

VIRTUAL
8th DBA-AFRICA MANAGEMENT REVIEW
(DBA-AMR) ANNUAL INTERNATIONAL
CONFERENCE (2023)

Faculty of Business and Management Sciences
*(In Conjunction with the 13th Edition of the DBA-Africa
Management Review Journal)*



Theme:

*"Harnessing Research to Shape the Future of Management for Sustainability
of Communities"*

Tuesday, 24th OCTOBER, 2023

E-mail: dbamr-conf@uonbi.ac.ke; kogollah@uonbi.ac.ke
| Website: <https://researchweek.uonbi.ac.ke/>



WIMBO WATAIFA

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
Nasi 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



EAST AFRICAN COMMUNITY ANTHEM

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

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

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

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

CONFERENCE PLANNING COMMITTEE

Members

Prof. Florence Muindi	Chairperson, Dept. of Business Administration
Prof. Kennedy Ogollah	Conference Chairperson and Convenor
Prof. Justus Munyoki	Director of Research, Innovation and Enterprise – University of Nairobi
Prof. Zackary Awino	Member
Dr. Joseph Owino	Member
Dr. Margaret Kariuki	Member
M/s Faith Barasa	Member
M/s Janiffer Nyarangi	Member
Mr. Peter Kiilu	Member
Dr. Yona Sakaja	Conference Secretary

Support Team

Mr. Laban Ndegwa	ICT
Mr. Peter Juma	ICT
M/s Tabitha Wairimu	DBA Office Secretary

Message from Vice Chancellor



It is my pleasure to welcome all of you to the University of Nairobi during this occasion of 6th Research Week which runs from Monday 23rd to Friday 27th October 2023. The 8th DBA-Africa Management Review Annual International Conference, which is a one-day conference to be held on 24th October, 2023 is one of a set of four being conducted by the Faculty of Business and Management Sciences, Department of Business Administration.

It is gratifying that through the University of Nairobi Research Week Initiative, the Faculty of Business and Management Sciences has organized the series of conferences that will not only bring us together but also enable the researchers and policymaking communities are that often siloed to work towards breaking down these silos.

The 8th DBA-Africa Management Review International Conference, 2023 will be deliberating on the 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 and evidence that there exist opportunities to bridge research and policymaking agenda.

As I conclude my remarks, I take the opportunity to thank all the Keynote speakers notably :

1. Prof Progress Hove-Sibanda of the Department of Logistics, Nelson Mandela University, Port Elizabeth, South Africa
2. Prof. Michael J. Mol of the Department of Strategy and Innovation, Copenhagen Business, Denmark.
3. Scott Walker of Systemic Innovation (UK) and
4. Kiprono Kittony, Chairman of the Nairobi Securities Exchange (NSE) Nairobi, Kenya.

I also wish to acknowledge the paper presenters, and all the participants for sparing their valuable time to attend the 8th DBA-Africa Management Review International Conference, 2023 which will be conducted virtually. I wish you all a fruitful participation of the Conferences activities during this year's UoN Research Week.

Thank you and God bless you all.

Prof. Stephen Kiama, BVM, MSc. (Nairobi), PhD (Bern)

**Vice-Chancellor
University of Nairobi**

Message from Research Week Committee Chair



On behalf of the UoN Research Week organizing committee, I am delighted to welcome researchers, staff and students to join us during the University of Nairobi research week, which runs from 23rd to 27th October 2023.

This is the sixth Research week that the University is organizing, and will bring together various conferences, and webinars spread across our ten faculties. The theme for this year's Research week is **“Harnessing Research for Resilience and Sustainability of Communities”**.

The theme is quite relevant at a time when the world is experiencing many challenges ranging from climate change, food insecurity, youth unemployment, human health, and high cost of living. I call upon researchers, staff and students to take this opportunity and come forward to present research findings that address these challenges.

The University of Nairobi takes Conferences very seriously as it is one of the ways by which research findings are disseminated. Conferences also enable researchers, academicians, practitioners and industry players to come together and network as they exchange ideas on various topical issues.

The 8th DBA-Africa Management Review Annual Conference, which is a one-day conference being held on 24th October, 2023 virtually. This particular conference is modelled along the theme **“*Harnessing Research to Shape the Future of Management for Sustainability of Communities*”**.

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. Margaret Jesang Hutchinson
Deputy Vice Chancellor,
Research, Innovation and Enterprise

Message from Director Research and Enterprise



This year the University of Nairobi will host the Sixth Annual Research Week 2023 from 23rd to 27th October 2023. The conference builds on the success of the fifth Research week held in October 2022, which attracted over 1900 participants, 60 guest speakers and saw over 473 papers being presented. The theme for this year's Research week is ***Harnessing Research for Resilience and Sustainability of Communities***. This theme fits quite well with the changing times and calls us to direct reflect on how best researchers can begin to solve the many problems that communities experience today.

The world is today talking about research that leads to resilience and sustainable solutions to the problems the world today. I call upon researchers, students, practitioners to come forward and join the debate by presenting papers that challenge the world view, I challenge 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 has invited various keynote speakers from both the private and public sector, both local and international, to make presentations on topical issues.

Specifically for the 8th DBA-Africa Management Review International Conference having the theme "***Harnessing Research to Shape the Future of Management for Sustainability of Communities***", I wish to thank our guest speakers, key note speakers, paper presenters, staff, students and all delegates, who have taken time off their busy schedules to all attend this conferences. We truly value your time and hope that this is not the last time you are joining us in the conferences. We will continue to collaborate with you and invite you in our future conferences and any other areas where we think your input is needed.

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

Message from Conference Chair



The 8th DBA-Africa Management Review (AMR) Annual International Conference (2023) is hosted by the Faculty of Business and Management Sciences of the University of Nairobi. The conference is being held in conjunction with the *13th Edition of the DBA-Africa Management Review Journal* under the Conference theme “*Harnessing Research to Shape the Future of Management for Sustainability of Communities*”. The theme is designed with intention to enhance greater recognition and understanding of the place of research for sustainable development in society which requires an acceleration of integration of research into the policymaking agenda.

In order to facilitate this integration, in October 2023, The Department of Business Administration (DBA) will host the **8th Virtual DBA-Africa Management Review (DBA-AMR) Conference** aiming to bring together academic scientists; leading researchers and research scholars; policymakers; and government and industry representatives. The aim of the conference is to enable inclusive problem solving that brings together researchers and theorist from different business and management disciplines with public policy specialists and the many stakeholder communities in redouble policy efforts guided by evidence as a real change mover in strengthening the research-policy interface.

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.

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 Chairperson and Convenor

Message from Chair Department of Business Administration



Distinguished guest speakers, paper presenters, invited guests, University Management, conference organizing committee, members of staff and students, good afternoon. We are privileged to host you this year in our 8th DBA-Africa Management International Conference. The conference is an opportunity for scholars and industry practitioners to share ideas, new knowledge and practices that together serve to shape future research for sustainable industry practices and livelihoods.

We are living at a time of unprecedented challenges where society's expectations are high and solutions to real issues that face our society are scarce. Hence, the theme of this conference '*Harnessing research to shape the future management for sustainability of communities*' fits well with the challenges that together we must confront to secure the future of our institutions, industry, nations and the entire continent.

There is no time to watch over the fence and ask what academia or industry is not doing right. Furthermore, this is not the time to speculate whether industry and institutions of higher learning will effectively collaborate to find the urgently needed solutions for tomorrow's problems. No matter where we stand or sit, whether in industry or academia, we have a moral duty to quickly engage each other by sharing problems that industry face, open up the space for academia to diagnose issues and leverage on our strengths and capabilities to create African solutions to the continent. I hope that this conference not only provides the opportunity to share ideas and knowledge, but more importantly build bridges across academia and industry for sustainable communities. Please take time to build networks with participants in the conference. With these few remarks, I wish you productive deliberations.

Dr. Joseph Owino
Ag. Chairman
Department of Business Administration

Message from the Dean



Greetings from the Faculty of Business and Management Sciences of the University of Nairobi with main offices located at the serene environs of Lower Kabete in Nairobi.

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.

This year, the Faculty is hosting four conferences with the 8th DBA-Africa Management Review Annual International Conference scheduled for 24th October, 2023 designed around thought provoking contemporary issues that I believe are of interest to you, our participants.

For the fourth time, we are holding our conferences 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. In a special way, I wish to welcome our Chief Guests who will be making keynote speeches on various topical issues in line with the specific conference themes into which they have been invited.

I wish to thank the various 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

Bio Profile of Keynote Speakers



Prof Progress Hove-Sibanda
Department of Logistics
Nelson Mandela University, Port Elizabeth
2nd Avenue Campus
Summerstrand

Progress Hove-Sibanda is a Logistics and Supply Chain Management Professional and an NRF rated researcher. She is an associate professor in the Department of Logistics, School of Business and Economic Science, Nelson Mandela University. She is a board member of the Journal of Transport and Supply chain management; and a committee member of the African Institute of Supply Chain Research (AISCR).

Prof Progress Hove-Sibanda serves in the School Research Ethics Committee, School research Committee, Faculty Internationalisation Committee (NMU). She coordinated the Logistics and supply chain management programs and research (NWU, 2017-2018). She has published widely and presented several papers in local and international conferences. Currently she is responsible for postgraduate logistics and supply chain management mentoring and research (from Advanced Diploma, Masters and doctoral level) at NMU.

Her research interest lies in the areas of Supply Chain Management, Logistics, Sustainable Supply Chain Management, Green Logistics, Reverse Logistics, Waste Management, Smart Logistics, Industry 4.0, Smart Cities, SMEs, Islamic banking, Maritime Logistics, business management, economics.



Prof. Michael J. Mol
Department of Strategy and Innovation
Copenhagen Business School, Denmark.

Michael J. Mol is a Professor of Strategic and International Management in the Department of Strategy and Innovation at Copenhagen Business School and in part-time at Birmingham Business School. He has worked and studied or been a visiting scholar at eleven universities in six countries.

His research focuses on the strategic management of larger firms, with a particular interest in issues including management innovation, corporate social responsibility, offshoring and outsourcing, and strategy in Africa. He tackles these issues from a variety of theoretical and methodical angles. He has published dozens of articles which have appeared in among others Academy of Management Review, California Management Review, Global Strategy Journal, Journal of the Academy of Marketing Science, Research Policy, International Journal of Operations and Production Management, MIT Sloan Management Review, Strategic Organization, Organization Studies, and Strategic Management Journal. He has also (co-)authored four books including 'Outsourcing: Design, Process and Performance' (Cambridge University Press) and Giant Steps in Management: Innovations that Change the Way we Work (FT Prentice Hall). There are over 8,300 Google Scholar citations to his work.

Michael has won several awards for his research including the best article award from Academy of Management Review. He serves or has served on the editorial boards of numerous journals including Academy of Management Journal, California Management Review, Global Strategy Journal, and Journal of International Business Studies. He has been the recipient of grants from various (inter)national institutions. He appears regularly as an expert in a variety of global media outlets. He has a broad range of teaching experience at all levels, including executive education and program management. He has served as a department chair at Copenhagen Business School and Warwick Business School. Michael is a Dutch national and holds a PhD from Rotterdam School of Management, Erasmus University where he also got an MSc degree with double majors in strategy and logistics. Michael further holds a CEMS Master Degree.



Scott Walker
Chief Executive Officer and Founding Partner Systemic Innovation and African Scale Craft (UK)

Scott Walker is the Founding Partner at Systemic Innovation, a systems change innovation agency, where he draws on over 25 years of professional experience advising clients worldwide on innovation, strategy, government relations, policy, public and corporate affairs, research, and sustainability.

Scott co-authored "Scaling in Africa," a critical examination of venture growth on the continent. Alongside GrowthAfrica, Systemic Innovation is currently developing the foundations for a data collaborative model focused on high-growth ventures in East Africa (specifically Ethiopia, Rwanda, and Kenya). The project is funded by FCDO under their new Research and Innovation Systems (RISA) Fund. This activity is being undertaken to operationalize the findings of the research.

His past work includes designing and executing programs with organisations like Nesta, FCDO, Innovate UK, the UAE Government, MTN, IKEA, Nigerian Communications Communication, and Vodafone, covering a wide range of complex topics. He excels in advising on building internal innovation capability for policymakers and devising systems approaches for positive social impact. In addition to advising politicians, Scott has facilitated leadership training for government officials from Africa and Asia through an international capacity development organisation. He previously served as a Director at Matter Innovation, an Advisory Director at AudienceNet, and a Partner at HYBR Group, contributing to corporate and government innovation efforts. He also sat on the Board of The Social Innovation Partnership as a Non-Executive Director.

Scott's educational background includes two degrees in politics and law, two master's degrees in international affairs and public administration, and a post-graduate diploma in public relations. He participated in the THINK School of Creative Leadership in Amsterdam. Furthermore, he has collaborated with global think-tanks and taught a strategic corporate responsibility course for executive students at Columbia University in New York. He is based in London, UK.



Kiprono Kittony
Chairman of the Nairobi Securities Exchange (NSE)
Nairobi, Kenya.

Mr. Kiprono Kittony is the current chairman of the Nairobi Securities Exchange, the leading securities exchange in East and Central Africa. Prior to this appointment, he was the National Chairman of the Kenya National Chamber of Commerce & Industry, the premiere business membership organization in Kenya.

He is a well-known personality in business leadership circles in Kenya, having served in several capacities, including being the immediate past Chairman of the Media Owners Association, an influential lobby group of Kenyan media. Mr. Kittony has widely been credited with the revival of the Kenya National Chamber of Commerce & Industry, which has been restored to its past glory through a series of transformative initiatives during his tenure.

An active player in business, he also chairs the following boards; - CreditInfo CRB Kenya Limited, Mtech Limited, Betway in Kenya and Radio Africa Group (which he co-founded in 2000). He sits on the advisory council of IFHA (International Fund for Health in Africa), an Amsterdam based private equity fund, and is Vice Chairman of the World Chambers Federation in Paris representing Africa. He is also a director at the Central Depository and Settlement Corporation. Mr. Kittony was educated at the University of Nairobi and USIU and has the following degrees – Bachelor of Commerce (Hons), Nairobi; Bachelor of Law (Hons) Nairobi and Global Executive MBA from USIU (in Conjunction with Columbia University)

Mr. Kittony was conferred the award of Elder of the Order of the Burning Spear (EBS) by President Uhuru Kenyatta in 2019 in recognition of the distinguished and outstanding services rendered to the nation as a business leader. He actively mentors the youth and regularly participates in several philanthropic projects.

Conference Program

Tuesday, 24th October, 2023

8.30 – 9.00 AM	Registration
9.00 – 9.30AM	Opening Ceremony
9.30 – 9.40 AM	Health Break
9.40 – 12.35 PM	Key Note Speeches
12.45 – 4.05 PM	Parallel Paper Presentations
4.05 – 4.30 PM	Closing Ceremony
PLENARY: OFFICIAL OPENING - SESSION I	
8.30 – 9.00 AM	Registration
9.00 – 9.20 AM	OPENING CEREMONY i. Prof. Kennedy Ogollah, Conference Chairperson and Convenor; ii. Prof. Florence Muindi, Chairman, Department of Business Administration (DBA); iii. Prof. James M. Njihia, Dean, Faculty of Business and Management Sciences (FoBMS); iv. Prof. Justus M. Munyoki, Director Research, Innovation and Enterprise; v. Prof. Margaret Hutchinson, Deputy Vice Chancellor (DVC) – Research, Innovation and Enterprise (RIE) -UoN; vi. Prof. Stephen Kiama Gitahi, Vice Chancellor, UoN
09.20 – 09.30 AM	HEALTH BREAK
PLENARY: KEYNOTE SPEECHES - SESSION II	
9.30 – 10.05 AM	Prof. Progress Hove Sibanda, Department of Logistics Nelson Mandela University, Port Elizabeth 2nd Avenue Campus, Summerstrand – South Africa.
10.05 – 10.35 AM	Prof. Michael J. Mol Department of Strategy and Innovation Copenhagen Business School, Denmark.
10.35 – 11.05 AM	Mr. Scott Walker Chief Executive Officer and Founding Partner Systemic Innovation and African Scale Craft (UK), London – UK.
11.05 – 11.35 PM	Mr. Kiprono Kittony Chairperson, Nairobi Securities Exchange (NSE), Nairobi – Kenya.
11.35 – 12.15 PM	Q & A

Parallel Paper Presentations		
STREAM A: SUB - THEMES <i>Governance and Policy Research for Sustainability of Communities (9-Papers).</i> Session Chair: Prof. Zackary B. Awino Session Rapporteur: Dr. Joseph Owino		
TIME	PAPER TITLE	AUTHOR(S)
12.30 - 12.45 PM	Paper # 01: Strategic Leadership and Socio - Economic Development of Mukuru Slums in Starehe Sub County, Nairobi Kenya	Philip Kamami Mbuvi Dr. Benedict Mkalama
12.45 – 12.55 PM	Q & A	
12.55 - 01.10 PM	Paper # 02: Influence of Lending Ethics on Loan Performance of Commercial Banks Branches in Kenya	Godfrey Michael Thuranira Prof. Cyrus Iraya Prof. Winnie Nyamute Dr. Onesmus Mutunga
01.10 – 01.20 PM	Q & A	
01.20 – 01.35 PM	Paper # 03: Exploring the Effect of Advanced Manufacturing Technology on Performance: A Study of Large Manufacturing Companies in Kenya	Dr. Musebe Edward Achieng Prof. Zachary B. Awino Prof. Peter K’Obonyo
01.35 – 01.45 PM	Q & A	
01.45 – 02.00 PM	Paper # 04: Strategic Orientation Effect on The Linkage Between Top Management Diversity and Competitive Advantage of Insurance Companies	Jacqueline Odunga Opiyo Prof. Zachary B. Awino Prof. Kennedy Ogollah Dr. Joseph Owino
02.00 – 02.10 PM	Q & A	
02.10 – 02.25 PM	Paper # 05: Strategic Leadership and Performance of Micro-Finance Institutions in Nairobi County, Kenya	Lucy Gathenya Dr. Benedict Mkalama
02.25 – 02.35 PM	Q & A	
02.35 – 02.45 PM	Paper # 06: Exploring The Viability of Community Public-Private Partnerships for Chronic Illness Diagnostic Services in East Africa	Kariuki J. N. Mutai J. N., Mathu D. Mutisya R.
02.45 – 02.55 PM	Q & A	
02.55 – 03.05 PM	Paper # 07: The Nexus of Strategic Planning, Organizational Characteristics, Employee Competencies and Firm Performance	Maria Aridi Kegode

03.05 – 03.15 PM	Q & A	
03.15 – 03.30 PM	Paper # 08: Corporate Strategy and Performance of Large Manufacturing Firms in Nairobi Metropolis	Lucy Mwangi Peter Kiilu Prof. Evans Aosa
03.30 – 03.40 PM	Q & A	
03.40 – 03.55 PM	Paper # 09: “Lending” or “Borrowing” to Move Research into Policy: Evidence of the Business Administration Doctorate Researches at a Kenya University	Prof. Kennedy O. Ogollah,
03.55 – 04.05 PM	Q & A	

Parallel Paper Presentations

STREAM B: SUB - THEMES

1. Innovation and Disruption: Strategies for Successful Sustainability of Communities (3-Papers)

2. Marketing Research for Sustainability of Communities (1-Paper).

3. The Future of Work: Adopting to a changing Landscape for Sustainability of Communities (5-Papers).

Session Chair: Prof. Mercy Munjuri

Session Rapporteur: Dr. Benedict Mkalama

TIME	PAPER TITLE	AUTHOR(S)
12.30 - 12.45 PM	Paper # 01: Information Communication Technology Adoption and Performance of Small and Medium Enterprises in Kiambu County, Kenya	Elija Mutitu Dr. Benedict Mkalama
12.45 – 12.55 PM	Q & A	
12.55 - 01.10 PM	Paper # 02: Ethical Implications of Artificial Intelligence for Meaningful Research Work	Yoni Ayiekoh
01.10 – 01.20 PM	Q & A	
01.20 – 01.35 PM	Paper # 03: Frugal Innovation; Africa’s Low Lying Fruits	Prof. X.N. Iraki
01.35 – 01.45 PM	Q & A	
01.45 – 02.00 PM	Paper # 04: Relationship Between Market Sensing Practices and Performance of Fintech Companies in Kenya	Gillian Ndeti Prof. Justus M. Munyoki
02.00 – 02.10 PM	Q & A	
02.10 – 02.25 PM	Paper # 05: Fraud Mitigation Practices and Financial Performance of Insurance Companies in Kenya	Sarah Wambui Ng’ang’a Dr. Angima Caren.
02.25 – 02.35 PM	Q & A	
02.35 – 02.45 PM	Paper # 06: Fostering Data Collaboration Among Small and Medium Enterprises: A Path to Collective Growth	Lydia Nyaboe Zachary
02.45 – 02.55 PM	Q & A	
02.55 – 03.05 PM	Paper # 07:	Kennedy Gichira

	The Role of Green Human Resource Management Practices on The Performance of Firms Listed on The Nairobi Securities Exchange, Kenya	
03.05 – 03.15 PM	Q & A	
03.15 – 03.30 PM	Paper # 08: Work-Life Balance, Happiness Index and Employee Performance	Millicent A. Okotoh and Prof. Florence K. Muindi
03.30 – 03.40 PM	Q & A	
03.40 – 03.55 PM	Paper # 09: Strategic Resilience and Organizational Performance	Yoni Ayiekoh
03.55 – 04.05 PM	Q & A	
04.05 – 04.30 PM	Closing Ceremony	

Conference Sub-Themes and Paper Abstracts

STREAM A

SUB-THEME: GOVERNANCE AND POLICY RESEARCH FOR SUSTAINABILITY OF COMMUNITIES.

1. ABSTRACT # 1

STRATEGIC LEADERSHIP AND SOCIO-ECONOMIC DEVELOPMENT OF MUKURU SLUMS IN STAREHE SUB COUNTY, NAIROBI KENYA

*Philip Kamami Mbuvi and Dr. Benedict Mkalama,
Corresponding mail: mbuvi021@gmail.com*

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

The study sought to examine whether strategic leadership impacts the community's development. It therefore sought to ascertain the relationship between strategic leadership and socio-economic development in the context of Mukuru Slums in Starehe sub-county in Nairobi, Kenya. The study was supported by transformational leadership theory, resource-based theory and stakeholder management theory. The research focused on three dimensions of strategic leadership: ethical behaviour, visionary leadership, and decision-making abilities of the village elders. Primary data was collected through semi-structured questionnaires from 45 village elders of Mukuru Slums. Descriptive statistics informed the data analysis. The findings revealed that strategic leadership, with an emphasis on visionary leadership and moral ethics, indicated a positive and significant in improving the outcome of socio-economic development in Mukuru Slums. Ethical practices fostered trust, credibility, and a sense of social responsibility among leaders, promoting sustainable development initiatives. A number of challenges that potentially limited the full potential of ethical practices were also identified. Visionary leadership assisted in mobilizing the community towards a collective sense of purpose. Additionally, decision-making and problem-solving skills were identified as areas that required improvement and if addressed, could enhance the overall impact of strategic leadership on improving living conditions and opportunities in the slum area. A number of recommendations are made that could influence sustainable development in lower income habitation areas.

Keywords: Strategic Leadership, Social Economic Development, Decision Making

2. ABSTRACT # 2

INFLUENCE OF LENDING ETHICS ON LOAN PERFORMANCE OF COMMERCIAL BANKS BRANCHES IN KENYA

*Godfrey Michael Thuranira, Prof. Cyrus Iraya, Prof. Winnie Nyamute and
Dr. Onesmus Mutunga*

Corresponding mail: gmthuranira@gmail.com

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

The main objective of this study was to determine the relationship between lending ethics and loan performance in the context of commercial bank branches in Kenya. The study followed a positivist philosophy and a cross-sectional survey research design. The population included 1,384 commercial bank branches in Kenya from the 43 CBK-licensed banks as of July 31, 2018. Stratified random sampling was done through computer software, ensuring that 30% (415) of each stratum's small, medium, and large bank branches were considered. Lending ethics was measured using Sustainability rating criteria through four constructs; (1) transparency disclosure, (2) policies and principles, (3) management procedures and (4) ethical controversies. Loan performance was measured using the natural logarithm of the percentage of non-performing loans for the sampled branches. A total of 269 completed questionnaires, of which 13% were from small bank branches, while 20.1% and 66.9% were from medium and large bank branches. Large branches were more because of their extensive network throughout the country's major towns and cities. The study established that the bank branches targeted all client categories: individuals, SMEs, and corporations. Lending ethics was measured using a composite index, an arithmetic mean of the respondent's extent of agreement to various Likert scale questions. Lending ethics was measured using indicators such as transparency disclosure, policies and principles, and management procedures that reduce non-ethical practices. The regression results established that the correlation coefficient was 0.211 while the coefficient of determination was 0.044, implying positive but weak causation. The ANOVA of the model was significant, which means that the variations in results due to the changes in the factor were significant enough to be by chance. The coefficient corresponding to lending ethics, 0.237, was positive, with a t-statistic was 3.525 and a significant value of 0.000, implying a statistically significant relationship. The finding augments the literature on banks' necessity to inculcate ethical lending practices. The benefits include the reduced tendency to increase interest rates, collateral demands, property auctions due to defaults, credit rationing, and other associated financial crises.

Keywords: Lending Ethics, Loan Performance, Commercial Bank Branches

3. ABSTRACT # 3

EXPLORING THE EFFECT OF ADVANCED MANUFACTURING TECHNOLOGY ON PERFORMANCE: A STUDY OF LARGE MANUFACTURING COMPANIES IN KENYA

Dr. Musebe Edward Achieng, Prof. Zachary Bolo Awino, Prof. Peter K'Obonyo

Corresponding mail: musebe.edward@gmail.com

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

Manufacturing companies have implemented Advanced Manufacturing Technology (AMT) in their production processes as a manufacturing strategy towards meeting the needs of their stakeholders. Several studies have found that AMT has a positive and significant effect on performance of manufacturing companies. This study investigated the effect of AMT on performance of large manufacturing companies in Kenya. The study used a descriptive cross-sectional survey involving 55 large manufacturing companies in Kenya. Descriptive and regression analysis were used to analyze the collected data. Findings of the study show that AMT has a moderately strong positive and significant relationship with performance of large manufacturing companies in Kenya. Further, the results also show that AMT accounts for 31.9% of variations in performance of large manufacturing companies in Kenya while 68.1% of performance is accounted for by other extraneous factors. The study concludes that AMT has a positive effect on the performance of large manufacturing organizations and organizations that invest in AMT and implement it appropriately realize better performance in the industry compared to organizations that fail to embrace AMT or do not implement it appropriately. The study recommends that manufacturing companies identify, adopt, and implement appropriate AMT that are in tandem with their manufacturing strategy. The results will particularly assist practitioners in identifying appropriate AMT and development of policy and manufacturing strategies in recognizing the effect AMT on performance of manufacturing companies.

Keywords: Advanced Manufacturing Technology, Competitive Advantage, Large manufacturing companies and Organizational Performance.

4. ABSTRACT # 4

STRATEGIC ORIENTATION EFFECT ON THE LINKAGE BETWEEN TOP MANAGEMENT DIVERSITY AND COMPETITIVE ADVANTAGE OF INSURANCE COMPANIES

Jacqueline Odunga Opiyo, Prof. Zachary Bolo Awino, Prof. Kennedy Ogollah and Dr. Joseph Owino

Corresponding mail: joopiyo123@gmail.com

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Empirical studies acknowledge that top management teams influence firm performance. Top management team characteristics have been linked to strategic decisions that have propelled firms to new levels. Strategies therefore are postulated as pivotal predictors of competitive advantage of enterprises. Insurance companies have a critical function in a country's economy as they are tasked with handling risks that can destroy organizations. Since they operate in dynamic and highly competitive markets, adoption of innovative strategies and diversity in their top management can boost their performance. The study evaluated the effect of strategic orientation on the association between top management team diversity and competitive advantage of insurance companies in Nairobi County, Kenya. A cross sectional descriptive survey was applied to research 54 insurance companies in Kenya, out of which 41 responded. Primary data was collected from members of their top management teams using a structured questionnaire. Data was analyzed using statistical software for social sciences version 22. Hypothesis was evaluated by regression analysis and the Baron and Kenny Model applied to analyze the effect of strategic orientation. The study revealed that strategic orientation moderated and had a significant positive effect on the relationship between top management team diversity and competitive advantage. Despite its influence on competitive advantage of insurance companies in Kenya, it did not fully account for competitive advantage implying that there are other factors that influence competitive advantage. It had practical implications and policy connotations for practitioners tasked with selection of senior executives as it enlightened on useful policies towards designing diverse teams and the need for deliberate selection of strategies to enhance competitive advantage. The research boosted strategy literature by establishing that top management team diversity and strategic orientation were useful for competitive advantage. These findings could be interpreted and applied in the insurance industry and related settings for firm competitiveness. The study exhibited challenges displayed by use of primary data that has the tendency of subjectivity and systematic measurement errors. It recommended that future studies adopt a longitudinal approach to observe relationships among variables for a longer time.

Keywords: Strategic Orientation, Top Management Team Diversity, Competitive advantage

5. ABSTRACT # 5

STRATEGIC LEADERSHIP AND PERFORMANCE OF MICRO-FINANCE INSTITUTIONS IN NAIROBI COUNTY, KENYA

*Lucy Gathenya and Dr. Benedict Mkalama,
Corresponding mail: lgathenya@gmail.com*

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Microfinance institutions have increasingly ventured into complex business environments with the objective of increased profitability and growth. Such forays often call for strong strategic leadership. We sought to investigate the influence of strategic leadership on the performance of micro-finance institutions in Nairobi County, Kenya. The study was anchored on the Transformational Leadership Theory and focused on forty-six (46) institutions registered as members of the Association of Micro Finance Institutions in Nairobi County. Close-ended questionnaires were used to collect primary data through an explanatory cross-sectional survey, and thereafter, descriptive and inferential statistics techniques were used for analysis. The study findings suggested that the leaders set clear objectives for the organization and ensured that employees worked towards achieving set goals. The organization's vision, mission, goals, objectives and strategies were also communicated to all employees. The study findings also revealed that the leaders periodically assessed organizational strengths, weaknesses, opportunities, and threats to understand the business climate. The leaders also ensured that the executed performance strategies were evaluated after implementation. Adopting distinct strategic leadership styles improved sales, revenues and profitability. The study concluded that strategic leadership had a strong positive correlation and relationship with the performance of MFIs. These findings confirmed the need for strong strategic leadership in guiding organizations. These findings similarly confirmed the precepts of Transformational Leadership Theory. The study suggested some recommendations for organizational practitioners, scholars and policymakers.

Keywords: Strategic Leadership, Performance, Microfinance Institutions,
Transformational Leadership Theory

6. ABSTRACT # 6

EXPLORING THE VIABILITY OF COMMUNITY PUBLIC-PRIVATE PARTNERSHIPS FOR CHRONIC ILLNESS DIAGNOSTIC SERVICES IN EAST AFRICA

Kariuki J. N., Mutai J. N., Mathu D. and Mutisya R.

Corresponding mail: jnkaris2005@yahoo.co.uk

Institutional Affiliation:

Centre for Public Health Research, Kenya Medical Research Institute, and Faculty of Business and Management Sciences, University of Nairobi

There exists public-private partnership (PPPs) ventures, but little is known about their level of engagement in diagnostic services provision in the East Africa Partner States. The objective was to conduct an assessment of PPPs in health service delivery within East African countries with a view to suggest options and innovative approaches for engaging PPPs undertaking diagnostic services. A cross-sectional design was used. The team triangulated multiple sources namely: questionnaire, observation, key informant interviews and desk-top review to collect data. The study was conducted during the months of June to December 2019. One (1) urban and one (1) cross-border towns were purposively selected in each country. A total of twenty-eight laboratory facilities were visited by the study team across the four East African countries. Over 50% of the private laboratories offered Ziehl-Neelsen (ZN) microscopy, over 60% offered malaria screening, bacteria culture and sensitivity was carried out in 37% of the facilities. Private laboratories did not send specimens to neighbouring public laboratories and vice versa but opted to refer patients instead. All laboratories sent specimens to their respective national reference laboratories for external quality assurance (EQA). In Kenya, 15.4% of private laboratories, 33% in Tanzania and 25% in Uganda had been accredited. Noted high PPP risks namely performance, governance, suitability and capacity risks which may revise the gains already made in realization of PPP ventures in diagnostic services. The evidence is suggestive that there exists an informal laboratory partnership between the public and private facilities in as far as the provision of diagnostic services is concerned. The direction of collaboration is observed to be a vertical collaboration (Ministry of Health to private laboratories) as opposed to horizontal collaboration (between public hospital and private laboratory). : A modified output-based approach (OBA) type of partnership would be the ideal form of public-private partnership for diagnostic service provision.

Keywords: Public-Private Partnerships, Community, Diagnostic Services

7. ABSTRACT # 7

THE NEXUS OF STRATEGIC PLANNING, ORGANIZATIONAL CHARACTERISTICS, EMPLOYEE COMPETENCIES AND FIRM PERFORMANCE

Maria Aridi Kegode.

Corresponding mail: maria_aridi@yahoo.com

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Studies done on the link between strategic planning and firm performance have had differing views. It is further noted that there are some studies assessing the influence of organization characteristics and impact of employee competencies on the link between strategic planning and firm performance. This research paper explores the complex interactions that exist between strategic planning, organizational characteristics, employee competencies, and firm performance in the modern business environment. This research aims to shed light on the crucial connections that underlie firm performance in a fast changing global economy. It does so by performing a comprehensive review of the existing empirical literature. Strategic planning is one of the foundations of efficient management, and this serves as the starting point of our examination. The research goes over strategic planning approaches, and their effects on business success. The alignment of strategic planning with the dynamic nature of the business environment is also examined taking into account elements including uncertainty, competitiveness, and industry upheaval. This paper reviews organizational characteristics as a crucial factor of strategy execution. It also looks at employee competencies, in relation to how workforce capabilities, knowledge, and skills relate to an organization's capacity to carry out its strategic plans. This study will provide information for researchers and practitioners by emphasizing the necessity for a coordinated strategy to improve organizational effectiveness in a changing business environment.

Keywords: Strategic Planning, Organizational Characteristics, Employee Competencies, Firm Performance.

8. ABSTRACT # 8

CORPORATE STRATEGY AND PERFORMANCE OF LARGE MANUFACTURING FIRMS IN NAIROBI METROPOLIS

Lucy Mwangi, Peter Kiilu and Prof. Evans Aosa

Corresponding mail: pkiilu@uonbi.ac.ke

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

As manufacturing sector performance continues to decline in a majority of the developing economies, paucity of empirical research on explicit link of corporate strategy to performance does exist. This emerging research gap is further compounded by the rapidly changing business environment in the advent of technological turbulence, competitive turbulence, and market turbulence. Organizations management decisions on how they set and oversee the scope of their firms defines the performance. To mirror and integrate the above, organizational performance that underscores the growth of firms is underpinned by sound corporate strategies by manufacturing firms. This study therefore seeks to understand the various corporate strategies that the large manufacturing firms in Nairobi metropolis adopt to spur enhanced performance. It attempts to answer the question of how managers set and oversee the scope of their firms and how they build competitive advantage. The study is constructed on a descriptive cross-sectional survey of 138 large manufacturing firms in Nairobi Metropolis. The theoretical foundation of the study is based on two theories, namely, stakeholder theory and institutional theory. Data will be collected via a questionnaire from all the elements of the population, making it a census study. The respondents to the questionnaire comprise the CEO or the top management officer in charge of strategy formulation and implementation in each firm. The collected data will be analyzed through descriptive statistics as well as inferential statistics in order to offer an in-depth relationship between the variables and the explicit variability of the firm's performance.

Keywords: Corporate Strategy; Manufacturing Sector; Firm Performance

9. ABSTRACT # 9

“LENDING” OR “BORROWING” TO MOVE RESEARCH INTO POLICY: EVIDENCE OF THE BUSINESS ADMINISTRATION DOCTORATE RESEARCHES AT A KENYA UNIVERSITY

Prof. Kennedy O. Ogollah,

Corresponding mail: kogollah@uonbi.ac.ke

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Post graduate research has been accused of lacking meaningful contribution to practice and policy decisions. Although there is increased need for closing the gap between educational research (especially doctorate level research) and policy to better enable effective practice, addressing the problem remains a challenge. A review of current literature reveals a lack of systematic guidelines which clarify how collaboration between researchers and policy-makers can actually be achieved. Therefore, this paper present the results of an empirical study which articulates a framework to satisfy the debate using doctorate theses outputs. The study is designed to commence from a bibliographic analysis approach and progressively advancing to a dynamic multi-level model allowing for examination of contributions at both individual and collective levels of the theses. The study will use secondary data to be collected from the report books of the Faculty of Business and Management Sciences at the University of Nairobi. Data will be analyzed using a hybrid technique blending a deductive and inductive approach. A combination of bibliometric analysis, content/transcript analysis and time series will be employed. As a basis to building the final framework, this study proposes to use Lasswell’s stages heuristic model, integrated with perspectives from Kingdon’s model. Using the game theory and the group models theory, the study anticipates that it will identify and come up with the main stages for achieving effective collaboration, and the resulting framework that could prove useful to future applications of the doctorate theses in informing evidenced based management policy decisions and also improve the quality of the research works. As such this will be a basis for increased interaction between post graduate researchers and policymakers and inform adequate preparation for policy engagement.

Keywords: Post Graduate Research, Practice and Policy, Evidence-Based Decision

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

1. ABSTRACT # 10

**INFORMATION COMMUNICATION TECHNOLOGY ADOPTION AND
PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN KIAMBU
COUNTY, KENYA**

*Elija Mutitu and Dr. Benedict Mkalama,
Corresponding mail: benedict@uonbi.ac.ke*

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Globally, Information Communication Technology Adoption has been identified as critical to the performance of Small and Medium Enterprises. However empirical studies that prove the relationship between ICT adoption and SMEs' performance remain scarce. Anchored on the Technology Acceptance Model, a descriptive cross-sectional survey is used to determine this relationship. Using licensed SMEs in Kiambu County as the unit of analysis, a Cluster- Random Sampling Design was applied to generate 286 sample respondents who completed a self-administered questionnaire. Subsequently, descriptive and inferential analytical tools were applied to analyze the data and obtain inferences on the relationship. The findings suggested a moderate but positive correlation between ICT adoption and performance of SMEs' in Kiambu County. The findings formed a basis for discussion on the observed phenomena. The study's value to academicians, practitioners and policy makers is provided.

Keywords: ICT Adoption, Performance and SMEs

2. ABSTRACT # 11

ETHICAL IMPLICATIONS OF ARTIFICIAL INTELLIGENCE FOR MEANINGFUL RESEARCH WORK

Yoni Ayiekoh

Corresponding mail: yoniyiekoh@gmail.com

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Artificial intelligence (AI) is transforming the way we conduct research in academia, providing new opportunities to advance knowledge and drive innovation. Pundits in AI argue that the impact AI will have in our lives shall be more pronounced than the impact the discoveries of fire and electricity had on mankind. However, the growing use of AI in research also raises ethical concerns, which need to be addressed to ensure that we leverage the power of AI within the ethical boundaries of research. Matters to do with integrity of students' submissions, conflict of interest, false citations are now glaring realities. Matters to do with low quality data, lack of critical thinking in research are also discussed. This paper intends to describe to the audience the dangers that the research community could be exposed to from an ethical perspective and why it is important to open it up for discussion. It considers the advancement of AI and its applicability in academia, notable people in AI research, proposals on short courses that can be taken, AI applications in the continent of Africa. Moral theories are discussed and several ethical guidelines in research enumerated. A practical demonstration of how to use AI is undertaken to expose the ethical issues. The paper concludes by looking at who takes responsibility, offering possible solutions to the challenges identified and giving recommendations.

Keywords: Artificial Intelligence, ChatGPT, Ethics

3. ABSTRACT # 12

FRUGAL INNOVATION; AFRICA'S LOW LYING FRUITS

Prof. X.N. Iraki,

Corresponding mail: wniraki@uonbi.ac.ke

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Patents, copyrights and other intellectual properties signify formal innovations. Yet data from WIPO indicate few innovations originate from Africa. This creates an impression that Africa is not innovative. A walk in the urban areas, more so low incomes area show just the opposite. There are lots of innovations, most are not protected. Most are frugal, out to solve the immediate needs of the society. They are not the traditional innovations passed from one generation to the next. The innovations are “circumstantial” e.g., a metallic tube to blow embers in a traditional kitchen , a lamp made from oil cans , a funnel made from a plastic bottle, use of avocados as hair “food” among others . Through observations and talking to consumers, this paper will analyze and classify these frugal innovations.

Keywords: Innovation, Patents, Copyrights, Intellectual Properties

SUB-THEME:
MARKETING RESEARCH FOR SUSTAINABILITY OF
COMMUNITIES.

4. ABSTRACT # 13

**RELATIONSHIP BETWEEN MARKET SENSING PRACTICES AND
PERFORMANCE OF FINTECH COMPANIES IN KENYA**

Gillian Ndeti and Prof. Justus M Munyoki,

Corresponding mail: geendeti@yahoo.com

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Majority of market sensing practices studies have been carried out either in different contexts or the conceptualizations were different. The study focused on establishing the relationship between market sensing practices and performance of Fintech companies in Kenya. The main underlying theories in the study the technology acceptance model and the dynamic capabilities. The study adopted a descriptive cross-sectional survey design. The study focused on the 38 registered Fintech firms. Primary data was collected using structured questionnaire from senior managers. Regression technique was used to evaluate the relationship between the independent variable indicators: Learning Orientation, Organizational System, Market Information and Organizational communication and firm performance as the dependent variable. The findings indicated that 62% of the variation in firm performance was explained by learning orientation, organizational system, market information, and organizational communication. The ANOVA results $F(4, 31) = 12.628$, $p < 0.001$) suggested that learning orientation, organizational system, market information and organizational communication are significant predictors of firm performance. The analysis of regression coefficients revealed that there was no significant learning orientation ($\beta = -0.036$ $p = 0.819 > 0.05$) effect on firm performance, similarly with organizational system ($\beta = -0.032$ $p = 0.828 > 0.05$) and market information ($\beta = 0.073$, $p = 0.572 > 0.05$). However, Organizational communication ($\beta = 0.763$, $p = 0.001 < 0.05$) had a significant effect on firm performance. Further, the findings revealed that a unit increase in learning orientation and organizational system reduces firm performance by 0.036 and 0.032 respectively, while a unit increase in market information and organizational communication increases firm performance by 0.073 and 0.763 other factors being constant. The study concluded that market sensing influences firm performance in the Fintech industry in Kenya. As such, firms that have robust market sensing practices are likely to register better outcomes.

Keywords: Fintech companies, Firm performance, Market sensing practices.

SUB-THEME:
***THE FUTURE OF WORK: ADOPTING TO A CHANGING
LANDSCAPE FOR SUSTAINABILITY OF COMMUNITIES***

1. ABSTRACT # 14

**FRAUD MITIGATION PRACTICES AND FINANCIAL PERFORMANCE OF
INSURANCE COMPANIES IN KENYA**

Sarah Wambui Ng'ang'a and Dr. Angima Caren.

Corresponding mail: kangima@uonbi.ac.ke

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

The objective of this study was to determine how fraud mitigation practices affect the financial performance of insurance companies in Kenya. A descriptive cross sectional survey research design was adopted and with both primary and secondary data collected from the 56 licensed insurance companies as at December, 2022. The study was founded on the Fraud Triangle Theory, Fraud Diamond Theory, and the Fraud Management Life Cycle Theory. The respondents were the claims managers in each of the insurance firms. Descriptive statistics and inferential statistics were employed in the data analysis. The findings were that fraud mitigation practices affect the financial performance of insurance companies in Kenya. These include Fraud detection and assessment, fraud prevention and fraud response practices all of which had positive and significant effects on the financial performance of the insurance companies. The study recommends that the insurance firms adopt disciplinary action and harsh penalties especially for employees linked to fraud since such employees could be a major loophole in the fraud mitigation process. It would also be desirable for the insurance companies to place primary emphasis on the prevention of fraud using cutting-edge technology, aided by specialized vendors in achieving this goal. The Regulator should also enact laws requiring all insurance providers to gather and submit periodic statistics on fraud for better decision making in handling the menace.

Keywords: Fraud Mitigation, Financial Performance, risk assessment, Insurance companies

2. ABSTRACT # 15

FOSTERING DATA COLLABORATION AMONG SMALL AND MEDIUM ENTERPRISES: A PATH TO COLLECTIVE GROWTH

Lydia Nyaboe Zachary

Corresponding mail: lydiahyaboe@gmail.com

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Data has become a critical asset for businesses, particularly for Small and Medium Enterprises (SMEs), which play a pivotal role in economies worldwide. Collaborative data initiatives enable SMEs to pool resources, knowledge, and insights, making informed decisions, identifying market trends, and enhancing customer behaviour. However, SMEs face challenges such as data privacy, security, interoperability issues, trust, and mutual understanding. Resource constraints and technological barriers also present obstacles to successful implementation. To drive successful data collaboration, clear governance structures, data-sharing protocols, and technological platforms are essential. Intermediary organizations and industry associations play a crucial role in fostering collaborations and providing SMEs with guidance, infrastructure, and frameworks. In conclusion, data collaboration is a strategic imperative for SMEs to thrive in the digital era. By collectively harnessing data-driven insights, SMEs can overcome their inherent limitations and unlock new avenues for growth and innovation. Addressing challenges through thoughtful approaches, collaborative networks, and technological solutions can pave the way for SMEs to establish themselves as dynamic contributors to economic development and resilience on a global scale. This paper seeks to explore the critical role of data collaboration in driving growth and innovation for Small and Medium Enterprises (SMEs) in today's digital landscape. It aims to shed light on the challenges faced by SMEs in their data collaboration endeavors and propose strategies to address these challenges effectively. Additionally, this paper emphasizes the need for clear governance structures, data-sharing protocols, and technological platforms to enable successful data collaboration among SMEs. This research is anchored in the domains of business strategy, data management, and network theory. It draws from the theoretical framework of resource-based view (RBV) to highlight the role of data as a strategic asset for SMEs.

Keywords: Data collaboration, SMEs, Collective growth

3. ABSTRACT # 16

THE ROLE OF GREEN HUMAN RESOURCE MANAGEMENT PRACTICES ON THE PERFORMANCE OF FIRMS LISTED ON THE NAIROBI SECURITIES EXCHANGE, KENYA.

Kennedy Gichira,

Corresponding mail: gichiraken@gmail.com

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Firm performance is contingent upon employee's knowledge, skills, and competencies needed to execute organizational strategy. However, global degradation of natural resources and climate crises are leading businesses to grapple with poor performance. In Kenya, at least 25% of firms listed on the NSE issue profit warnings or declare massive losses annually. This climate reality has led to the pursuit of green human resource management practices (GHRMP) and green facets of business linked to superior results globally. This study investigated the link between GHRMP and the performance of the NSE-listed firms. A pilot study was conducted in twelve firms operating in similar sectors but not registered on the NSE. The reliability of the study tool was determined using Cronbach's alpha coefficient and validity was through expert judgement. The study was anchored on the human capital theory and adopted a positivist philosophy and a cross-sectional survey design. It conducted a census and used a self-administered questionnaire to collect quantitative data from 62 companies. It used SPSS software to perform descriptive and inferential statistics, including Pearson correlation and simple regression analysis. The findings revealed a statistically significant relationship between GHRMP and firm performance and recommends that; businesses should formulate and enact green policies supporting GHRM to position themselves against the climate crises. Foster an eco-friendly organizational culture and switch to eco-friendly digital technology and finally, universities/tertiary institutions should consider incorporating GHRM in their curricula to prepare a future green HR workforce. Further research areas: assessing the effect of GHRMP on a firm's financial performance; and a comparative analysis of the performance of firms using GHRMP and those in transition. The study contributes to NSE-listed firms' management operations and academia and shapes HR policy across the private sector and government. Finally, contributes to green HRM the theory and practice locally and internationally.

Keywords: Green human resource management practices, performance, Nairobi Securities Exchange

4. ABSTRACT # 17

WORK-LIFE BALANCE, HAPPINESS INDEX AND EMPLOYEE PERFORMANCE

Millicent A. Okotoh and Prof. Florence K. Muindi .

Corresponding mail: mokotoh32@yahoo.com

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

The 21st century environmental turbulences in all aspects of firm's management continue to manifest in the declining organizations performance. Human resource management literature has demonstrated that employee's performance spurs organizations performance into greater levels of performance in the current rapidly changing environment. A close link, therefore exists between employee's performance and organizational performance. A large proportions of organizations are increasingly becoming concerned about the concept of work-life- balance, in their efforts to enhance performance. The constraints that work puts on people's families and personal life have become more widely recognized in recent years. Human resource management scholars have delved into this research stream in advancing the concepts impact on organizations performance. The pressure on staff is enormous in the environment, where there is a high level of competitive forces, which mostly result from efforts to offer quality service to customers as well as stakeholders. A large number of citizens view employment as a means of enhancing one's life and wellbeing. Work-life-balance and happiness index are two concepts that could offer the much-sought grounding on which organizations could evaluate employee's performance. With regard to the interplay of work-life-balance, happiness index, and employee performance, this paper seeks to critically assess and integrate the extant body of knowledge in the lens of theoretical and empirical studies. The paper concepts relationships is underpinned by spillover theory as the anchor theory and is supplemented by affective events theory, broaden and build theory, and boundary and border theory. The review paper demonstrates the extant literature in line with how scholars have defined, operationalized, and conceptualized the concepts. It is noted that diverging approaches characterize the literature on the concepts. Emerging from the in-depth theoretical and empirical literature review, the study presents possible research gaps. It further, outlines the emerging propositions that revolve around the conceptualization of the paper and possibly it could inform future empirical research on the concepts.

Keywords: Work-Life- Balance, Happiness Index, Employee's performance and Organizational performance

5. ABSTRACT # 18

STRATEGIC RESILIENCE AND ORGANIZATIONAL PERFORMANCE

Yoni Ayiekoh, CFE

Corresponding mail: yoniayiekoh@gmail.com

**Institutional Affiliation: Faculty of Business and Management Sciences,
University of Nairobi**

Globalization, internationalization of business activities, changes in technology, change in governments, among other factors, have seen the business environment become increasingly complex and volatile. “Black swans” and “grey rhinos” continuously pose challenges to organizations. Credit Suisse, SVB, Kune Foods, WeFarm, Sendy, China Evergrande, are just a few examples of the organizations both internationally and locally that have recently been cited in the news for going through tumultuous times. The business world is becoming more turbulent than organizations can become strategically resilient. Upheavals in regulatory landscape, technological discontinuities, shifts in customer tastes, geopolitical interest changes are just of the few forces that could undermine organizations’ performance. Regardless of the location, resources, size or quality of the leadership and employees, it is impossible for any organization to build capacity to avoid all disruptions. The global environment is increasingly complex that it would be impossible to gather information on all uncertainties. Even those organizations with the best teams, strategies and impressive implementation track record have challenges planning for every eventuality. This disconnect; the strategic resilience gap, makes it necessary for organizations to develop capacity not only to adapt quickly but be able to anticipate disruptive events before they become overly obvious. Consequently, it becomes essential to examine the advances in the realm of strategic resilience. Literature reveals a lack of consensus on the definition, measurements, and scale. This conceptual study paper attempts to fill these gaps through a critical literature review. The purpose of this study, anchored in dynamic capabilities theory and supported by sense-making theory, is to take a deep dive into strategic resilience and adjacent literature with the aim of selecting, organizing, and integrating arguments around the topic into a logical justification for further enquiry to generate a vibrant debate that will ultimately add value to the field of strategic management. Although the review has tackled several important issues, there are still open questions regarding the elements and conceptualizations that relate to strategic resilience and how they are assessed. These are matters that can best be addressed via vibrant and continuous empirical studies. The paper notes that the emerging proposition is “strategic resilience could influence organizational performance”.

Keywords: Strategic Resilience, Environmental Turbulence, Organizational Learning, Organizational Performance