



# UNIVERSITY OF NAIROBI RESEARCH WEEK 2024



## 9th DBA-AFRICA MANAGEMENT REVIEW INTERNATIONAL CONFERENCE (DBA-AMR CONFERENCE) Faculty of Business and Management Sciences

In Conjunction with the 14th Edition of the  
DBA-Africa Management Review Journal

### THEME

Harnessing Business Research for  
Resilience & Sustainability of Communities

**Date:**  
29th October

**Venue**  
Virtual

# Book of Abstracts



**Scan to Join**



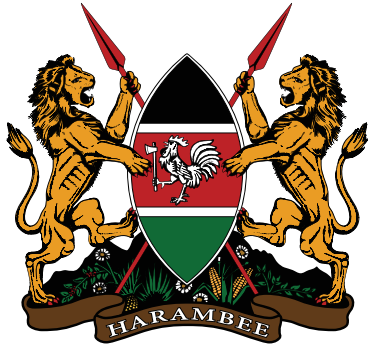
**Meeting Web link**

<https://us02web.zoom.us/j/87450692239?pwd=u3Slu3VpxNYbaPdhbghZpJ2HwJ1RVZ.1>

**Meeting ID: 874 5069 2239**

**Passcode: 953975**





## Wimbo wa taifa

Ee Mungu nguvu yetu  
Ilete Baraka kwetu  
Haki iwe ngao na mlinzi  
Natukae na undugu  
Amani na uhuru  
Raha tupate na ustawi

Amkeni ndugu zetu  
Tufanye sote bidii  
Nasii tujitoe kwa nguvu  
Nchi yetu ya Kenya  
Tunayoipenda  
Tuwe tayari kuilinda

Natujenge taifa letu  
Ee, ndio wajibu wetu  
Kenya istahili heshima  
Tuungane mikono  
Pamoja kazini  
Kila siku tuwe na shukrani





## EAC Anthem

Ee Mungu twaomba ulinde  
Jumuiya Afrika Mashariki  
Tuwezeshe kuishi kwa amani  
Tutimize na malengo yetu.

Chorus

Jumuiya Yetu sote tuilinde  
Tuwajibike tuimarike  
Umoja wetu ni nguzo yetu  
Idumu Jumuiya yetu.

Uzalendo pia mshikamano  
Viwe msingi wa Umoja wetu  
Natulinde Uhuru na Amani  
Mila zetu na desturi zetu.

Viwandani na hata mashambani  
Tufanye kazi sote kwa makini  
Tujitoe kwa hali na mali  
Tuijenge Jumuiya bora.



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## CONFERENCE PLANNING COMMITTEE

1. Dr. Winnie Njeru	Chairperson, Dept. of Business Administration
2. Prof. Kennedy Ogollah	Conference Chairperson and Editor in Chief, DBA-AMR Journal
3. Prof. Justus Munyoki	Director of Research – University of Nairobi
4. Prof. Joshua Wanjare	Associate Dean, GBS & R
5. Prof. Florence Muindi	Member
6. Prof. Mercy Munjuri	Member
7. Dr. Raymond Musyoka	Member
8. Dr. Ben Mkalama	Member
9. Dr. Margaret Kariuki	Member
10. Mr. Peter Kiilu	Member
11. Ms Lydia Zackary	Member

## CONFERENCE COORDINATION TEAM

1. Ms Minneh Kamau	Conference Coordinator
2. Ms Jacqueline Mbula	Head of Secretariat
3. Ms Elizabeth Okello	DBA Office Secretary
4. Mr. Peter Juma	ICT
5. Mr. Laban Ndegwa	ICT
6. Mr. Peter Oluoch	ICT

## EDITORIAL TEAM

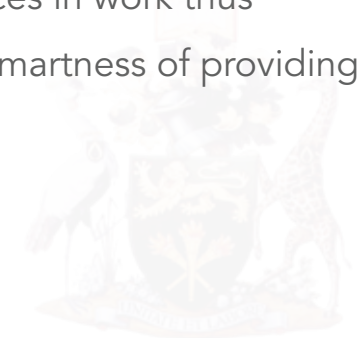
1. Prof. Kennedy Ogollah	Editor in Chief
2. Dr. Patrick Mutisya	Editorial In Charge (Abstracts Review)
3. Mr. Michael Miriti	Creative Direction
4. MEFA Art Centre Limited	Design Layout & Publication



## Message from Vice Chancellor

It is my pleasure to welcome all of you to the University of Nairobi during this occasion of Research Week which runs from Monday 28th October to Friday 1st November 2024. The 9th DBA-Africa Management Review Annual Conference, is a one-day conference being

held on 29th October, 2024 being one of a set of four conferences being conducted by the Faculty of Business and Management Sciences. It is gratifying that through the research week initiative of Faculty of Business and Management Sciences has organized the series of conferences that will not only bring us together and enable us to celebrate the spirit of converting problems into opportunities, but also to leverage from the best brains in academia and industry. It is important to observe that these conferences are coming at a time when we are experiencing uncertainty, conflicts, compromised environments with impacts on sustainable business and growth. These circumstances challenges all of us to adjust and develop a new mindset in all our undertakings. Indeed, this calls for “rethinking role of research in sustainable development in the society”. The 9th DBA-Africa Management Review Conference, 2024 will be deliberating on these contemporary issues relevant in the domain of business management and innovation, and it is therefore important that through the interaction, there will be positive translation of an increase in hands on experiences in work thus suggesting a growth in productivity, and the concomitant smartness of providing innovative solutions to the business sector.



Given that research is not so well appreciated, I am hoping that during this Conferences, the rich minds and expertise attending the conferences, will sharpen the business personnel present on helping them to grow as persons and as entities, to be the best versions of self, and perpetuate self-supported research.

As I conclude my remarks, I acknowledge the Keynote speakers, paper presenters, and all the participants for sparing their valuable time to attend the 9th DBA-Africa Management Review Conference, 2024. Obviously in the current situation you are not physically received at the University, but we know that with time, you will take up our welcome to physically visit. Finally, I wish you all a fruitful participation of the Conferences activities Thank you and God bless you all.

**Prof. Margaret Hutchinson Jesang**  
**Vice-Chancellor**  
**University of Nairobi**







## Message from Research Week Committee Chair

On behalf of the UoN Research Week organizing committee, I wish to welcome all of you to this year's University of Nairobi Research Week which runs from Monday 28th October to Friday 1st November 2024. We have organized a variety of conferences based in our various

Faculties, including the four conferences organized by the Faculty of Business and Management Sciences. Specifically, the 9th DBA-Africa Management Review Conference, 2024, which is a one-day conference is being held on 29th October, 2024.

This particular conference is modelled along the thematic areas in Business and Management disciplines namely:

1. Governance and Policy Research for Sustainability of Communities.
2. Marketing Research for Sustainability of Communities.
3. Innovation and Disruption: Strategies for Successful Sustainability of Communities
4. Adopting to a Changing Human Resource Landscape for Sustainability of Communities.

The University of Nairobi Research week is taking place for the fifth year with the conferences being offered both on virtual platforms and through in-person attendances. The blended approach of both physical and virtual platforms enables participants to be able to engage notwithstanding the location and at the same time offering those physically present to network. As for the 9th

DBA-Africa Management Review Conference, 2024, I wish to thank all the participants for sparing their time to participate in this fully virtual conference. You are definitely going to learn a lot through the online interactions and I challenge all the participants to take this opportunity to learn new ideas and experiences being shared by the various paper presents and other participants.

I wish to sincerely thank the Dean, Faculty of Business and Management Sciences, the Organizing Committee, Keynote speakers, paper presenters, and all the participants for making this a really great week for of us all. Thank you and God bless you all.

**Prof. Francis Jakim Mulaa**  
**Deputy Vice Chancellor,**  
**Research, Innovation and Enterprise**





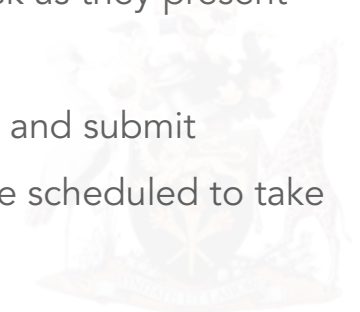
## Message from Director Research and Enterprise

This week the University of Nairobi is once again hosting a series of conferences during the University Research Week that runs between Monday 28th October to Friday 1st November 2024. During the Week, we have fifteen conferences cutting across seven Faculties. The

theme of this year's Research Week conferences is "Harnessing Research for Resilience and Sustainability of Communities".

This is the same theme that was adopted last year, and we have found it necessary to repeat it this year, owing to the immense interest that it generated. This theme fits quite well with the changing times and calls us to reflect on how best we can begin to solve the many problems that communities experience today. The world today requires research that will lead to resilience and bring about sustainable solutions to the problems facing communities. There is a lot of research taking place in our universities and around the world, and unless findings of such research efforts are communicated in various fora for critique and possible policy interventions, they may be of very little use. The University of Nairobi Research Week gives researchers this unique opportunity to share their research findings not only with other researchers, but with industry players, research funders, students and other academicians. I call upon researchers, students and practitioners to join us during the Research week as they present papers that challenge the world view.

I call upon researchers to take advantage of this opportunity and submit abstracts and papers through the various conferences that are scheduled to take



place during the Research week, and be part of this great event. In addition to the many other activities that will be taking place during the Research Week, each conference will have various keynote speakers from both the private and public sector, both local and international, to make presentations on topical issues.

**Prof Justus M. Munyoki**  
**Director, Research and Enterprise**  
**University of Nairobi**





## Message from Conference Chair

The 9th DBA-Africa Management Review (AMR) Annual International Conference (2024) is hosted by the Department of Business Administration of the Faculty of Business and Management Sciences of the University of Nairobi. This year's conference is meant to

enhance greater recognition and understanding of the place of research and the resilience and sustainability of communities. Due to increase in challenges all around the communities, there is pressure to adopt science-based decision-making. This calls for use of the best available information upon which to base an action, this is in the hope that it leads to the right direction. The resulting actions should to be continually reassessed based upon new information, which can be obtained by monitoring key indicators, thus the need to conduct research, share and transfer knowledge to enhance business management practices in all areas.

The theme that has been set aside to facilitate this discourse is "Harnessing Research for Resilience and Sustainability of Communities". This theme is aimed to strengthen the commitment of decision-makers in local and national governments, businesses and trade bodies to rapid, inclusive and resilient development.



As you all know, the reconciliation of society's development goals with the planet's environmental limits over the long term is the foundation of the idea known as sustainability. It remains our hope that during the conference, participants will freely share their research projects that generated new knowledge about how economic development can be made more equitable and resilient. We wish you good deliberations and thank all the guest keynote speakers, panelists, those who will be presenting papers as well as all the other attendees.

At the end of this conference, it should be evident that research is no longer a luxury but rather, a powerful tool that cuts across all facets of life be it in academia, government, corporates or the private sector.

I would like to express my sincere appreciation to the committee members who unselfishly donated their time to brainstorm and forge the way forward and tirelessly helped put together this successful event. God bless you.

**Prof. Kennedy Ogollah**  
**Conference Chair and Convenor, 2024**





## **Message from Chair Department of Business Administration**

The Department of Business Administration is pleased to welcome you to the 9th DBA -Africa Management Review International Conference which is part of the University of Nairobi Annual Research Week. The research week creates a

platform where scholars and industry partners link up present papers and discuss pertinent issues affecting the business world. The Department of Business Administration is committed to upscale scholarship through quality research not only locally but globally. This year's conference themed "Harnessing Management Research for Resilience and Sustainability of communities" focuses on addressing some of the issues decision makers face in a dynamic environment.

To the Editor in Chief Professor Kennedy Ogollah and the entire Faculty conference organizing committee, we acknowledge your dedication for organizing the 2024 annual conference week.

The participants are encouraged to actively participate and have fruitful discussions throughout the conference.

**Dr. Winnie Njeru**

**Chair, Department of Business Administration**





## Message from the Dean

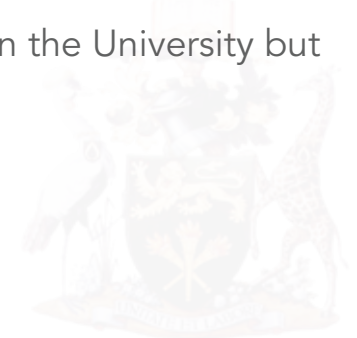
Greetings from the Faculty of Business and Management Sciences.

I take this opportunity to warmly welcome you all our esteemed participants, guests and paper presenters who have joined us this week in our various conferences. These conferences are

among the many conferences being held during this year's University of Nairobi Research Week. We appreciate your participation and look forward to identifying opportunities and forming networks that will result in development of mutually beneficial collaboration.

The Faculty of Business and Management Sciences is one of the seven Faculties in the University of Nairobi with main offices located at the serene environs of Lower Kabete in Nairobi. Over the years, the Faculty has carried out research and produced graduates who have proceeded to become captains of industries locally and abroad. The Faculty runs the highly sought-after graduate and postgraduate programmes in finance and accounting, business administration, management science, project planning and management.

For the fourth time, we are holding DBA-Africa Management Review conference on the virtual platform and from lessons learned in our previous conferences, we are making every effort to improve the delegates' experiences. We would really have wanted to host all of you physically at our facilities within the University but this will not be possible for now.





I however welcome those who are in Kenya and even those participating from abroad to make a visit to our Faculty whenever you happen to be in Nairobi.

I wish to thank the Departmental and Faculty Conferences Planning Committee that have worked tirelessly to make this event a success. Finally, I wish to thank our Vice Chancellor and the entire University Management for their vision and commitment to academic excellence and steering the University to ensure continuity.

I wish you all fruitful participation in our conferences

**Prof James M. Njihia**

**Dean, Faculty of Business and Management Sciences**



# BIOGRAPHY OF KEYNOTE SPEAKERS

## Chief Guest Speaker



Professor Pamela Andanda (LLB, LLM, PhD),  
MASSAf University of the Witwatersrand,  
Johannesburg – SOUTH AFRICA

## TALK THEME

“Research privacy, data protection and the intellectual property within dynamic technology space”.

Pamela Andanda is a Professor of Law at the University of the Witwatersrand, Johannesburg where she chairs the university’s advisory committee on ethics and coordinates the postgraduate course in intellectual property law. She is an advocate of the High court of Kenya, a member of the Institute of Certified Secretaries of Kenya (ICS) and the Academy of Science of South Africa (MASSAf). Her academic background is in Law and Bioethics. Her research focuses on privacy, data protection and the intersection between intellectual property and human rights, with specific reference to access to health technologies.

Pamela is a PI in the Bill & Melinda Gates Foundation funded project on streamlining data governance and regulatory frameworks in Sub-Saharan Africa to ensure responsible data sharing in global health research; co-PI in the Wellcome Trust funded project on regulating the Migration of Health Data in Sub-Saharan Africa, and HORIZON Europe Pro-active Pandemic Crisis Ethics and Integrity Framework (PREPARED) project.

She has served on numerous international, regional and national committees and is currently a member and rapporteur of UNESCO’s Ad Hoc Expert Group (AHEG) on the ethics of neurotechnology; member of the Strathmore Academy for International Research Collaboration Research Advisory Board, the Wellcome Trust Discovery Awards Interviews Panel and the Academy of Science of South Africa (ASSAf) Standing Committee on Biosafety and Biosecurity.



## KEYNOTE SPEAKER

Eliud Owalo - Deputy Chief of Staff in charge of Performance and Delivery Management in Government based in the Executive Office of the President of Kenya.

## TALK THEME

“Role of Research- Based Decision-Making in Business Resilience”.

Eliud Owalo is currently the Deputy Chief of Staff in charge of Performance and Delivery Management in Government based in the Executive Office of the President of Kenya. Previously, he was Cabinet Secretary for Information, Communication & the Digital Economy in the Cabinet of Kenya since 2022. Other previous positions include Managing Consultant, Eliud & Associates (E&A) Management Consultants and Director/Council Member – Kenya School of Government (KSG).

Eliud is a Fellow of the Institute of Human Resource Management; Fellow of the Economists Society of Kenya; Member, Institute of Economic Affairs; Full Member, Kenya Institute of Management; Member of the Professional Trainers’ Association of Kenya among others.

He is a transformational thought leader practicing as an Economist, Management Consultant, Strategy and Performance Management Expert carrying an experience in this area of over 23 years’ experience. His Core-Competency are in Macro and Micro-Economics; Strategic Planning; Performance Management; Organizational Re-structuring; Job Evaluation and Pay Structure Architecture; Management of Strategic Change; Training Needs Assessment (T.N.A.); Organizational Design/Development; Executive Search, Selection and Placement (Recruitment); Human Resource Audit; Market Research/Surveys; and Feasibility Studies.

He is currently pursuing his Doctor of Philosophy (PhD) studies in the thematic area of Strategic Management at the Faculty of Business and Management Sciences, University of Nairobi.



## KEYNOTE SPEAKER

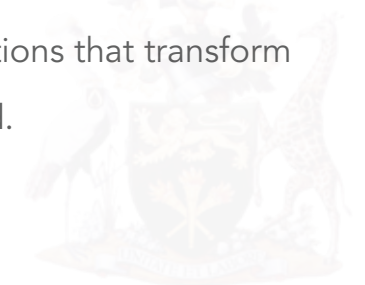
Charles Warria - Director for Impact and Partnerships @ Shining Hope for Communities - Kenya.

## TALK THEME

“Pathways To Resilience In Semi-Arid Economies (PRISE)”.

Charles Warria is a generalist, a thought leader and a lateral thinker. He enjoys developing value chains and market systems, business models and measuring impacts. Charles has extensive experience in private sector development and sector transformation at a multi-sectoral and multi-country level. He has worked extensively with multi-actor systems and processes working with the private, public and civil society sectors across Africa and Asia, in the agricultural production and agri-processing, water service delivery, livestock production and market systems, informal sector development and formalisation, small businesses development and growth, value chain analysis and development as well as the digital and digitisation sector through a wide range of interventions aimed at improving productivity and expanding market access through market systems development.

For over 22 years, Charles has accumulated wide experience with climate adaptation and using climate-smart technologies to build sustainable and inclusive business models that create shared values and prosperity for smallholder producers, traders, processors and consumers and strengthen their participation in value chains and markets. He is a firm believer in impact that matters, in interventions that transform situations and lives and make a difference to those most in need.



## Conference Program

<b>8.30 – 9.00 AM</b>	<b>Registration</b>
<b>9.00 – 9.30AM</b>	<b>Opening Ceremony</b>
<b>9.30 – 9.40 AM</b>	<b>Health Break</b>
<b>9.40 – 12.35 PM</b>	<b>Key Note Speeches</b>
<b>12.45 – 4.05 PM</b>	<b>Parallel Paper Presentations</b>
<b>4.05 – 4.30 PM</b>	<b>Closing Ceremony</b>
<b>PLENARY: OFFICIAL OPENING - SESSION I</b>	
<b>8.30 – 9.00 AM</b>	<b>Registration</b>
<b>9.00 – 9.30 AM</b>	<p><b>OPENING CEREMONY</b></p> <ul style="list-style-type: none"> <li>i. Prof. Kennedy Ogollah, Conference Chairperson</li> <li>ii. Dr. Winnie Njeru, Chairman, Department of Business Administration (DBA);</li> <li>iii. Prof. James M. Njihia, Dean, Faculty of Business and Management Sciences (FBMS);</li> <li>iv. Prof. Justus M. Munyoki, Director Research, Innovation and Enterprise;</li> <li>v. Prof. Prof. Francis J. Mulaa, Ag. Deputy Vice Chancellor Research, Innovation and Enterprise (DVCRIE) -UoN;</li> <li>vi. Prof. Margaret Hutchinson Jesang, Vice Chancellor, UoN</li> </ul>
<b>PLENARY: KEYNOTE SPEECHES - SESSION II</b>	
<b>9.30 – 10.00 AM</b>	<p><b>Prof. Pamela Andanda,</b> Chair University's Advisory Committee on ethics &amp; Coordinator Postgraduate Course in intellectual property law, University of the Witwatersrand, Johannesburg, <b>South Africa.</b></p>
<b>10.00 – 10.30AM</b>	<p><b>Mr. Eliud Owalo</b> Deputy Chief of Staff in charge of Performance and Delivery Management - <b>Executive Office of the President of Kenya.</b> Nairobi, <b>Kenya.</b></p>

<b>10.30 – 11.00 AM</b>	<b>Mr. Charles Warria</b> Director for Impact and Partnerships @ Shining Hope for Communities. Nairobi, <b>Kenya</b> .
<b>11.00 – 11.30 AM</b>	<b>Q &amp; A</b>
<b>SPECIAL PLENARY PAPER PRESENTATION</b>	
<b>11.30 – 11.45 AM</b>	<b>Dr. Ben Mkalama &amp; Prof. Pamela Andanda</b> Implementing Regulatory Sandboxes for Digital Health Innovation in Sub-Saharan Africa: Lessons from the Fintech Sector
<b>11.45 – 12.00 PM</b>	<b>Q &amp; A</b>

<b>Parallel Paper Presentations</b>		
<b>STREAM A: SUB - THEMES</b>		
<b><i>Governance and Policy Research for Sustainability of Communities.</i></b>		
Session Chair: <b>Prof. Evans Aosa</b>		
Session Rapporteur: <b>Dr. Edward Odundo/Dr. Mohammed Omar</b>		
<b>TIME</b>	<b>PAPER TITLE</b>	<b>AUTHOR(S)</b>
<b>12.00 - 12.15 PM</b>	<b>Paper # 1.1:</b> Strategic Planning and Organizational Performance in a Turbulent Business Environment	<b>Monte Nyangoka Joel</b>
<b>12.15 - 12.25 PM</b>	<b>Q &amp; A</b>	
<b>12.25 - 12.40 PM</b>	<b>Paper # 1.2:</b> Harnessing Strategic Management Practices For Resilience And Sustainability In African Organizations	<b>Cendrine Otieno Suheib Issack Prof. Evans Aosa</b>
<b>12.40 – 12.50 PM</b>	<b>Q &amp; A</b>	
<b>12.50 – 01.05 PM</b>	<b>Paper # 1.3:</b> Innovative Technology and Organizational Performance in the Contemporary Business Environment	<b>Jedidah Ndanu Wambua Monte Joel Peninna Mukeli Mwangangi Prof. Evans Aosa</b>

01.05 – 01.15 PM	<b>Q &amp; A</b>	
01.15 – 01.30 PM	<b>Paper # 1.4:</b> Strategic Planning and Firm Performance: Leveraging Research for Sustainability and Inclusivity	<b>Maria Kegode</b>
01.30 – 01.40 PM	<b>Q &amp; A</b>	
01.40 – 01.55 PM	<b>Paper # 1.5:</b> Role of Employment Policy in Digital Economy Development in Kenya	<b>Jacqueline Njambi Kibe Kamau</b>
01.55 – 02.05 PM	<b>Q &amp; A</b>	
02.05 – 02.20 PM	<b>Paper # 1.7:</b> Empirical Investigation of Strategic Agility and Performance of Accredited Universities in Kenya. A Moderated Mediation Model	<b>Peter Kiilu</b>
02.20 – 02.30 PM	<b>Q &amp; A</b>	
02.30 – 02.45 PM	<b>Paper # 1.8:</b> Conditional Indirect Effect of Strategic Leadership on Sustainable Organizational Performance: A Conceptual Paper	<b>Kennedy P. Odhiambo</b>
02.45 – 02.55 PM	<b>Q &amp; A</b>	
02.55 – 03.10 PM	<b>Paper # 1.9:</b> Strategic Planning and Sustainable Organizational Performance	<b>Eliud Okech Owalo</b>
03.10 – 03.20 PM	<b>Q &amp; A</b>	

<b>03.20 – 03.35 PM</b>	<b>Paper # 1.10:</b> Strategic Planning and Incrementalism Theory: A Case Study of Equity Bank in Kenya	<b>Monte Nyangoka Joel</b>
<b>03.35 - 03.45 PM</b>	<b>Q &amp; A</b>	
<b>03.45 - 03.55 PM</b>	<b>Paper # 1.11:</b> “Lending” or “Borrowing”: Research and Open Artificial Intelligence (AI)	<b>Prof. Kennedy Ogollah</b>
<b>03.55 – 04.05 PM</b>	<b>Q &amp; A</b>	
<b>04.05 – 04.30 PM</b>	<b>Closing Ceremony</b>	

<b>Parallel Paper Presentations</b>		
<b>STREAM B: SUB - THEMES</b>		
<p><b>1. Marketing Research for Sustainability of Communities. (3-Papers)</b></p> <p><b>2. Adopting to a Changing Human Resource Landscape for Sustainability of Communities (5-Papers).</b></p> <p>Session Chair: <b>Prof. Florence Muindi</b></p> <p>Session Rapporteur: <b>Prof. Mercy Munjuri/Dr. Raymond Musyoka</b></p>		
<b>TIME</b>	<b>PAPER TITLE</b>	<b>AUTHOR(S)</b>
<b>12.00 - 12.15 PM</b>	<b>Paper # 2.1:</b> A Conceptual Paper on Digital Integrated Marketing Communication and Co-Branding as A Precursor on Customer Experience	<b>Uswege Mwakabonga Isaac and Njeru Winnie</b>
<b>12.15 - 12.25 PM</b>	<b>Q &amp; A</b>	
<b>12.25 - 12.40 PM</b>	<b>Paper # 2.2:</b> Empirical Nexus of Brand Equity and Consumer Purchase Intention of Branded Coffee: Evidence from	<b>Amaya, Teyie Kenneth Njeru Winnie</b>



	Supermarket Customers in Nairobi County	
<b>12.40 – 12.50 PM</b>	<b>Q &amp; A</b>	
<b>12.50 – 01.05 PM</b>	<b>Paper # 4.1:</b> The Influence of Employer Branding on Employee Retention among Private Hospitals in Nairobi County	Patricia Awori Prof. Mercy Gacheri Munjuri
<b>01.05 – 01.15 PM</b>	<b>Q &amp; A</b>	
<b>01.15 – 01.30 PM</b>	<b>Paper # 4.2:</b> Effect of Flexible Work Practices During the Covid19 Pandemic on Employee Performance in the Insurance Industry in Kenya	<b>Jacqueline Wambani Wanambisi</b> <b>Prof. Mercy Gacheri</b> <b>Munjuri</b>
<b>01.30 – 01.40 PM</b>	<b>Q &amp; A</b>	
<b>01.40 – 01.55 PM</b>	<b>Paper # 4.3:</b> The Effect of Performance Appraisal Practices on Employee Satisfaction at the Policyholders Compensation Fund in Kenya	<b>Doreen Wanja Gitonga</b> <b>Prof. Mercy Gacheri</b> <b>Munjuri</b>
<b>01.55 – 02.05 PM</b>	<b>Q &amp; A</b>	
<b>02.05 – 02.20 PM</b>	<b>Paper # 4.4:</b> Review of Literature on Leadership Behavior and Organizational Performance	<b>Sebastian Mutinda Musyoki</b> <b>Dr. Margaret Muthoni Kariuki</b>
<b>02.20 – 02.30 PM</b>	<b>Q &amp; A</b>	
<b>04.05 – 04.30 PM</b>	<b>Closing Ceremony</b>	



<b>Parallel Paper Presentations</b>		
<b>STREAM C: SUB - THEMES</b> <b><i>Innovation and Disruption: Strategies for Successful Sustainability of Communities (9-Papers).</i></b> Session Chair: <b>Prof. Jackson Maalu</b> Session Rapporteur: <b>Dr. Benedict Mkalama/Prof. X. N. Iraki</b>		
<b>TIME</b>	<b>PAPER TITLE</b>	<b>AUTHOR(S)</b>
<b>12.00 - 12.15 PM</b>	<b>Paper # 3.1:</b> Ethics and Doctoral Research Enterprise	Phoebe Ngari Prof. Evans Aosa
<b>12.15 - 12.25 PM</b>	<b>Q &amp; A</b>	
<b>12.25 - 12.40 PM</b>	<b>Paper # 3.2:</b> Adaptive Leadership and Strategic Agility: Building Resilient and Sustainable Businesses in the Face of Global Disruptions	<b>Cendrine Otieno</b>
<b>12.40 – 12.50 PM</b>	<b>Q &amp; A</b>	
<b>12.50 – 01.05 PM</b>	<b>Paper # 3.3:</b> Evaluating the Effect of Implementing the House of Quality on Performance of Small and Medium Enterprises In Kenya	<b>Dr. Edward Achieng Musebe</b>
<b>01.05 – 01.15 PM</b>	<b>Q &amp; A</b>	
<b>01.15 – 01.30 PM</b>	<b>Paper # 3.4:</b> Innovation Strategy and Performance of Social Enterprises in Nairobi City County, Kenya	<b>Shamim Shiraz Prof. Justus Munyoki</b>
<b>01.30 – 01.40 PM</b>	<b>Q &amp; A</b>	
<b>01.40 – 01.55 PM</b>	<b>Paper # 3.5:</b> Comparative Analysis of Corporate Intrapreneurship Practices Between Two Firms in	<b>Dr. Ben Mkalama, Irene Mue Anne Nasumba</b>

	Kenya: University of Nairobi and Fred's Ranch	
<b>01.55 – 02.05 PM</b>	<b>Q &amp; A</b>	
<b>02.05 – 02.20 PM</b>	<b>Paper # 3.6:</b> Intellectual Property Rights Recordation and Performance of Manufacturing Companies in Kenya	<b>Caspar Mark Oluoch</b>
<b>02.05 – 02.20 PM</b>	<b>Q &amp; A</b>	
<b>02.20 – 02.30 PM</b>	<b>Paper # 3.7:</b> What is in a Name? A Critical Look at Business Naming in Kenya: Implications for Entrepreneurs	<b>Prof. Jackson K. Maalu</b>
<b>02.30 – 02.45 PM</b>	<b>Q &amp; A</b>	
<b>04.05 – 04.30 PM</b>	<b>Closing Ceremony</b>	



# **SUB THEME 1: GOVERNANCE AND POLICY RESEARCH FOR SUSTAINABILITY OF COMMUNITIES.**

ABSTRACT # 1.1

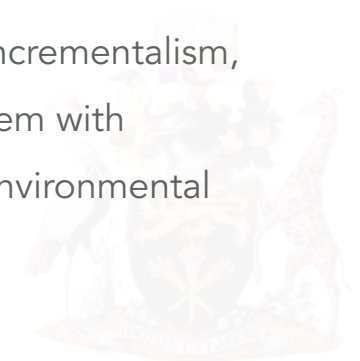
## **STRATEGIC PLANNING AND ORGANIZATIONAL PERFORMANCE IN A TURBULENT BUSINESS ENVIRONMENT.**

Monte Nyangoka Joel

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“Formal planning artificially freezes the components of the strategic process..., but these components are constantly evolving”. This statement sounds a distress to the stakeholders involved in strategic planning. The contemporary business environment is characterized by unpredictability and rapid transformations, a state that is largely referred to as turbulent. On the contrary strategic planning remains a vital process for organizational success. For this process to be practicable in turbulent environments, there should be a departure from a formal strategic planning approach. This research project embarks on an explorative dissection into the complex relationship between strategic planning and organizational performance but in turbulent environments. It probes into key concepts such as logical incrementalism, contingent planning, and scenario planning, contrasting them with traditional schools of strategic planning. The influence of environmental



turbulence on strategy formulation and execution is analyzed in great detail, alongside the evaluation of performance measurement tools like the balanced scorecard. This study concludes with an observation that there is no single approach to strategic planning that is sufficient to bring about sustainable good performance in an environment that faces instability (turbulent). An integrated approach to strategic planning, where elements from different approaches are skillfully blended, is recommended in order to bring about a robust strategy planning approach.

Keywords: Strategic Planning, Environmental Turbulence, Organizational Performance, Logical Incrementalism.

ABSTRACT # 1.2

## **HARNESSING STRATEGIC MANAGEMENT PRACTICES FOR RESILIENCE AND SUSTAINABILITY IN AFRICAN ORGANIZATIONS**

Cendrine Otieno, Suheib Issack and Prof. Evans Aosa

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In the face of increasingly unpredictable global challenges, the resilience and sustainability of organizations have become paramount. This conceptual study examines the application of strategic management practices in organizations within African countries, where unique challenges often complicate their effective implementation. While the benefits of strategic management are

well-documented in developed nations, they face obstacles such as political instability, government influence, technological disparities, globalization, environmental turbulence, and evolving ethical standards. These factors hinder long-term planning, limit organizational agility, and affect the adoption of modern strategic management tools. The study aims to address key research gaps, including the lack of tailored strategic management frameworks that consider the specific challenges faced by organizations in developing countries. By conducting a thorough literature review and synthesizing existing theories, the study proposes new conceptual models that integrate adaptive leadership, strategic agility, and scenario planning tailored to the African context. The methodology involves a comprehensive review of existing literature, identifying gaps, and synthesizing insights to develop innovative frameworks. This approach allows for the exploration of how structured strategy development cycles, generic strategy approaches, and incremental and emergent strategies can enhance organizational resilience and sustainability. The study emphasizes on the importance of flexibility and agility in strategy to adapt to sudden changes, the role of industry-level strategic alliances, and a strong focus on research and development in enhancing adaptive capacity. Aligning with the theme of "Harnessing Management Research for the Resilience and Sustainability of Communities," this study provides practical frameworks for organizations to implement effective strategic management practices. By addressing specific challenges, it aims to contribute to sustainable success and resilience in the dynamic management landscape of developing countries.

Keywords: Resilience, Sustainability, Adaptive Leadership, Strategic Agility



ABSTRACT # 1.3

## **INNOVATIVE TECHNOLOGY AND ORGANIZATIONAL PERFORMANCE IN THE CONTEMPORARY BUSINESS ENVIRONMENT**

Jedidah Ndanu Wambua , Monte Joel, Peninna Mukeli Mwangangi and Prof. Evans Aosa

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In the contemporary business environment, innovative technologies such as Artificial Intelligence (AI), Machine Learning (ML), the Internet of Things (IoT), Big Data Analytics (BDA), and advanced collaboration and communication tools are transforming organizational performance. These technologies enable businesses to streamline operations, enhance decision-making, improve customer experiences, and foster innovation. However, while the adoption of such technologies holds significant promise, challenges related to implementation, integration, and effective utilization remain. This paper explores the impact of innovative technologies on organizational performance, focusing on their roles in driving efficiency, innovation, and competitiveness. The study aims to contribute to a deeper understanding of how organizations can leverage these technologies to improve overall performance.

Keywords: Innovative Technology, Artificial Intelligence (AI), Machine Learning (ML), Internet of Things (IoT), Big Data Analytics (BDA), Organizational Performance



## **STRATEGIC PLANNING AND FIRM PERFORMANCE: LEVERAGING RESEARCH FOR SUSTAINABILITY AND INCLUSIVITY**

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Strategic planning has a link to the performance of firms in relation to sustainability and inclusive development. In today's dynamic business environment, firms must broaden their outlook in relation to performance, to go beyond financial performance and also link their strategic planning with overarching social and environmental objectives. Research indicates that firms that have strengthened their strategic planning procedures perform better than those that have not. This is due to the fact that they have a better response to the dynamic business environment. (Ansoff et al., 2019). Research also indicates the need to incorporate sustainability in strategic planning in order to attain firm success over the long-term. (Porter & Kramer, 2011). Policy formulation can be enhanced by incorporating research findings. Evidence-based policy initiatives are important to enable firms to operate optimally. Reliable research data supports effective strategic planning. It is possible to come up with inclusive practical strategic plans while recognizing the community and stakeholder requirements by anchoring strategic planning decision making, on closer collaboration between academics and policy makers. (Bason, 2018). Strategic planning should incorporate sustainability and inclusion. By having a linkage between research and policy this can result in enhancing the firm's ability to support community sustainability as it develops its strategies. The implementation of strategic planning frameworks that



give priority to evidence-based decision-making will contribute in propelling the prosperity of organizations as well as the welfare of society.

Keywords: Strategic Planning, Firm Performance, Policy, Sustainability

ABSTRACT # 1.5

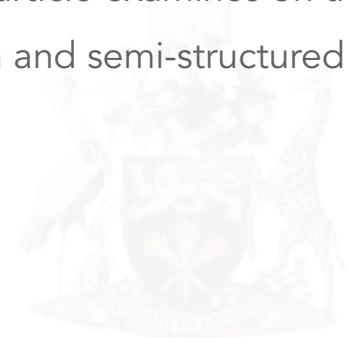
## **ROLE OF EMPLOYMENT POLICY IN DIGITAL ECONOMY DEVELOPMENT IN KENYA**

Jacqueline Njambi Kibe Kamau

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The digital economy employs 11% of workers in Kenya majorly between the ages of 18 to 40. The increasing usage of automation and artificial intelligence (AI) is causing substantial changes in the future of work. Platform work attracts workers along with remote work. The government has put in place policies and legislation for labour protection including Sessional Paper No. 04 of 2013 on Employment Policy and Strategy for Kenya. Despite the existence of the policy, decent working conditions in the digital economy has not been attained creating a gap in sustainability of communities. Against this background, this article examines on the interventions to promote talent development. Desk research and semi-structured



interviews were used for data collection. The results show that traditional forms of work are still relevant conversely, the gig economy has transformed work and generated competitive workers. However, talent development is not efficient. The study recommends capacity building and digital equipment to enhance talent development.

Key Words: Future of Work, Digital Economy, Sustainability of Communities, Policy Research, Decent work

ABSTRACT # 1.6

## **IMPLEMENTING REGULATORY SANDBOXES FOR DIGITAL HEALTH INNOVATION IN SUB-SAHARAN AFRICA: LESSONS FROM THE FINTECH SECTOR**

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Health systems in most countries in Sub-Saharan Africa face challenges relating to inadequate infrastructure, insufficient funding and shortage of skilled healthcare workers. Digital health innovation has been embraced in the region to address these challenges and strengthen health systems. For sustainability and resilience of communities around digital health innovation a delicate balance between innovation and regulation is imperative. However, as Africa continues to digitalize its health systems to improve healthcare, issues pertaining to data governance

and privacy have emerged. Granted that the nascent regulatory structures in Africa may not be able to mitigate the existent vulnerabilities on data protection and governance, this calls for frameworks that can protect the vulnerable without stifling digital health innovations. In this paper, we investigate how challenges related to poor data quality and data governance in digital health innovations can be addressed through sandboxes. We draw lessons and experiences from the financial sector and trace advancements in scholarship in fintech regulatory sandboxes in Africa and how they can potentially be used in digital health sandboxes. Through an interpretivist multimethod approach that entails a comparative critical analysis of the journey taken in Fintech sandboxing, we highlight the challenges faced and success factors in the Fintech sector that can be mirrored during the implementation of digital health sandboxes. Our critical analysis builds on Kumah-Abiwu's extension of the Afrocentric paradigm to the policy domain. Using this approach, we analyze how the triple helix model can enable the co-creation of regulation in digital health. We provide a unique empirical analysis around the opportunities, limitations and concerns of fintech regulatory sandboxes that could be used for the sustainable and resilient implementation of digital health sandboxes across Sub-Saharan Africa.

Key Words: Digital Health, Fintech, Regulatory Sandbox, Afrocentricity, Helix Innovation Models, Sub-Saharan Africa



# **EMPIRICAL INVESTIGATION OF STRATEGIC AGILITY AND PERFORMANCE OF ACCREDITED UNIVERSITIES IN KENYA. A MODERATED MEDIATION MODEL**

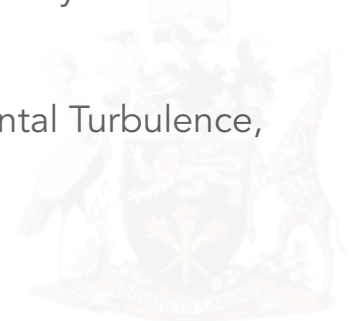
Peter M. Kiilu

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Accredited universities in Kenya are vital for quality education and research but face significant challenges that impact their performance. Inadequate funding, outdated infrastructure, and regulatory constraints further exacerbate these challenges, affecting their ability to deliver high-quality education and remain competitive. This study employed a descriptive cross-sectional survey research design to investigate the moderating influence of environmental turbulence on the indirect link between strategic agility and organizational performance through organizational culture. The cross-sectional dataset was obtained from 78 accredited universities in Kenya using a structured questionnaire. The ordinary least squares model employed revealed that environmental turbulence moderated the indirect relationship between strategic agility and organizational performance via organizational culture in a synergistic manner, hence affirming moderated mediation. These findings highlight the moderating and mediating role of environmental turbulence and organizational culture in the link between strategic agility and organizational performance. Managerial and policy implications are also drawn from the findings. In the future, researchers should do longitudinal studies to look at how dynamics change over time, comparative sector analyses to get a bigger picture, and more mediators and moderators to fully understand the proposed links.

Keywords: Strategic Agility, Organization Culture, Environmental Turbulence,



ABSTRACT # 1.8

## **CONDITIONAL INDIRECT EFFECT OF STRATEGIC LEADERSHIP ON SUSTAINABLE ORGANIZATIONAL PERFORMANCE: A CONCEPTUAL PAPER**

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A majority of leadership theories aver that strategic leadership positively influences sustainable organizational performance. However, a number of empirical studies on strategic leadership at times yield inconsistent results regarding the significance of these effects. The preponderance of literature indicates that these incongruent findings may be attributed to among other things conceptual differences across strategic leadership studies. A number of empirical studies based on the strategic leadership-organizational performance stream at times fail to investigate the individual influences of contingent factors such as the external environment and the organizational ambidexterity phenomenon on the primary relationship thus obfuscating the study findings. Further, leadership studies which incorporate moderating and mediating variables respectively, usually consider their stand-alone effects on the primary relationship between strategic leadership and sustainable organizational performance. Interestingly, only a limited number of empirical studies actually conceptualize and test for moderated-mediation effects arising from the pairwise interplay of the moderating and the mediating variables, on the

primary relationship between strategic leadership and sustainable organizational performance. Testing for moderated mediation effects in leadership studies is necessary as it can shade new insights on distorted study findings.

Consequently, this paper sets out to address some of these conceptual deficiencies inherent in empirical studies based on the strategic leadership-external environment-organizational ambidexterity- sustainable organizational performance stream. This paper also contributes to the body of knowledge in the field of strategic leadership by conceptualizing for the conditional indirect effects of strategic leadership on sustainable organizational performance. Finally, this conceptual paper proposes a number of emerging propositions which can be progressed into empirical investigation that deepens the body of knowledge in strategic leadership.

Keywords: Strategic leadership, External environment, Ambidexterity, Sustainable organizational performance

ABSTRACT # 1.9

## **STRATEGIC PLANNING AND SUSTAINABLE ORGANIZATIONAL PERFORMANCE**

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This paper is based on a critical review of literature investigating how deliberate planning approaches augment organizational performance. However, past literature review reveals that there is a lack of consensus on how deliberate strategic planning influences organizational performance. While many studies have attempted to explore this relationship, the results remain inconclusive, indicating that strategic planning alone may not fully explain organizational performance outcomes. This gap stems from a narrow focus on strategic planning as a singular variable, without accounting for the complex environmental factors. While many studies have investigated the relationship between these practices, there appears to be a curious deficiency of scholarship on the comprehensiveness of how strategic planning influences organizational performance. Also, the moderating implications of environmental dynamism on organizational performance is not conceptually evident. Therefore, the theoretical framework for this paper is anchored on the industrial organizational economic theory, transformational leadership theory, and the environmental dependence theory. The conceptual framework derived from this theoretical framework informs the review of pertinent empirical literature, which highlights methodological, contextual and conceptual or theoretical gaps. From the conceptual framework, various propositions emerge. First, that strategic planning positively influences performance of organizations. Secondly, that transformational leadership moderates the contribution of strategic planning to organizational performance. Finally, an interesting observation is that environmental dynamism moderates the impression of leadership on organizational performance. In conclusion therefore, despite many studies having been undertaken regarding deliberate planning and its impact on organizational productivity, this paper reveals contextual, methodological and conceptual/theoretical gaps. Specifically with respect to methodology, beyond survey approaches, it would be intriguing to triangulate quantitative methods with qualitative interviews and focus group discussions. Further, while in

respective partial analysis various studies indicated that strategic planning has a pragmatic and remarkable impression on organizational performance; or that transformational leadership significantly influences performance; or that dynamism in the environs moderates on the impact of leadership on organizational performance; they were not contextualized to create a complementary nexus linking them together. It would therefore be interesting to study the implications of strategic planning on organizational performance where leadership is a moderating factor in the context of environmental dynamism influence. Thus, how is the underlying effect of environmental dynamism on leadership manifesting in strategic planning practices, and ultimately influencing organizational performance?

Keywords: Organizational Performance; Strategic Planning; Sustainability.

ABSTRACT # 1.10

## **STRATEGIC PLANNING AND INCREMENTALISM THEORY: A CASE STUDY OF EQUITY BANK IN KENYA.**

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Organizations, much like human beings, possess a distinct lifecycle that evolves in tandem with changes in their external environment. When



conditions are favorable, organizations can make transformative decisions that lead to significant economic advancements. Conversely, unfavorable conditions often result in struggles and stagnation. Positive decisions, regardless of environmental circumstances, establish a foundation for subsequent sound choices, ultimately enhancing economic returns. In contrast, poor decision-making can render organizations vulnerable to external pressures, potentially leading to their decline or obsolescence. The study employs a comprehensive literature review of Equity Bank, integrating incrementalism theory within strategic management to illuminate the gradual nature of organizational development. It is postulated that the journey of building an organization is incremental, tracing back to its inception and continuing through to the present day. Each decision made reverberates throughout the organization, creating a complex web of influences stemming from deliberate choices over time. The findings underscore that decision-making within an organization should be treated as a sacred and serious undertaking, requiring considerable thought, care, and deliberation. Key contingent factors, such as leadership, organizational culture, and environmental context, serve as critical pivots upon which these decisions hinge. Furthermore, many contemporary challenges faced by organizations can be addressed through a thorough examination of historical decisions, allowing for the reversal of detrimental choices. This approach highlights the importance of reflective practice in strategic management, suggesting that a deep understanding of past maneuvers can inform more effective decision-making processes in the future.

Keywords: Strategic Planning, Incrementalism Theory, Muddling Through, Equity Bank.



ABSTRACT # 1.11

## **“LENDING” OR “BORROWING”: RESEARCH AND OPEN ARTIFICIAL INTELLIGENCE (AI).**

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With the evolution of the industrial age, significant developments in technical innovation has succeeded in transforming numerous manual task and processes that had been in existence for decades where humans had reached the limits of physical capacity. The pace of change for this new AI technological age is staggering, with new breakthroughs in algorithmic machine learning and autonomous decision-making, engendering new opportunities for continued innovation. The greatest concerns out of this is that it offers this same transformative potential for the augmentation and potential replacement of human tasks and activities within a wide range of industrial, intellectual and social applications. As such academics and scholarly space has had its share of impact mainly emanating from the open Artificial Intelligence and specifically ChatGPT. According to numerous reports, ChatGPT represents a significant breakthrough in the field of artificial intelligence. ChatGPT is a pre-trained AI model designed to engage in natural language conversations, utilizing sophisticated techniques from Natural Language Processing (NLP), Supervised Learning, and Reinforcement Learning to comprehend and generate text comparable to human-generated text. This research is descriptive qualitative. The paper offers a debate on where we should consider it as a tool to be “lending” from it use or do we just “accept it as “borrowed” tool of academic writing. If so, how far do we

adopt the two nexuses?

Key words: ChatGPT, Natural Language Processing; Learning, Lending, Borrowing

## **SUB THEME 2: MARKETING RESEARCH FOR SUSTAINABILITY OF COMMUNITIES.**

ABSTRACT # 2.1

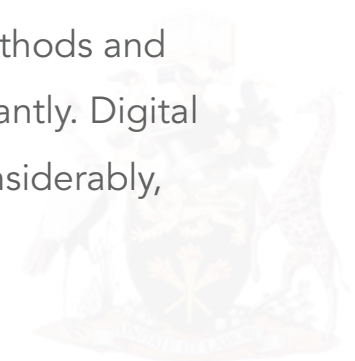
### **A CONCEPTUAL PAPER ON DIGITAL INTEGRATED MARKETING COMMUNICATION AND CO-BRANDING AS A PRECURSOR ON CUSTOMER EXPERIENCE**

Uswege Mwakabonga Isaac and Njeru Winnie

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This study aimed to elucidate the relationship among digital integrated marketing communications, customer experience, and co-branding. Two assertions are presented: firstly, the influence of digital integrated marketing communication on customer experience, and secondly, the function of co-branding in moderating this relationship. Recently, the methods and platforms of global communication have transformed significantly. Digital integrated marketing communication (DICM) has evolved considerably,



transitioning from a direct instrument to a comprehensive strategic approach that includes brand management. Numerous studies have demonstrated a correlation between digital integrated marketing communication and consumer experience. A comprehensive investigation of the interaction among digital integrated marketing communication, co-branding, and customer experience is lacking. Co-branding improves the customer experience by providing shared interactions or readily recognizable brand experiences. The Internet, as an emerging technology, has facilitated the establishment of novel economic relationships between companies and their clients. The brands now possess a significantly more effective method to engage with their clients and derive further advantages from the online realm. The conceptual review encourages future researchers to perform experimental studies on the link between the studied variables across various industries.

Keywords: Digital Integrated Marketing Communication, Co-Branding, Brand Experience, Customer Experience.



ABSTRACT # 2.2

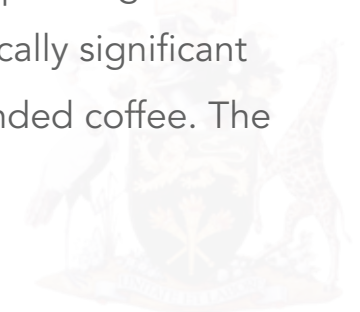
## **EMPIRICAL NEXUS OF BRAND EQUITY AND CONSUMER PURCHASE INTENTION OF BRANDED COFFEE: EVIDENCE FROM SUPERMARKET CUSTOMERS IN NAIROBI COUNTY**

Amaya, Teyie Kenneth and Njeru Winnie

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The proliferation of brands, increased competition and globalization of markets presents customers with a wide range of brands when making purchasing decisions. Firms have to rethink their branding decisions. The study sought to establish the effect of brand equity on the purchase intentions of branded coffee among supermarket customers in Nairobi County. The study was anchored on brand equity model and the theory of planned behavior. A descriptive cross sectional research design was adopted. The population of study were customers purchasing branded coffee in eighteen supermarkets in Nairobi. A sample of 384 respondents was selected using proportionate sampling technique. Primary data were collected using a semi structured questionnaire. A response rate of 90.6% was achieved. The results revealed that the most preferred coffee brand was Dormans coffee and Nescafe with 27.7% and 22.7% respectively while the most preferred coffee type was instant coffee and roasted coffee. The findings revealed that perceived quality had the highest mean while advertising spending had the lowest mean. The results established a positive and statistically significant influence of the brand equity on purchase intention of branded coffee. The



results further revealed that brand loyalty, perceived quality, store image had positive effect on purchase intention while brand image, awareness, advertising spending, price and price deals and country of origin were statistically insignificant. The study concludes that brand equity influences purchase intention of branded coffee among supermarket customers in Nairobi County. The study adds credibility to the existing body of knowledge on the link between brand equity and purchase intention and concludes that managers should augment all brand equity dimensions which may in turn encourage customers to purchase branded coffee.

Keywords: Globalization, Brand Equity, Purchase Intentions, Branded Coffee.

## **SUB THEME 3: INNOVATION AND DISRUPTION: STRATEGIES FOR SUCCESSFUL SUSTAINABILITY OF COMMUNITIES**

ABSTRACT # 3.1

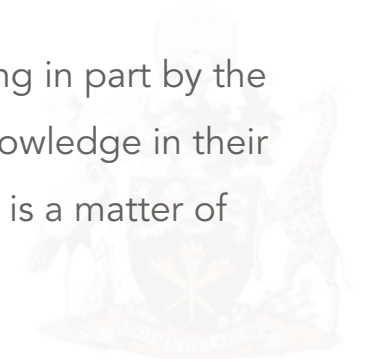
### **ETHICS AND DOCTORAL RESEARCH ENTERPRISE**

Phoebe Ngari and Prof. Evans Aosa

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The cogs of academia and science in general are kept moving in part by the arduous labour of doctoral students who churn out novel knowledge in their respective fields. The credibility and sanctity of this research is a matter of



concern for both academia and society as a whole and must therefore be undertaken in strict adherence to the appropriate ethical standards. Emerging technologies and changing society expectation on ethical research demands that we evaluate the current ethical practices and modify them where necessary. This paper examines the intricacies of ethics in doctoral research systematically beginning with the importance of ethics in research, outlining the various ethical principles, dissecting the ethical conundrums encountered in the course of research and providing real world illustration of ethical challenges in doctoral research. By examining contemporary research, we give suggestions on how to maintain ethical standards and provide overview on the ethical concerns that may arise as technology advances. We conclude by reiterating the criticality of ethics in the realm of research and provide actionable approaches to maintaining exemplary ethical standards in research.

Keywords: Research Integrity, Doctoral Research, Responsible Research and Innovation.

ABSTRACT # 3.2

## **ADAPTIVE LEADERSHIP AND STRATEGIC AGILITY: BUILDING RESILIENT AND SUSTAINABLE BUSINESSES IN THE FACE OF GLOBAL DISRUPTIONS**

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In the face of increasingly unpredictable global challenges, the resilience and sustainability of businesses have become critical factors for long-term success. This study seeks to explore how businesses can cultivate resilience and sustainability through adaptive leadership and strategic agility. The study will identify key leadership traits and strategic management practices that enable organizations to thrive amidst economic, environmental, and social disruptions of organizations. A comprehensive literature review will be conducted to analyze existing theories and frameworks related to resilience, sustainability, adaptive leadership, and strategic agility. The study will integrate insights from various disciplines to support the development of new theoretical models and frameworks. Further, the study will seek to address research gaps on areas, such as the lack of comprehensive models that integrate adaptive leadership with strategic agility in fostering business resilience. By evaluating businesses across different sectors in Africa, where unique socio-economic challenges provide a rich context, this research will deepen our understanding of resilience. The findings are expected to contribute to the body of knowledge by providing actionable insights for industry leaders and policymakers. These insights will include strategies for fostering an adaptability culture, the importance of strategic foresight, and the role of innovations in sustaining business operations during turbulent times. The study will offer recommendations on integrating sustainability into core business strategies, ensuring long-term success in an increasingly volatile global business





environment. Consequently, by focusing on adaptive leadership and strategic agility, the study will offer valuable contributions to both academic discourse and practical business management, helping organizations navigate the complexities of today's global business landscape.

Key Words: Adaptive Leadership, Strategic Agility, Business Resilience, Sustainability

ABSTRACT # 3.3

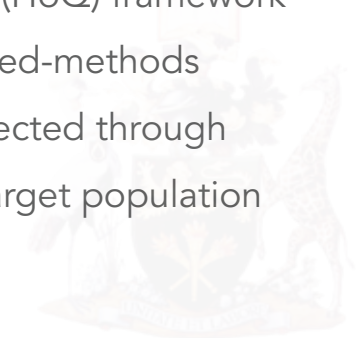
## **EVALUATING THE EFFECT OF IMPLEMENTING THE HOUSE OF QUALITY ON PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN KENYA**

Dr. Edward Achieng Musebe

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Institutional Affiliation: United States International University-Africa (USIU-A)

Performance of Small and Medium Enterprises (SMEs) is crucial to the economic growth and development of Kenya, where these businesses contribute significantly to employment and GDP. However, many SMEs struggle with maintaining consistent quality in their products and services, which hampers their competitiveness and long-term sustainability. This study evaluated the effect of implementing the House of Quality (HoQ) framework on performance of SMEs in Kenya. The study utilized a mixed-methods approach, combining qualitative and quantitative data collected through interviews and structured questionnaire respectively. The target population



consisted of SME owners and Managers across all the manufacturing sectors in Kenya. The study employed linear regression model to analyze quantitative data, while thematic triangulation was used to analyse qualitative data. Findings of the study indicate a positive correlation between implementing HoQ and operational performance ( $p < .001$ ). The study also shows that 60.4% of variations in performance of SMEs in Kenya is caused by the implementation of HoQ in their processes. Further a unit increase observed in implementing HoQ causes 0.654 units of increase in performance of SME in Kenya. The paper recommends that SMEs implement HoQ in their operations to effectively meet the needs of their customers, improve their employee retention and grow their market share. The study also recommends that appropriate policies that encourage SMEs to implement HoQ be developed to enhance performance of SMEs given their pivotal role in national economic development and also to sustain their operations.

Keywords: Performance, House of Quality.

ABSTRACT # 3.4

## **INNOVATION STRATEGY AND PERFORMANCE OF SOCIAL ENTERPRISES IN NAIROBI CITY COUNTY, KENYA**

Shamim Shiraz and Prof. Justus Munyoki



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The objective of this study was to establish the effect of innovation strategy on the performance of social enterprises in Nairobi City County, Kenya. It was based on social innovation and Schumpeter's innovation theories. This study adopted a descriptive/cross-sectional design, targeting the 1000 social enterprises in Kenya with headquarters within the Nairobi County. The study sampled 99 social enterprises in Nairobi calculated through the Yamane formula through stratified random sampling. This study collected primary data from the top officials of social enterprises in Kenya using a structured questionnaire. Regression analysis was used to establish the effect of innovation strategy on performance of social enterprises. Findings of the study indicated a strong relationship between the innovation strategies (product innovation, process innovation, marketing innovation and organizational innovation) and organizational performance. The regression model had an R square value of 0.437 indicating that they contributed 43.7% to organizational performance. From the ANOVA table, the F-statistics (15.158) showed a p-value of  $0.00 < 0.05$ . This shows that the model was significant. From the descriptive statistics, the study concluded that social enterprises had adopted innovation strategy in their businesses: product, process, marketing and organizational. From the regression coefficients, product innovation had a positive coefficient against organizational performance. Further, Process, marketing and organizational innovation also showed positive regression coefficients. The study concluded that product, process, marketing and organizational innovation has a positive effect on the performance of social enterprises in Kenya. The study recommends

that social enterprises in Kenya to increase their levels of product adoptions for them to improve their performance levels.; and increase their organization related innovations for improved performance. The study also recommends future studies based on other factors influencing performance; other innovative strategies influencing performance; and other organizations other than social enterprises.

Keywords: Innovation Strategy, social enterprises, Nairobi County

ABSTRACT # 3.5

## **COMPARATIVE ANALYSIS OF CORPORATE INTRAPRENEURSHIP PRACTICES BETWEEN TWO FIRMS IN KENYA: UNIVERSITY OF NAIROBI AND FRED'S RANCH**

Dr. Ben Mkalama, Irene Mue and Anne Nasumba

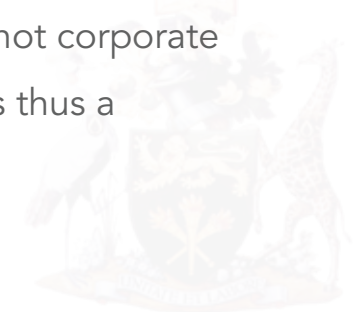
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Entrepreneurship has been acknowledged as the solution to economic challenges currently facing many developing countries. This has been entrenched in many countries' plans including the Kenyan Government's Bottom Economic Transformational Agenda (BETA). For sustainability and economic resilience, such an approach however requires a



multi-disciplinary and multi-faceted approach that not only addresses the initial set-up but also their business growth. Lately, we have seen an efflorescence of entrepreneurship courses incorporated into many education syllabi from post-secondary education to the university level. Further to this, more than 1,000 entities are registered every month as business concerns in Kenya. Unfortunately, these entities hardly mature into full-fledged mature enterprises as statistics estimate that 43% of these firms fail to celebrate their first anniversary. These statistics do not take into account informal enterprises, which are estimated to have higher mortality rates. We can harness lessons from the entities that have been set up and integrate these into our entrepreneurship curricula for business growth. An entrepreneur's perspicacity is enhanced through experiential learning. Whereas such lessons are readily available on a global scale there is a need to address the contextual paucity when addressing local entrepreneurship case studies. Contextually, we contend that the transition from the initial entrepreneurial idea hardly takes into account the intricacies of corporate intrapreneurship thereby making the firms to be vulnerable at the business growth stage. We opine that teaching and learning experiences in Sub-Saharan Africa have not incorporated local and contextualized experiences thus leading to incomplete learning. Further to this, there have been limited contextual empirical studies from local large or public corporations that can be used in entrepreneurship curricula. Where available, they often discuss other matters and not corporate intrapreneurship and business growth strategy. There is thus a



contextual gap that can be addressed in this respect. We seek to answer the question: How do successful corporate enterprises sustain their business growth? Through a comparative multiple-case qualitative design that embraces an inductive approach, we interview the entrepreneurs and key personnel in the two firms. Such a design that embraces interviews, observations and documentary analysis, offers a diversity and depth of data on their firms' operations. The research findings that are subsequently coded and themed as appropriate.

Key words: Corporate Intrapreneurship, Business growth, Entrepreneurial education, Comparative Case study

ABSTRACT # 3.6

## **INTELLECTUAL PROPERTY RIGHTS RECORDATION AND PERFORMANCE OF MANUFACTURING COMPANIES IN KENYA**

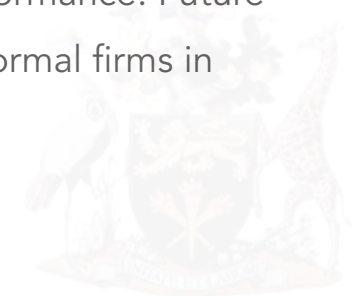
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In Kenya, some manufacturing companies have been confronted with intense competition from counterfeit imports, leading to the closure of their manufacturing plants, resulting into job losses. Counterfeit goods also expose consumers to potential health and safety risks. This study

examined the influence of Intellectual Property Rights Recordation on the performance of Kenyan manufacturing companies. The purpose of the study was to explore how Intellectual Property Rights recordation contributes to competitive advantage, thereby improving overall performance. Grounded in the Resource-Based View and Porter's Five Forces theories, the study emphasized the importance of internal resources and competitive pressures in driving firm success. The research employed an explanatory survey design to investigate cause-and-effect relationships between variables. A sample size of 40 firms was drawn from a population of 361 manufacturing firms who are members of the Kenya Association of Manufacturers. Data was collected through structured questionnaires and analyzed using regression and correlation techniques. Findings indicate a positive correlation between the number and type of IPRs recorded and both net profit and operational efficiency. Notably, firms with more diverse IPR portfolios tend to record fewer individual IPRs. The regression analysis showed that the type of IPR has a stronger influence on both net profit and operational efficiency compared to the number of IPRs recorded. Key recommendations include enhancing IPR education for firms, establishing innovation hubs, and fostering strategic management of IPRs for competitive advantage. Limitations of the study include the inability to establish clear causal relationships between IPR recordation and firm performance, since firms that perform better financially may be more likely to record intellectual property rights, as they have greater resources and incentives to do so. Furthermore, IPR recordation could reflect a broader capacity to develop intangible assets, complicating the effort to isolate its direct impact on performance. Future research should focus on other sectors and the role of informal firms in the IPR landscape.



Key Words: Intellectual Property Rights Recordation, Kenyan Manufacturing Companies, Competitive Advantage, Firm Performance, Operational Efficiency

ABSTRACT # 3.7

## **WHAT IS IN A NAME? A CRITICAL LOOK AT BUSINESS NAMING IN KENYA: IMPLICATIONS FOR ENTREPRENEURS**

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This paper presents a critical review of the literature and case illustrations on business naming and its significance for entrepreneurs starting businesses, with a particular focus on Kenya. Business naming plays a crucial role in branding, identity formation, and market positioning. For entrepreneurs in Kenya, innovative naming strategies can greatly influence a business's success in a highly competitive environment. This review explores theoretical perspectives on business naming, the role of culture, innovation, and practical insights for entrepreneurs navigating the Kenyan business landscape. In addition, the paper incorporates examples of successful business names in Kenya, illustrating the interplay between



culture, innovation, and market trends. Key trends, challenges, and opportunities in business naming are discussed, supported by academic literature and case studies.

Key Words: business naming, entrepreneurs, innovation, branding, startups

## **SUB THEME 4: ADOPTING TO A CHANGING HUMAN RESOURCE LANDSCAPE FOR SUSTAINABILITY OF COMMUNITIES**

ABSTRACT # 4.1

### **THE INFLUENCE OF EMPLOYER BRANDING ON EMPLOYEE RETENTION AMONG PRIVATE HOSPITALS IN NAIROBI COUNTY**

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This study sought to establish the influence of employer branding on employee retention within private hospitals in Nairobi County. The Hierarchy of Needs theory and Existence, Relatedness and Growth (ERG) Motivation theories guided the study. A descriptive cross-sectional survey research design was adopted and the study population was approximately 4,000 full-time employees within private hospitals in Nairobi County. Multi-stage sampling technique was used to arrive at the sample size. Out

of the 59 private hospitals in Nairobi County, a 10% sample was selected conveniently targeting the large private hospitals in Nairobi County. A sample of 520 full-time employees was selected and primary data was collected through structured questionnaires. The data was analyzed using both descriptive and inferential statistics. Out of the 520 questionnaires that were issued out, 428 were filled and returned giving a response rate of 82%. The regression analysis results indicated the statistical significance of the regression model, affirming that employer branding exerted a substantial influence on employee retention. Findings indicated a generally positive view of the hospital's reputation and benefits, with robust perceptions of career growth opportunities and favorable evaluations of organizational values and the overall work environment. The study concluded that employer branding has a positive effect on employee retention across private hospitals in Nairobi County. The study recommended that private hospitals in Nairobi county should establish competitive remuneration packages, as well as regular adjustments of the same. Additionally, the subject hospitals should employ robust career development opportunities and promote a positive organizational culture and work-life balance. It was suggested that additional comparative studies should be undertaken to unveil insights on the disparities of employee retention within distinct contexts, for instance both public & private industry contexts.

Key Words: Employer Branding, Employee Retention, Private Hospitals, Nairobi County



ABSTRACT # 4.2

## **EFFECT OF FLEXIBLE WORK PRACTICES DURING THE COVID19 PANDEMIC ON EMPLOYEE PERFORMANCE IN THE INSURANCE INDUSTRY IN KENYA**

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The Corona Virus Disease (COVID-19) pandemic has had a significant impact on workplace relations and all firms have had to adjust their work models to ensure their employees perform optimally. The objective of the study was to establish the effect of flexible work practices on employee performance during the covid-19 pandemic in the insurance industry in Kenya. The research was grounded on the social exchange theory and path goal theory. A descriptive cross-sectional research design was adopted for the study and the study population was 56 insurance companies in Kenya. A census study was conducted and the respondents were the human resource managers of these insurance companies. Structured questionnaires were used as data collection instruments with physical data collection approach employed in the survey. The collected data was analyzed using a mix of descriptive and inferential analysis. The response rate was 86%. Findings showed that majority of the insurance firms 92% had adopted flexi-time work practices, 71% had applied telecommuting and 64% were using work scheduling in management of their personnel. Regression analysis revealed that that 67.9% of changes in employee performance can be explained by job sharing, telecommute, work scheduling and flextime work practices. The findings showed that flexi-time, work scheduling and job sharing had a

significant positive effect on employee performance while telecommuting did not significantly influence the performance of employees. The overall conclusions that can be drawn from the research is that flexible work arrangements have positive and significant relationship with employees' work performance. The study recommends that the insurance firms, and firms in the sector continue to implement these practices as this will improve the firms' performance and ability to meet strategic goals. Specifically, the research calls on these firms to find the right balance of work-life balance practices that would have positive impacts on employees' outcomes. This study recommends that formalizing job sharing and flexible work schedules in the company policies would increase its implementation and encourage firm-wide participation. The study also calls on improved mentoring and monitoring to ensure employees can co-handle some of the most complicated and specialized staff roles.

Key Words: Flexible work practices, Employee Performance, Insurance Industry, Covid-19 pandemic



ABSTRACT # 4.3

## **THE EFFECT OF PERFORMANCE APPRAISAL PRACTICES ON EMPLOYEE SATISFACTION AT THE POLICYHOLDERS COMPENSATION FUND IN KENYA**

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Effective performance appraisal practices play a pivotal role in nurturing employee development, fostering growth and driving organizational success. The study sought to establish the effect of performance appraisal practices on employee satisfaction at the Policyholders Compensation Fund. Specifically, the study focused on examining the influence of goal setting, continuous feedback, performance coaching, and rewards and recognition on employee satisfaction within the context of the Policyholders Compensation Fund in Kenya. The Social Exchange Theory and Feedback Intervention Theory guided the study. The study employed a descriptive cross-sectional research design, and a census study was conducted on a population of 40 employees. Primary data was gathered through structured questionnaires, and data was analyzed using both descriptive and inferential analysis techniques. In examining the effect of goal setting on employee satisfaction, goal setting was found to have insignificant influence on employee satisfaction. Continuous feedback had insignificant influence on employee satisfaction. Performance coaching also had an insignificant influence on employee satisfaction. Rewards and recognition had a significant positive effect on employee satisfaction. Based on these findings, the study recommended that policymakers should implement transparent and fair rewards and recognition programs, tailored to individual preferences. Organizations should re-evaluate their emphasis and consider reallocating

resources toward reinforcing rewards and recognition initiatives. Cultivating a culture of continuous feedback and employee input can significantly enhance employee satisfaction and engagement, ultimately enhancing organizational success.

Key Words: Performance Appraisal Practices, Employee Satisfaction, Policyholders Compensation Fund

ABSTRACT # 4.4

## **REVIEW OF LITERATURE ON LEADERSHIP BEHAVIOR AND ORGANIZATIONAL PERFORMANCE**

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Given rapid technological advancements and ever-changing market dynamics, organizations encounter significant challenges in their pursuit of success. Central to this endeavor is the relationship between leadership behavior and organizational performance and how it can be utilized to achieve favorable outcomes. This study addresses this question to establish the link between leadership behavior and organizational performance. The findings of this review significantly contribute to the existing knowledge of the relationship between leadership behavior and organizational performance. The study is based on upper echelons theory, social exchange, Hofstede's cultural dimensions theory, and resource-based theory. The study found that leadership behavior and firm performance. It is also found that organization

culture moderates on the relationship between leadership behavior and organizational behavior. Based on these findings, the study concludes with a conceptual framework and two hypotheses: there is a significant relationship between leadership behavior and organizational performance, and organizational culture moderates the relationship between leadership behavior and organizational performance. In summary, this study not only enhances our theoretical understanding of the relationship between leadership behavior and organizational performance but also provides practical insights. The review underscores the profound influence of transformational leadership on performance and emphasizes the pivotal role of organizational culture in moderating this relationship. These findings and hypotheses offer valuable insights for future research and practice, instilling hope and optimism for the potential of more effective strategies for success.

Key Words: Leadership Behavior, Organizational Performance, Organizational Culture, Upper Echelons Theory, Hofstede's Theory, Resource-Based Theory





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