUDY OF KUEHNE + NAGEL LIMITED

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ABSTRACT

The objective was to assess the effect of staff training on performance of logistic firms in Kenya. This study was founded using resource based view and planned behaviour theory. The study target population was 326 Kuehne + Nagel Limited employees working in Nairobi, Kenya. This study adopted survey research design. The study adopted stratified random sampling techniques. A 25% sample size was selected. This study used questionnaires to gather data. A pilot test was performed using five

questionnaires. The collected data was scrutinized, coded, classified, and systematically keyed in SPSS version 22.0 software for generation of data table and charts. The analysis incorporated both descriptive and inferential statistics. As ethical consideration, all work of authors used was acknowledged. The results indicate correlation r equal 0.448 for staff training. This indicates positive relationship between staff training and performance of logistics firms in Kenya. The study recommends logistics firms in Kenya should rigorously and regular continue to undertake quality staff training to improve knowledge retention and company memory for future succession planning. This study would benefit Kuehne + Nagel Limited and other logistic firms in Kenya to improve their logistical activities as well as future researchers as source of reference and citations.

Keywords: *Organizational practices, Performance, Logistics firms, Staff training, Kenya, Kuehne + Nagel Limited*

SUB-THEME 9: INTERNATIONAL TRADE AND LOCAL ENTERPRISE DEVELOPMENT

FOSTERING SUSTAINABLE LOCAL ENTERPRISE GROWTH THROUGH TRADE POLICIES: A COMPARATIVE ANALYSIS OF DEVELOPING AND DEVELOPED ECONOMIES

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ABSTRACT

In the global economic landscape, the promotion of sustainable growth for local enterprises has become a central concern for policymakers, business leaders, and researchers alike. Trade policies, which wield a significant influence on economic dynamics, are at the forefront of this discussion. This study seeks to provide a comprehensive exploration of the complex interplay between trade policies and local enterprise growth, with a specific focus on the differences and commonalities between developing and developed economies. The research is driven by several key objectives; to offer a thorough overview of the trade policies that have direct or indirect implications for local enterprise development in both developing and developed economies; to analyze the disparities and similarities in the implementation of trade policies in these two economic categories; and to identify the challenges confronted by local enterprises in the face of evolving trade policies that may hinder sustainable growth. The problem addressed is rooted in the fact that local enterprise in developing economies often struggle with global economic forces, necessitating a careful examination to determine how trade policies can be designed to foster sustainable local enterprise growth. The study will explore various trade theories such as protectionism,

free trade, and globalization to understand their influence on policy design and execution. The researcher will use a comprehensive desktop review methodology, drawing insights from academic research, government publications, industry reports, and relevant literature. Content analysis will help uncover the nuances in trade policies and their effects on local enterprise growth. The review aims to uncover the multi-faceted landscape of trade policies in both developing and developed economies and how these policies affect local enterprises and their potential for growth, shedding light on the disparities between these two economic categories. Additionally, the study seeks to identify the various challenges faced by local enterprises and offers insight into their implications for long-term sustainability. Based on the findings, the research will provide a set of recommendations aimed at guiding policymakers, business leaders, and stakeholders in crafting tailored trade policies that nurture the growth of local enterprises while ensuring social and environmental sustainability. In essence, the study offers actionable insights for those involved in shaping economic policy and promoting sustainable development.

Keywords: *Trade policies, local enterprise growth, sustainable development, developing economies, developed economies.*

SUB-THEME 10: ECONOMIC DEVELOPMENT, TRADE AND NATIONAL RESOURCES

SUPPLY CHAIN AND RECEIVABLE FINANCE INFLUENCE ON TRADE FINANCE INCOME AMONG COMMERCIAL BANKS IN KENYA

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ABSTRACT

The article aims to determine the influence of supply chain and receivable finance on trade finance income among commercial banks in Kenya. The study employed a descriptive survey research approach and the targeted population was 39 commercial banks licensed and regulated by Kenya's Central Bank in the year 2021. Census method was used to select all the 39 commercial banks in Kenya. The research targeted 39 managerial employees working in the banks' Trade Finance departments, one from each commercial bank. The rationale of selecting a respondent from each bank was based on the assumptions that, Trade Finance department of each bank is managed by a Trade Finance policy and hence one response from each department would be adequate representation. Twenty-Seven questionnaires were filled yielding to a response rate of 77% of the total number of licensed commercial banks in Kenya. Descriptive statistics, such as mean, frequency, percentages, and standard deviations, were employed as quantitative tools. The data was analysed using the Statistical Package for Social

Sciences (SPSS). The study used a correlation analysis to determine how closely the independent and dependent variables were related. The study deduced that the supply chain and receivable finance affect Trade Finance income but at varying degrees.

Key words: Supply Chain Finance, Receivable Finance, Trade Finance Income, Commercial Bank.

SUB-THEME 11: SUSTAINABLE DEVELOPMENT

THE IMPERATIVE OF SUSTAINABLE LEADERSHIP: A CONCEPTUAL FRAMEWORK

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ABSTRACT

The study of leadership has evolved significantly over the years, reflecting our evolving understanding of what constitutes effective leadership. In the 19th and early 20th centuries, the Great Man Theory held sway, positing that leaders were born with inherent qualities that set them apart. This theory drew examples from history, highlighting figures like Napoleon, Alexander the Great, and Mahatma Gandhi, who seemed to possess innate charisma and intelligence. However, this theory has since been criticized for its oversimplification and for overlooking the significant role of context in leadership. The early 20th century brought about the Trait Theory, which shifted focus to specific personal characteristics that were believed to be shared among all leaders. Traits such as intelligence, charisma, and determination were considered vital. Yet, as research advanced, it became clear that there is no one-size-fits-all set of traits that all leaders share. In the mid-20th century, Behavioral Theory emerged as a reaction to the limitations of the Great Man and Trait Theories. This approach argued that leadership behaviors could be learned and developed, emphasizing actions such as goal-setting, feedback provision, and motivation techniques as critical aspects of leadership. Later in the 20th century, Contingency Theory introduced the idea that the effectiveness of leadership styles depended on the context, including factors like the task at hand, the personalities of the followers, and the organizational culture. Transactional Leadership, characterized by clearly defining roles, expectations, and rewards for meeting those expectations, emerged as a pragmatic style effective at achieving specific goals. However, it has also been criticized for its potentially impersonal and rigid nature. On the other hand, Transformational Leadership, which focuses on inspiring and motivating followers to reach their full potential, has been

praised for its ability to bring about significant change. However, sustaining this style over the long term can be challenging. In the late 20th century and into the 21st century, Sustainable Leadership has gained prominence. This leadership style goes beyond traditional leadership theories by considering the environmental, social, and economic impacts of decisions. It has risen in response to several critical factors. Sustainable Leadership responds to global concerns such as climate change, environmental degradation, and social inequality by recognizing the interconnectedness of environmental, social, and economic systems. It aligns with increasing business demands for sustainability and benefits from the growing availability of tools and resources. This leadership approach offers a holistic perspective for addressing complex global challenges. Sustainable leaders prioritize long-term thinking, social and environmental responsibility, risk-taking, and collaboration. They play a vital role in driving innovation, inspiring others, and making tough decisions to protect our planet, shaping a more sustainable future as awareness of sustainability's urgency grows. This paper highlights the major challenges for a sustainable future leaders and the implication of sustainable leadership.

Keywords: *Sustainable Leadership, Environmental Responsibility, Leadership Evolution, Interconnected Systems, Sustainable Future*

SUB-THEME 12: BUSINESS RE-ENGINEERING

ADOPTION OF CHAT GPT IN HUMAN RESOURCE MANAGEMENT

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ABSTRACT

This study investigates the incorporation of ChatGPT, a generative AI model created by OpenAI, into HRM procedures. Through an extensive literature study, it looks at a number of topics, including training, employee engagement, applicant interviews, and onboarding processes. It also tackles issues including prejudice, emotional attachment, cybersecurity threats, plagiarism, and accuracy. Theoretical repercussions include multidisciplinary effects on technological management, organizational dynamics, and ethical issues. The potential of ChatGPT to transform HRM procedures is highlighted by its practical consequences, which also stress the need for responsible deployment. The study's conclusion highlights ChatGPT's revolutionary potential to change HRM procedures and exhorts businesses to successfully manage obstacles in order to take use of its advantages for improved productivity and worker satisfaction.

R.Q: What are the predictions of the adoption and actual usage of Chat GPT AI for organizational purpose by the HR managers?

This study adds to our understanding of how HRM is changing in relation to new AI technologies like ChatGPT.

Keywords: ChatGPT, Plagiarism, Employee engagement, Training, Onboarding, Recruitment, Cybersecurity.

THE RELATIONSHIP BETWEEN EMPLOYEE MOTIVATION AND PERFORMANCE OF LEVEL FOUR GOVERNMENT HOSPITALS; THE MEDIATING EFFECT OF STRATEGY IMPLEMENTATION

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ABSTRACT

Motivation energises individual level of commitment and guide behaviour of the healthcare worker. In the same breath, employee recognition is seen to have a positive correlation with employee performance and motivated employees often have the propensity to be productive in strategy implementation than the employees who are not motivated. Motivated employees often have the propensity to be productive in strategy implementation than the employees who are not motivated. This paper sought to assess the effect of employee motivation on performance of level four government hospitals in Kenya. This paper reviewed effects of employee motivation and its impact on organizational performance, through an analysis of existing empirical studies and models linking with employee motivation strategy implementation and performance. This paper was anchored on the Resource Based View (RBV) theory and supported by the Goal Setting Theory and The Higgins 8 S's Model of Strategy implementation. This study adopted a mixed-method approach. The study population comprised all the 104 Level Four government hospitals listed in the Kenya Gazette as of February 2020. According to Kenya gazette 2020, there are 22 county referral hospitals and 82 sub-county hospitals in Kenya. The study was quantitative and qualitative in nature. Structured and unstructured questions was used to obtain qualitative data. This mixed method enabled the study to highlight and quantify causal relationships and to analyze numbers instead of exploring and describing situations. Descriptive and inferential statistics were employed in analyzing quantitative data. Qualitative data from

unstructured questions were analysed using conceptual content analysis. Pursuant to the analysis of wide literature, the study results revealed that employee motivation has a significant relationship with Performance of Level Four government hospitals in Kenya. The study findings also indicated a partial mediation effect of strategy implementation on the relationship between employee motivation and organisational performance.

Keywords: *Employee Motivation, Strategy Implementation, Organizational Performance, Level Four Government Hospitals*

RISK MANAGEMENT PRACTICES AND THE PERFORMANCE OF ISLAMIC FINANCIAL INSTITUTIONS. A CASE STUDY OF THE FC BANK

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ABSTRACT

The main objective of this study was to establish the relationship between risk management practices and the performance of Islamic Banks in Kenya, case of the FC bank (FCB). Particularly, the study sought to; establish the effects of risk identification, risk assessment, monitoring and evaluation and risk mitigation strategies on the performance of the FC bank in Kenya. The target population for this study comprised of 18 branches of the FC bank in Kenya. The unit of analysis was the senior managers, middle level managers, supervisors and staff of the 10 branches of FC bank in Kenya. Descriptive research design was adopted and simple random sampling was used to select 322 employees from 10 branches of FC Bank in Kenya. This study used primary data. Primary data was obtained from the respondents using a structured questionnaire. A Likert scale questionnaire was preferred as it makes it possible to convert responses into quantitative format for ease of data analysis using computer-based software. A pilot study was undertaken and the respondents were excluded in the final study. The questionnaire was subjected to overall reliability analysis of internal consistency. The data analysis output generated was inform of descriptive statistics and inferential statistics. The specific descriptive statistics included percentages and frequencies while the inferential statistics include correlation and a simple linear regression model. The regression of coefficients results revealed that risk identification was positively and significantly related to performance of FCB($r=0.115$, $p=0.000$). Risk assessment was positively and significantly related to performance of FCB($r=0.130$, $p=0.000$). Similarly, monitoring and evaluation was positively and significantly related to performance of FCB($r=0.161$, $p=0.000$). Finally, risk mitigation was positively and significantly related to performance of FCB($r=0.128$, $p=0.000$). From the findings the study concluded that on risk identification, risk assessment, monitoring and evaluation

and risk mitigation strategy positively and significantly affect the performance of FCB. The study recommended that banks should recognize potential source of risks, probability of hazards factors occurrences, attention to risk potentials, embrace programs on risk identification and evaluate risk components on their operations. Banks should carry out risk-based auditing, fraud risk assessment, and considers risk frequency on new ventures and ultimate consequences. Management should use monitoring tools in their operation, their program officers trained and skillful on monitoring and evaluation. Banks should collaborate with other financial players to avert risks, continuously improve its risk management strategies, set standards as part of their objectives and operate based on policies and procedures.

Keywords: *Risk Management Practices, Performance, Risk Identification, Risk Assessment, Risk Monitoring, Risk Mitigation, Monitoring and Evaluation, Statistical Package for Social Sciences*

CONFIGURATIONS OF HUMAN RESOURCE MANAGEMENT PRACTICES AND ORGANIZATIONAL PERFORMANCE IN THE MANUFACTURING FIRMS IN KENYA (A CONCEPTUAL PAPER)

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ABSTRACT

The purpose of the review will be to establish the relationship between configurations of human resource management practices and organizational performance in the manufacturing sector in Kenya. The review is anchored on the configurational theory supported by the Resource Based View theory.

Keywords: Configurations, Performance, Manufacturing Sector

GIFTING BEHAVIOR AMONG E-SPORT STREAMERS AND VIEWERS

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ABSTRACT

This research examines the gifting behavior among e-sport streamers and viewers on live streaming platforms such as Twitch and YouTube and the Factors motivating viewers to exhibit gifting behavior. A unique viewership experience is provided for e-

sports fans, allowing them to chat along with streaming, interacting with others, sharing and posting comments or memes, and gifting alongside In live-streaming websites, virtual gifts are a component of chat messages. It established a culture centered on the audience experience and significantly increased the value of watching e-sports, influencing internet culture overall which also increased in the pandemic and post-pandemic. All these have various motivation factors, without which long streaming hours cannot be possible. This study tries to understand and examine various motivation factors conceptual method as there are limited literature and study in this area specific to demographics and psychographics, it becomes more important to study industry impacts and improvements in depth. The result indicates the various motivation and engagement factors that contribute to the specific behavior of viewers. Following are these research questions that will be examined.

Research Question 1. What motivates the viewers to watch the e-sports streaming event despite being long hours?

Research Question 2. Factors motivating viewers to exhibit gifting behavior?

Research questions 3. Does gifting has any influence on other viewers?

Amateurs broadcasting the way they play, competitive e-sports events with reviews, coaching game sessions as well as charity marathon events, and experimental large-scale cooperative events where games are played collectively are all popular types of channels. An in-depth interview with streamers and viewers was analyzed, with a literature review consisting of secondary studies and theories that will help in understanding the complexities of motivation of long hours of streaming. This study does have limitations that can be studied in the future such as gender roles in e-sport streaming and its impact on gifting.

EFFECT OF GROSS DOMESTIC PRODUCT AND INTEREST RATE CHANGES ON THE FINANCIAL PERFORMANCE OF BANKS IN KENYA: A CASE OF CO. BANK LIMITED

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ABSTRACT

The study's primary objective was to determine the effect of macroeconomic variables on bank performance. Numerous studies on the effects of macroeconomic factors on the banking business in Kenya and globally have been undertaken, all with differing findings and conclusions. The purpose of this study was to add to existing information by determining the extent to which macroeconomic variables affect bank performance. The study was guided by the following objectives: To what extent has gross domestic product affected the Co. Bank of Kenya Limited's performance, extend to which interest rate changes affect the Co. Bank of Kenya Limited's performance. Liquidity preference theory, efficient market theory, and current portfolio theory were adopted in the study. The study used a descriptive research approach to examine the relationship between the independent variables of gross domestic product and interest rates and the dependent variable of bank performance. The study surveyed a total of 120 respondents from the Cooperative Bank of Kenya limited, including branch managers, credit managers, finance officials, accountants, staff, and consumers. The study drew conclusions about the research issue using both primary and secondary data. The study collected main data via questionnaires and secondary data via data collecting forms. Secondary data was derived from the Co-operative Bank of Kenya's annual financial reports from 2016 through the first quarter of 2022, CBK, Kenya Bureau of statistics, World Bank reports etc. The study first looks at the general information of the respondents in the fourth chapter. This information is presented using pie charts, graphs and tables. The chapter further explores the dependent variable and presents response from respondents on the extent to which independent variables affect dependent variables in for, of graphs, tables. The study also explores each independent variable. It starts with GDP and Interest rates respectively. For every independent variable the researcher used five statements to ascertain the effect of each variable on bank performance. The research also utilizes secondary data to compute trend analysis for each independent variable and to formulate multiple regression equation and regression coefficients. The study wraps up with the limitation of the study. The last part of the study entails a summary of the research findings. The summary provides an illustration of each independent variable and its effect on the dependent variable in line with the findings of the study. The study further looks at overall research conclusions, provides recommendation on what needs to be done to minimize the effects of the independent variables on the dependent variable.

Keywords: *Gross Domestic product, Gross National Product, Efficiency Structure Theory, Market Structure Theory, International Monetary fund, Return on Assets, Return on Equity, Return on Investment, Bank Performance, Macroeconomic variables, Interest Rates, Exchange Rate, Inflation rate*