

KABARAK UNIVERSITY

Education in Biblical Perspective

DIRECTORATE OF RESEARCH, INNOVATION AND OUTREACH

16TH INTERNATIONAL RESEARCH CONFERENCE SCHOOL OF BUSINESS AND ECONOMICS

22ND - 23RD JUNE 2026

PROGRAM AND BOOK OF ABSTRACTS



Kabarak University is ISO 9001:2015 certified.



KABARAK UNIVERSITY

About Us

Kabarak University is a Chartered institution of higher learning that provides holistic Christian-based quality education, training, research and outreach activities for the service of God and humanity. The University was established in the year 2000 by the 2nd President of Kenya, H.E. Hon. Daniel T. Arap Moi, who was also the founding Chancellor. This was as a result of his visionary idea of setting up a Christian University that would meet the demand for higher education in Kenya and offer quality education based on strong moral principles.

Vision

To become a centre of Academic Excellence founded on Biblical Christian values.

Mission

To provide holistic quality education, research and community outreach based on Biblical Christian values.

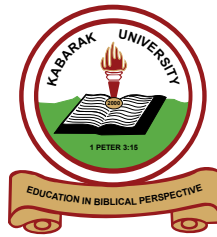
Philosophy

To provide quality education in Biblical perspective that transforms lives.

Core Values

- ✓ Integrity
- ✓ Excellence and Professionalism
- ✓ Patriotism and Being Mindful of Others
- ✓ Innovativeness and Creativity

Education in Biblical Perspective



KABARAK UNIVERSITY

16TH INTERNATIONAL RESEARCH CONFERENCE SCHOOL OF BUSINESS AND ECONOMICS

Conference Theme:

Advancing Sustainability and the Green Economy in a
Climate-Constrained World

PROGRAM AND BOOK OF ABSTRACTS

JUNE 2026

Kabarak University Moral Code

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus Christ as Lord. (1 Peter 3:15)



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Prof. Henry K. Kiplangat, PhD, MBS, OGW
VICE CHANCELLOR,
KABARAK UNIVERSITY

It gives me immense pleasure and honour to welcome you to Kabarak University.

Your presence demonstrates our collective commitment to finding practical, innovative, and sustainable solutions to the pressing environmental and socio-economic challenges facing humanity today.

We are meeting at a time when climate change is no longer a distant concern but a present reality affecting communities, economies, ecosystems, and livelihoods worldwide. Rising temperatures, extreme weather conditions, biodiversity loss, food insecurity, and increasing pressure on natural resources demand urgent and coordinated action. To address these challenges, it behoves universities, governments, industries, and communities to work together in generating knowledge, fostering innovation, and developing sustainable pathways that balance economic growth with environmental stewardship.

The theme of this conference, *Advancing Sustainability and the Green Economy in a Climate-Constrained World*, is therefore timely and relevant. It challenges us to rethink traditional development models and embrace a green economy that promotes resource efficiency, social inclusion, environmental sustainability, and resilience.

At Kabarak University, we firmly believe that higher education institutions have a critical role to play in shaping sustainable societies. Through teaching, research, innovation, and community engagement, we serve as catalysts for transformative change.

As a university guided by our motto, **Education in Biblical Perspective**, we recognize our responsibility to nurture ethical leadership and responsible stewardship of God's creation. Sustainability is not merely an environmental issue; it is a moral obligation and a shared responsibility to present and future generations. Therefore, this conference provides a valuable platform for scholars, policymakers, practitioners, entrepreneurs, and students to exchange ideas, share research findings, forge partnerships, and develop solutions that address climate challenges while creating economic opportunities.

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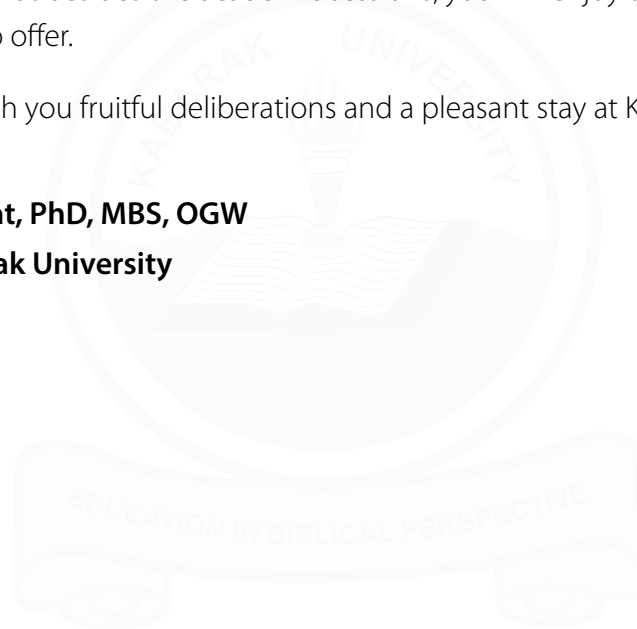
Over the next five days, we shall engage in rich discussions on various thematic areas including: Climate change adaptation and mitigation, Renewable and clean energy technologies, Sustainable agriculture and food systems, green entrepreneurship and innovation, circular economy and resource efficiency, biodiversity conservation and ecosystem restoration. Sustainable finance and green investment; policy frameworks for sustainable development, digital technologies for sustainability; and The role of education and research in advancing sustainable development. I encourage all participants to take advantage of this opportunity to network, collaborate, and build lasting partnerships that extend beyond this conference.

I wish to express my sincere appreciation to our conference sponsors, keynote and guest speakers, partner institutions, and all stakeholders whose dedication and support have made this conference possible.

To our international guests, thank you for choosing Kabarak University as your destination for scholarly engagement. We hope that besides the academic sessions, you will enjoy the hospitality, culture, and beauty that Kenya has to offer.

With those remarks, I wish you fruitful deliberations and a pleasant stay at Kabarak University.

Prof. Henry K. Kiplangat, PhD, MBS, OGW
Vice Chancellor, Kabarak University





CHIEF GUEST AND KEYNOTE SPEAKER

Dr. (Eng.) John Kipngetich Mosonik,

Chancellor Rongo University, Non-Executive Director,
Safaricom PLC, Director- Kengen, Former Principal
Secretary State Department of Infrastructure

Dr. (Eng.) John Kipngetich Mosonik, CBS, EBS is an astitute technocrat with a wealth of experience in both private and public sector which is spanning 35 years. He has a rich career profile stretching across industries from Engineering practice in the Telecom sector to serving as a Principal Secretary in the State Department for Infrastructure and the Chief Administrative Secretary in the Ministry of Petroleum and Mining. He holds a Doctoral Degree in Business Administration (DBA) – Strategic Leadership from Northcentral University (USA) and a PhD in Business Administration (Strategic Management) from Moi University, Kenya. He also holds Postgraduate Degrees in Digital Transformation, Strategic focus, Finance and Business Administration and Bachelor of Science in Electrical Engineering/Telecommunication from the University of Nairobi. He is a Fellow of the Institution of Engineers of Kenya (FIEK) and a registered member of the Engineers Board of Kenya (EBK).





Prof. Patrick Kibati

DEAN, SCHOOL OF BUSINESS AND ECONOMICS

It is my distinct honour and privilege, on behalf of the School of Business at Kabarak University, to welcome you to this year's International Conference. I am delighted to join you in this important scholarly engagement taking place under the overarching conference theme: **Advancing Sustainability and the Green Economy in a Climate-Constrained World.**

I express my sincere appreciation to our Vice Chancellor, University Management, the Organizing Committee, and all our partners for the unwavering support in making this conference a reality.

The business environment of the twenty-first century is undergoing unprecedented transformation. Climate change, resource constraints, technological disruptions, changing consumer expectations, and increasing calls for ethical and responsible business practices are redefining how organizations operate and create value.

Today, sustainability is no longer viewed merely as an environmental concern; it has become a strategic business imperative. Businesses are increasingly expected to generate economic value while simultaneously addressing social and environmental challenges. This shift requires new thinking, innovative solutions, and collaborative approaches across all functional areas of management.

As a School of Business and Economics, we recognize that the future of organizations depends on their ability to embrace sustainability, resilience, inclusivity, and responsible leadership. Through research, teaching, innovation, and industry engagement, we seek to prepare graduates and practitioners capable of driving transformative change in society. The School of Business and Economics is therefore proud to contribute to this international conference through five interrelated thematic tracks that reflect the multidisciplinary nature of sustainable development.

1. Accounting and Finance for Sustainability and Climate Action
2. Sustainable Business, Entrepreneurship, and the Green Economy
3. Marketing and Human Resource Management for Sustainable Consumption and the Green Economy
4. Policy, Governance, and Climate Regulation
5. Climate-Resilient Supply Chains, Emerging Issues, and Future Directions

These five tracks reflect the reality that sustainability is not the responsibility of one discipline alone. Rather, it requires integrated approaches that bring together finance professionals, entrepreneurs, marketers, human resource practitioners, policymakers, governance experts, and supply chain

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specialists to develop solutions that are economically viable, socially inclusive, and environmentally responsible.

I encourage all participants to actively engage in the presentations and discussions, challenge conventional thinking, share experiences, and forge partnerships that will extend beyond this conference. The quality of our conversations today has the potential to influence policies, transform organizations, and contribute to sustainable development both regionally and globally.

As the School of Business and Economics at Kabarak University, we remain committed to promoting impactful research, fostering innovation, and producing graduates equipped with the competencies required to lead sustainable organizations and economies.

With these remarks, I wish you fruitful deliberations, meaningful interactions, and a successful conference.

Prof Patrick Kibati
Dean, School of Business and Economics



GUEST SPEAKER

CPA Douglas Murei Kaibos

CEO, Central Rift Water Works Development Agency



CPA Kaibos is a visionary and results-oriented public sector executive with over 25 years of progressive experience, including 15 years in senior leadership roles across National and County Government institutions in Kenya. He is currently serving as the Chief Executive Officer of the Central Rift Valley Water Works Development Agency, where he provides strategic oversight for major infrastructure development, financial governance, and institutional performance. CPA Kaibos holds a Master of Arts in Project Planning and Management from the University of Nairobi and a Bachelor of Business Administration from Kenya Methodist University. His career spans financial management, strategic planning, governance, human resource management, and multi-stakeholder coordination. He has successfully led high-impact initiatives including the implementation of donor-funded water and sanitation projects, the development and review of strategic plans, and the achievement of unmodified audit opinions due to strengthened internal controls. He has worked with diverse stakeholders including development partners, government agencies, county governments, NGOs, and community organizations. He is known for his participatory leadership style, ethical governance, and commitment to accountability and continues to champion sustainable service delivery and public value.



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THE 16TH INTERNATIONAL RESEARCH CONFERENCE FOR THE SCHOOL OF BUSINESS AND ECONOMICS

CONFERENCE THEME: *Advancing Sustainability and the green economy in a climate-controlled world*

DAY 1 Monday, 22 nd June 2026 Grand Opening Ceremony for ALL Schools		
TIME	SESSION / ACTIVITY	RESPONSIBILITY
08:00 – 09:00 AM	Registration	School Officials
9:00 – 9:10 AM	Kenya National Anthem, East African Community Anthem, Kabarak University Anthem Two presentations	Kabarak University Choir
09:10 – 09:20 AM	Devotional thought and opening prayer	Rev. Justus Mutuku, <i>Ag. University Provost</i>
09:20 – 09:35 AM	Remarks, Director Research Innovation and Outreach	Dr. Phillip O. Nyawere
09:35 – 09:40 AM	Remarks, Deputy Vice-Chancellor (Academic and Research)	Prof. John N. Ochola
09:40 – 10:00 AM	Remarks and official opening by the Vice-Chancellor	Prof. Henry K. Kiplangat, PhD, MBS, OGW
10:00 – 10:30 AM	Chief Guest and Keynote Speaker	Dr. (Eng.) John K. Mosonik, CBS, EBS Chancellor, Rongo University
10:30 – 11:00 AM	<i>Networking & Refreshment Break</i>	<i>Catering Department</i>
11:00 – 11:20 AM	Entertainment	School of Music & Media
11:20 – 12:00 PM	Keynote Speaker	Prof Chris Odindo, Associate Professor (Student Experience), De Montfort University, UK
12:00 – 12:30 PM	Plenary Session/ Q&A	Dr. Benjamin Mbatia
12:30 – 12:40 PM	Appreciation	Prof. Henry K. Kiplangat, PhD, MBS, OGW
12:40 – 1:00 PM	Photo Session	University Photographer
1:00 – 02:00 PM — Lunch Break		

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THE 16TH INTERNATIONAL RESEARCH CONFERENCE FOR THE SCHOOL OF BUSINESS AND ECONOMICS, 2025 VIA ZOOM

CONFERENCE THEME: ADVANCING SUSTAINABILITY AND THE GREEN ECONOMY IN A CLIMATE CONTROLLED WORLD

MEETING LINK: <https://kabarak-ac-ke.zoom.us/meeting/register/ulQhHomLTle8hxLNAqGu3w>



DAY ONE

PAPER PRESENTATION: MONDAY 22ND JUNE 2026 FROM 2.00 PM- 4.30PM

Devotion and opening prayer: Pamela Nengo

Opening remarks from the chair: Prof. Patrick Kibati

TRACK ONE: ACCOUNTING AND FINANCE FOR SUSTAINABLE CLIMATE ACTION

CHAIR OF THE SESSION: Dr. Stephene Oloo Magadi & Mr. Lihanda Aggrey

Rapporteurs: Dr. Makori

Mr. Maritim

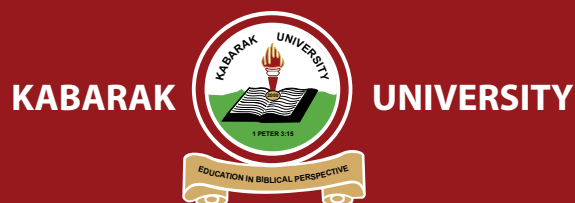
Time	Title of the Paper	Name of the Presenter
2.00 - 2.20 PM	Abstract 1: Digital Service Tax and Sustainable Revenue Mobilization in Kenya: A Systematic Review of Policy Design, Compliance Constraints and Global Tax Reforms Q/A	Anne Rotich <i>Kabarak University, Kenya</i>
2.20 - 2:40 PM	Abstract 2: Cash Flow Forecasting Practice and Performance of Development projects in Nakuru County, Kenya. Q/A	Daniel Thuku Nduati, <i>Kabarak University</i>
2.40 - 3.00 PM	Abstract 3: The Effect of Financial Reporting Transparency on Audit Report Quality in Kenyan Public Universities. Q&A	John K. Boiywo <i>Kabarak University, Kenya</i>
3.00 - 3.20 PM	Abstract 4: Working Capital Management Practices and The Performance of Motor Vehicle Enterprises in Nakuru City, Kenya Q&A	Paul Kamau Maina <i>Kabarak University</i>
3.20 - 3.40 PM	Abstract 5: Moderating Effect of Firm Characteristics on the Relationship Between Budgetary Control and Financial Performance of Sugar Companies in Kenya. Q&A	Hellen Otieno <i>Kabarak University</i>
3.40 - 4.00 PM	Abstract 6: Effect of Fraud Investigation Practice(s) on Fraud Management in State Corporations in Kenya's Energy Sector. Q&A	Lavis Osongo Ombati <i>Kabarak University</i>
4.00 - 4.20 PM	Abstract 7: A Moderating Role of Ownership Concentration in the Nexus between Risk Management and Financial Performance of Microfinance Banks in Nigeria. Q&A	Sunusi Shuaibu <i>Sule Lamido University Kafin Hausa, Jigawa State, Nigeria.</i>

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THE 16TH INTERNATIONAL RESEARCH CONFERENCE FOR THE SCHOOL OF BUSINESS AND ECONOMICS

DAY 2 (A) | Tuesday, 23rd June 2026 | School of Business & Economics (Day 2 Cont'd) (University Auditorium)

8:00 – 9:00 AM	Guest Arrival & Registration	School Officials
8:30 – 9:00 AM	Guest Speaker Courtesy Call to VC	University Boardroom
9:00 – 9:10 AM	Devotional Meditation & Opening Prayer	Rev. Justus Mutuku, Ag. University Provost
9:10 – 9:20 AM	Welcoming Remarks by Dean	Prof. Patrick Kibati
9:20 – 10:00 AM	Guest Speaker: "Adapting Sustainability and the Green Economy in a Climate Constrained World"	CPA Douglas Murei, CEO, Central Rift Water Works Development Agency
10:00 – 10:30 AM	Panel Discussion, Q&A	Dr. Rebecca Cheruon
10:30 – 10:40 AM	Appreciation	Dr. Stella Korir
10:40 – 11:10 AM	Tea Break	Catering Department

THE 16TH INTERNATIONAL RESEARCH CONFERENCE FOR THE SCHOOL OF BUSINESS AND ECONOMICS, 2025 VIA ZOOM

CONFERENCE THEME: ADVANCING SUSTAINABILITY AND THE GREEN ECONOMY IN A CLIMATE CONTROLLED WORLD

DAY 2

PAPER PRESENTATION: TUESDAY 23RD JUNE 2026 FROM 11.00 AM- 4.30PM

Opening remarks from the chair: Prof. Patrick Kibati

TRACK TWO: POLICY, GOVERNANCE AND CLIMATE REGULATION

CHAIR OF THE SESSION: Mr. Luka Kiptui

Rapporteurs: Mr. Moses Kaibos

Ms. Mercy Kiprop

Time	Title of the Paper	Name of the Presenter
11:10 -11.30 AM	Abstract 8: Examining the Effects of Regulatory framework, (Laws, Policies, and Regulation) on the Sustainability Performance of Electoral Management Bodies. Q&A	Moses Njeru Mbogo Kabarak University

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Time	Title of the Paper	Name of the Presenter
11.40 - 12.00 AM	Abstract 9: Linking Strategy to Performance: The Moderating Role of Corporate Governance in Kenya's Commercial State Corporations. Q&A	Geoffrey Kipyegon Koech <i>Kabarak University</i>
12.00 - 12.40 PM	Abstract 10: Strategic resource allocation and the organizational performance of merged and acquired pharmacies in Kenya. Q&A	Judith Chepngenoh <i>Kabarak University</i>
<p>TRACK THREE: MARKETING AND HUMAN RESOURCES FOR SUSTAINABLE CONSUMPTION AND THE GREEN ECONOMY</p> <p>SESSION: Dr. EMILY TUMWET & Dr. ANNE WACHIRA</p> <p>Rapporteur: Mr. William Kimno</p> <p>Rapporteur: Mr. Paul Tuitoek</p>		
11:20 -11.40 AM	Abstract 11: Recruitment Outsourcing Strategy and Operational Performance of Commercial Banks in Kenya Q&A	Caroline Cherotich <i>Kabarak University</i>
11.40 -12.00 PM	Abstract 12: Influence of Communication on Customer Loyalty: A Survey of Star-Rated Hotels in Nakuru County, Kenya. Q&A	Morgan Kiptum Kiptarus <i>Kabarak University</i>
12.00 - 12.20 PM	Abstract 13: Remote Work and Employee Mental Well-being: Findings from NGOs in Nairobi County, Kenya. Q&A	Rina Mueke Muasya <i>Kabarak University</i>
12.20 - 12.40 PM	Abstract 14: Influence of Social and Psychological Support Programmes on Employee Performance of Kericho County Referral Hospital, Kenya. Q&A	Wakoli Ayuma Robai <i>Kabarak University</i>
12.40 - 1.00 PM	Abstract 15: Organizational Culture and Institutional Positioning in Kenyan Public Universities: An Empirical Test of the Competing Values Framework. Q&A	Janet Jepchumba Lagat <i>Kabarak University</i>
2.00 - 2.40 PM	Abstract 16: Moderating role of HRM centrality on the relationship between strategic leadership and the organizational performance of merged and acquired pharmacies in Kenya. Q&A	Judith Chepngenoh <i>Kabarak University</i>

TRACK FOUR: SUSTAINABLE BUSINESS, ENTERPRENUESHIP AND THE GREEN ECONOMICS

CHAIR OF THE SESSION: Ms Joan Kirui & Ms. Lydia Ngubia

Rapporteur: Ms. Beatrice Chelangat

Ms. Caroline Chepkoech

11:20 - 11.40 AM	Abstract 17: Sustainable Careers in the Attention Economy: Reimagining Revenue Models for Kenyan Creative Industries in an AI-Driven Ecosystem. Q&A	Kirui, Amon Kipyegon <i>Kabarak University</i>
11.40 - 12.00 PM	Abstract 18: Effect of Access Control Mechanisms on Administrative Process Performance in Government Entities: A Case of Nakuru County, Kenya. Q&A	Juliet Anastasia Wanjiku Mwangi <i>Kabarak University</i>
12.20 - 12.40 PM	Abstract 19: ICT Infrastructure Strategy on the Performance of Private Universities in Kenya. Q&A	Aden Ibrahim Ahmed <i>Kenya Methodist University</i>
12.40 - 1.00 PM	Abstract 20: Learning Management System (LMS) Strategy and Performance of Private Universities in Kenya. Q&A	Aden Ibrahim Ahmed <i>Kenya Methodist University</i>
2.00 - 2.20 PM	Abstract 21: Leadership Change Strategy and Financial Performance of Microfinance Banks in Nairobi County, Kenya. Q&A	Francis O. E. Menya <i>Kabarak University</i>

TRACK FIVE: CLIMATE RESILIENT SUPPLY CHAINS, EMERGING ISSUES AND FUTURE DIRECTIONS

CHAIR OF THE SESSION: Dr. Nehemiah Kiplagat

Rapporteur: Ms. Eunice Waruguru

Rapporteur: Mr. Richard Wachira

11.20 - 11.40 AM	Abstract 22: Effect of Supplier Consolidation Practice on Operational Performance of Private Hospital Pharmacies: A Case of Oasis Healthcare Group Limited, Kenya. Q&A	Euticus Ondieki Nyabuto <i>Kabarak University</i>
11.40 - 12.00 PM	Abstract 23: Influence of Environmentally Sustainable Supply Chain Practices on Operational Performance of Hotels in Kenya: A Case of Five Star-rated Hotels in Nairobi County. Q&A	Loreen Awuor Michiko Ojunju <i>Kabarak University</i>
12.00 - 12.20 PM	Abstract 24: Leadership Commitment and Environmental Management System Effectiveness: The Moderating Role of ISO 14001:2015 Implementation Maturity. Q&A	Phides Mwaniki <i>Kabarak University</i>
12:20 – 12:40 PM	Abstract 25: Influence of arbitration on resolution of industrial disputes in Nakuru county Kenya	Nevyle Kandie <i>Kabarak University</i>
15.40 - 16.00 PM	CLOSING REMARKS	Dr. Ezra Ronoh <i>Chair of SBE Research Committee</i>

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BOOK OF ABSTRACTS

1. Digital Service Tax and Sustainable Revenue Mobilization in Kenya: A Systematic Review of Policy Design, Compliance Constraints and Global Tax Reforms

Anne Rotich;

Kabarak University, Kenya

Email: rchepkemboi@kabarak.ac.ke

ABSTRACT

Digitalization has deeply transformed the global economy, exposing critical limitations in traditional tax systems that rely on physical presence to allocate taxing rights. Digital firms can generate substantial revenues from user markets without establishing a physical taxable presence, creating a structural mismatch between where value is created and where it is taxed. In response countries have increasingly adopted DST as a measure but its effectiveness in achieving sustainable revenue mobilizations remains challenging, particularly in developing countries. The study aimed to examine the role of DST in sustainable revenue mobilization, with a focus on policy design, compliance constraints and global tax reforms, using Kenya as a case study. It employed a systematic literature review methodology guided by PRISMA framework, a well-defined inclusion and exclusion criteria and a thematic analysis approach to synthesize the selected studies. The findings show that DST has generated incremental revenue globally, particularly in developed economies with strong administrative systems. Evidence from Kenya shows both the potential and limitations of DST. While DST initially recorded significant growth, subsequent collections declined, indicating volatility and limited sustainability. In contrast, broader digital economy taxation comprising DST/SEPT, VAT on Digital Market Supply and Digital Asset Tax demonstrated stronger and more consistent performance, suggesting that revenue gains are driven by system integration and enhanced compliance mechanisms rather than DST alone. The study further finds that the most significant limitation to digital taxation is compliance constraints. Challenges such as identifying non-resident taxpayers, tracking cross-border digital transactions, enforcing obligations and accessing reliable data significantly undermine revenue potential and are closely linked to institutional capacity, including technological infrastructure, administrative expertise and legal frameworks. The transition from DST to SEP reflects an effort to align taxation with digital value creation, although it introduces additional administrative complexities. At the global level, OECD-led reforms under the Two-Pillar framework offer a pathway toward coordination but remain slow and contested. The study concludes that DST plays a supplementary and transitional role in revenue mobilization and recommends integrated digital tax frameworks, strengthened compliance systems, investment in data-driven tax administration and enhanced international cooperation.

Key words: *Digital Service Tax (DST), Significant Economic Presence (SEP), Revenue Mobilization, Digital Economy Taxation, Tax Compliance, Institutional Capacity, OECD Two-Pillar Framework, Kenya*

2. Cash Flow Forecasting Practice and Performance of Development Projects in Nakuru County, Kenya

Daniel Thuku Nduati,
Kabarak University

Prof. Mongare Omare,
Kisii University

Dr. Stella Korir
Kabarak University
Email: dthuku@kabarak.ac.ke

ABSTRACT

Developmental projects are significant in initiating economic development, positive change and auxiliary givebacks such as; economic growth, poverty reduction, improved quality of life, environmental sustainability and social inclusivity. Development projects in Nakuru County have continued to experience budgeting challenges arising from inadequate cash flow forecasting practices, including poor financial planning, misallocation of funds, and insufficient monitoring of project expenditures. These challenges have negatively affected the timely implementation and overall performance of development projects within the county. The objective of the study was to assess the effect of cash flow forecasting on performance of development projects in Nakuru County. The study was anchored on the concept of transaction cost theory. The study adopted a descriptive research design. The study targeted 75 MCAs, 25 Internal Auditors, 45 employees at the Auditor General Office in Nakuru Town, 13 project management committee members and 17 project monitoring and evaluation committee members. Therefore, the total target population was 175 respondents. Considering the target population is a small number, a census of all the 175 targeted respondents participated in the study. The study collected primary data. Structured and unstructured questionnaire was used to collect the primary data desirable for the study. Descriptive and inferential statistics were employed in the study. Descriptive statistics involved the use of percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistics involved the use of correlation analysis to establish the nature of the affiliation amongst variables. After analysis data was presented in form of a table, charts and figures. Descriptive results showed that respondents agreed to a great extent that cash flow forecasting (Mean= 3.70) affected performance of development projects in Nakuru County. Correlation results revealed that cash flow forecasting ($p = 0.626$, Sig. = 0.000) affected performance of development projects in Nakuru County positively and significantly. Regression results revealed cash flow forecasting ($\beta = 0.323$, $p = 0.000$) affected performance of development projects in Nakuru County positively and significantly. The study concludes that accurate cash flow forecasting significantly improves project performance by preventing delays and ensuring liquidity. Project managers should use automated tools, conduct regular audits, and train staff in financial planning to maintain smooth operations and enhance financial control throughout project stages.

Key words: *Developmental projects, cash flow forecasting, Nakuru County*

3. The Effect of Financial Reporting Transparency on Audit Report Quality in Kenyan Public Universities.

1John K. Boiywo, 2Stephen O. Magadi, 3Ezra K. Ronoh

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ABSTRACT

Financial reporting transparency is a critical component of accountability and effective governance in public institutions, as it enhances the credibility and reliability of financial information used by stakeholders and auditors. Despite reforms aimed at strengthening financial management in Kenyan public universities, concerns regarding the quality of audit reports persist. This study examined the effect of financial reporting transparency on audit report quality in Kenyan public universities. The study was anchored on Agency Theory and adopted a positivist research philosophy and a cross-sectional research design. The target population comprised 175 respondents drawn from 35 publicly chartered universities in Kenya, including finance officers, internal auditors, accountants, and members of audit or finance committees. A census approach was used at the institutional level, while purposive sampling was employed to select respondents. Primary data were collected using structured questionnaires, while secondary data were obtained from published audit reports and financial statements. Data were analysed using descriptive statistics, Pearson correlation, and simple linear regression analysis. The descriptive findings revealed that financial reporting transparency was moderately high, with an overall mean score of 3.63 (SD = 1.24). Correlation analysis established a strong positive relationship between financial reporting transparency and audit report quality ($r = 0.612$, $p < 0.01$). Regression results indicated that financial reporting transparency had a positive and statistically significant effect on audit report quality ($\beta = 0.598$, $p < 0.05$). The model explained 37.5% of the variation in audit report quality ($R^2 = 0.375$), demonstrating substantial explanatory power. The study concluded that financial reporting transparency significantly enhances audit report quality in Kenyan public universities by promoting the disclosure of accurate, complete, and accessible financial information. The study recommends that policymakers strengthen transparency and disclosure requirements, while university management should improve the accessibility, timeliness, and clarity of financial information to enhance audit effectiveness and institutional accountability.

Keywords: *Financial Reporting Transparency, Audit Report Quality, Accountability, Public Universities, Financial Reporting, Kenya.*

4. Working Capital Management Practices and the Performance of Motor Vehicle Enterprises in Nakuru City, Kenya

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ABSTRACT

In Kenya, the motor vehicle industry plays a significant role in the economy, contributing to both employment and economic growth. However, despite the sector's importance, motor vehicle dealers in Nakuru City face numerous challenges that affect their financial performance. The objective of the study was to assess the effect of working capital management practices on performance of motor vehicle dealers in Nakuru City. The study was anchored on the concept of trade off theory, free-cash flow theory, capital asset pricing model and Hampton's theory of working capital management. The study employed descriptive research design. The study unit of analysis comprised of 37 motor vehicle dealers within Nakuru City while the unit of observation was 37 owners, financial managers, operations managers and the sales managers of motor vehicles motor vehicle dealers. Therefore, the total target population was 148 respondents. Census technique was used to incorporate all the 148 targeted respondents in the study. Quantitative data was collected and analyzed through the aid of Statistical Package for Social Sciences. Descriptive and inferential statistics was used in data analysis. The inferential statistics were employed multiple regressions analysis. Descriptive results showed that respondents agreed that working capital management practices (Mean= 3.96) affected the performance of motor vehicle enterprises in Nakuru City. Regression results revealed that working capital management practices ($\beta = 0.554$, $p = 0.000$) affected the performance of motor vehicle enterprises in Nakuru City positively and significantly. The study concludes that effective working capital management significantly improves enterprise performance in Nakuru City. It recommends optimizing inventory, receivables, and payables, adopting digital systems, revising credit policies, and regularly analyzing liquidity to enhance efficiency, reduce costs, and boost competitiveness.

Key words: *Working capital management practices, motor vehicle enterprises in Nakuru City*

5. Moderating Effect of Firm Characteristics on the Relationship Between Budgetary Control and Financial Performance of Sugar Companies in Kenya

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ABSTRACT

In business world budgetary control has been an important metric in ensuring that an organization meets its goal. This makes the technique a critical subject that needs attention by every organizational management. The objectives of the study were to investigate the effect of budgetary control on financial performance of Sugar

Companies in Kenya and to determine the moderating effect of firm characteristics on the relationship between budgetary control and financial performance of Sugar Companies in Kenya. Current study was guided by goal setting theory and profit maximization theory. The study adopted positivism philosophy while longitudinal research design was utilized to determine how the study is conducted. Unit of analysis and unit of observation was 11 sugar companies and audited financial statements with annual reports respectively. Additionally, census method was utilized to involve the entire population of sugar companies in Kenya while secondary data was collected from audited financial statements and annual reports of sugar companies for the period between 2018 to 2024. Collected raw data was edited, coded, and tabulated followed by data analysis which was conducted using simple regression and hierarchical regression model with the help of STATA software. Finally, the results were interpreted and presented using central tendencies such as mean and standard deviation illustrated on tables. The result of the study showed that budgetary control has a positive relationship with return on asset but has statistically insignificant effect on return on asset ($\beta = 0.00462$, $P < 0.0665$). Additionally, the results also revealed that budgetary and financial leverage do not have a joint significant effect on return on asset. The study therefore concluded that there are other factors that have a greater role in determining the return on asset or profitability of the sugar companies.

Key words: *Budgetary control, firm characteristics, financial performance.*

6. Effect of Fraud Investigation Practice(s) on Fraud Management in State Corporations in Kenya's Energy Sector

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ABSTRACT

Fraud remains a persistent challenge in public sector organizations, undermining financial accountability, operational efficiency, and public trust. In Kenya's energy sector, state corporations such as Kenya Power and Lighting Company (KPLC), Kenya Electricity Generating Company (KenGen), and Kenya Electricity Transmission Company (KETRACO) manage high-value infrastructure projects and contracts, making them particularly vulnerable to procurement irregularities and financial fraud. This study investigated the effect of financial fraud investigation practices on fraud management in state corporations within Kenya's energy sector. Anchored on the Fraud Triangle Theory, the research adopted a cross-sectional survey design targeting 77 finance, accounts, and audit professionals from seven state corporations, with data collected through structured questionnaires. A total of 66 valid responses were analyzed using descriptive statistics, correlation, and regression analysis in SPSS. The findings revealed a strong positive and statistically significant relationship between financial fraud investigation practices and fraud management ($r = 0.805$, $p < 0.001$). Regression results showed that investigation practices explained 64.8% of the variance in fraud management outcomes, with a unit increase in investigation practices leading to a 0.865-unit improvement in fraud management effectiveness. Internal audits and advanced data analytics were rated highly effective, while whistleblower mechanisms were underutilized. The study concludes that robust and systematic investigation practices are critical in enhancing fraud management and recommends strengthening whistleblower systems, investing in forensic analytics, and enhancing internal-external audit collaborations. These measures will reinforce transparency, safeguard public resources, and support sustainable operations in Kenya's energy sector.

Key Words: *Fraud Investigation Practice, Fraud Management, State Corporations, Energy Sector, Fraud*

7. A Moderating Role of Ownership Concentration in the Nexus between Risk Management and Financial Performance of Microfinance Banks in Nigeria

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ABSTRACT

This study investigates the moderating role of ownership concentration in the relationship between risk management and financial performance of microfinance banks in Nigeria. Risk management is proxied by capital adequacy ratio and non-performing loans, while financial performance is measured using return on assets. The study addresses persistent instability in the Nigerian microfinance sector and the inconsistent empirical evidence on the risk management performance relationship. An ex post facto research design is adopted. Secondary data are collected from the audited annual reports of nine microfinance banks with national licenses issued by the Central Bank of Nigeria. The study covers a ten year period from 2015 to 2024. Descriptive statistics, correlation analysis, and multiple regression techniques are employed to examine both direct and interaction effects. The results are expected to show whether capital adequacy improves profitability and whether non-performing loans reduce financial performance. The study further evaluates whether ownership concentration strengthens or weakens the effectiveness of risk management practices. By integrating ownership structure into the risk performance model, the study provides evidence on how governance mechanisms influence financial outcomes in risk sensitive institutions. The findings offer practical implications for regulators, shareholders, and bank directors seeking to enhance financial stability and long term sustainability in the Nigerian microfinance sector.

Keywords: *Risk management, Capital adequacy ratio, Non-performing loans and Ownership concentration.*

8. Examining the Effects of Regulatory framework, (Laws, Policies, and Regulation) on the Sustainability Performance of Electoral Management Bodies; A case of IEBC in Kenya

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ABSTRACT

As climate change deepens its adverse impacts on the global continent, pursuit for a global remedy and interventions in areas of institutional legal frameworks has heightened too. As institutional bodies, Electoral Management Bodies (EMB) worldwide plays a key and an under explored role in determining democratic governance and climate sustainability. This is despite the fact that these EMB consume massive volume of renewable and non-renewable resources, undertake global and national-wide logistic in terms of transport and procurement. This paper investigate whether EMBs in Africa are legally capacitated to act as agents for promoting, advocating and actualizing climate change strategies. This is in line with the conference theme of advancing sustainability in a climate- constrained world. Basing on Kenya Independent, Electoral and Boundaries Commission (IEBC), this paper looks at whether the mandates of the EMB are relevant in addressing climate change concerns, whether the EMB existing policies are compliant with climate change and at the

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possible regulatory framework reforms that would make the EMB more climate sustainable in its operations. Systematic review methodology will be used in writing this paper

Keywords: *Climate change, Electoral bodies, Regulatory framework, sustainability, EMBs*

9. Linking Strategy to Performance: The Moderating Role of Corporate Governance in Kenya's Commercial State Corporations

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ABSTRACT

This study sought to determine the moderating effect of corporate governance on the relationship between Strategic Management Practices and the operational performance of commercial State Corporations in Kenya. Effective strategic management has been recognized as enhancing the performance of public organizations, while new perspectives further underscore the role of corporate governance in improving public sector performance. However, there exists a gap in establishing the complex nexus among these three constructs of strategy, governance, and performance in one model, given that previous studies have examined these parameters as independent constructs; hence, there is a lack of adequate empirical studies to further deepen comprehension of how they are correlated. This study, therefore, sought to fill the gap by elucidating their linkage and expanding the understanding of how corporate governance frameworks affect the influence of strategic management decisions on operational performance. The study's target population comprised 317 respondents in top and middle-level management across the five key departments of 36 State Corporations in Kenya. Our sample size was 177 respondents selected using the Yamane sampling technique and distributed to the various management strata using the Neyman allocation formula to ensure proportionality. Quantitative data were collected using a five-point Likert-scale structured questionnaire. Both descriptive and inferential statistical tools were applied to analyze the data. Statistics further revealed that while the direct effects of strategic management ($\beta = -0.624$, $p = 0.062$) and corporate governance ($\beta = -0.473$, $p = 0.042$) became negative, the interaction term was significantly positive (Unstandardized $\beta=0.328$, $p = 0.002$) (Standardized $\beta = 1.203$, $p = 0.002$), confirming the moderating role of corporate governance on the strategy-performance nexus. These findings provide new insights into why organizations with similar strategic initiatives may realize varied performance results, revealing that this could be due to the quality of their governance structures and reaffirming the importance of an integrated approach to strategic management and corporate governance. The study has provided invaluable insights expected to inform the integrated revitalization of public strategy, realignment of corporate governance, and enhancement of organizational performance. Specifically, this study makes a theoretical contribution by integrating strategic management practices, corporate governance, and operational performance into a single empirical model, thereby filling the existing knowledge gap in the literature and practice by providing empirical evidence on their interrelationships. It also confirms that the effectiveness of strategic management initiatives is contingent on the quality of prevailing governance structures and lends credence to the need for effective corporate governance frameworks to augment the contribution of strategic decisions and practices to organizational performance.

Keywords: *Corporate governance, Operational performance, State corporations, Strategic management practices*

10. Strategic Resource Allocation and the Organizational Performance of Merged and Acquired Pharmacies in Kenya

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ABSTRACT

The organizational performance of merged and acquired pharmacies in Kenya has remained uneven despite consolidation, with retail chains still accounting for under 3% of licensed pharmacy sales. This study assessed the influence of strategic resource allocation on the organizational performance of merged and acquired pharmacies in Kenya. It was grounded in the Resource-Based View and employed a quantitative cross-sectional design. Data were collected through a structured questionnaire from managers of merged and acquired pharmacies in Kenya using a census approach, with 106 of 153 targeted managers completing the survey (response rate = 69.3%). The questionnaire demonstrated acceptable internal consistency (overall Cronbach's $\alpha = 0.777$). Diagnostic tests confirmed that the regression assumptions of normality, multicollinearity, and homoscedasticity were satisfied. Data were analyzed using descriptive statistics, Pearson correlation, and multiple linear regression. Strategic resource allocation showed a strong positive correlation with organizational performance ($r = 0.647$, $p = .000$) and emerged as a significant positive predictor of organizational performance ($\beta = 0.421$, $p = .000$). The model accounted for 49.1% of the variance in organizational performance ($R^2 = 0.491$, $F(3, 102) = 32.732$, $p = .000$). The study concludes that organizational performance in merged and acquired pharmacies in Kenya depends substantially on how leaders deploy financial, human, and operational resources during post-merger integration. Pharmacy leaders should treat resource allocation as a central strategic activity during post-merger integration, building disciplined systems for distributing resources while retaining the flexibility to reallocate them quickly when operational needs shift.

Keywords: *Strategic resource allocation, organizational performance, merged and acquired pharmacies, Resource-Based View, Kenya.*

11. Recruitment Outsourcing Strategy and Operational Performance of Commercial Banks in Kenya

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ABSTRACT

This research analyzes the relationship and effect of recruitment outsourcing strategy on operational performance of commercial banks in Kenya. The study adopted a cross-sectional research design and applied quantitative research method. The samples used in the study were 385 employees working in Commercial banks. A research questionnaire was used to collect data. The statistics applied in the study were percentages, mean, standard deviation, and simple linear regression which was used to test the effect of recruitment outsourcing strategy on operational performance. The research results illustrate that recruitment outsourcing strategy significantly

and positively enhance the operational performance of commercial banks in Kenya. Recruitment outsourcing exerted a strong positive effect on operational performance ($\beta = .951$, $B = .920$, $t = 59.696$, $p < .001$), with an R^2 of 0.904, meaning that recruitment outsourcing strategy explained 90.4% of the variance in operational performance. The study concludes that effective recruitment outsourcing strategy results in significant improvement in organizational outcomes. This study recommends that commercial banks should strengthen their recruitment outsourcing strategies by establishing structured partnerships with established, reputable service providers who have demonstrated capability and track record in financial services sector placements. Banks should also invest in ongoing evaluation frameworks to monitor vendor performance and ensure that outsourced recruitment processes continue to reflect the institution's values, culture, and talent priorities.

Key words: *Commercial Banks, Operational Performance, Recruitment Outsourcing Strategy.*

12. Influence of Communication on Customer Loyalty: A Survey of Star-Rated Hotels in Nakuru County, Kenya

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ABSTRACT

The hotel industry in Nakuru County is highly competitive. Hence, obtaining and maintaining customer loyalty in a competitive environment is a challenge. Hotel customers move from one hotel to another if the quality of service they need is not achieved in one hotel. This is because hotel customers expect a personalized and seamless experience from the moment they start searching for a hotel, and these expectations are often shaped by relationship marketing. Therefore, the aim of the study was to determine the influence of relationship marketing on customer loyalty in star-rated hotels in Nakuru County. The specific objective was to assess the influence of communication on customer loyalty in star rated hotels in Nakuru County and to determine the moderating variable effect of customer attitude on the relationship between communication and customer loyalty. The study was guided by the relationship marketing theory. A descriptive research design was adopted. The target population comprised 135 employees of star-rated hotels in Nakuru County, from which a sample of 101 respondents was selected using stratified random sampling. Questionnaires were used for data collection, with a pilot study conducted in Nairobi County to ensure reliability. Data were analyzed using descriptive and inferential statistics, including mean, standard deviation, Pearson correlation, and multiple regression analysis. Results revealed that communication ($r = 0.492$, $p = 0.002$) had a significant positive correlation with customer loyalty. Regression analysis confirmed that communication ($\beta = 0.415$) significantly and positively influenced customer loyalty. Customer attitude was found to significantly moderate the relationship between communication and customer loyalty. The study concludes that communication is a critical driver of customer loyalty in star-rated hotels in Nakuru County. It is recommended that hotels invest in personalized automated messaging and that transparency about the security of customers' data is necessary since today's consumers have shown they are willing to stay loyal to companies they feel are safe when it comes to their personal and financial information.

Keywords: *Communication, Customer Loyalty, Star-Rated Hotels, Customer Attitude*

13. Remote Work and Employee Mental Well-being: Findings from NGOs in Nairobi County, Kenya

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ABSTRACT

This study examined the influence of remote work on employee mental well-being in non-governmental organizations in Nairobi County, Kenya. The study was motivated by the increasing adoption of remote work arrangements and the need to understand their implications on employee mental well-being. The specific objective was to determine the extent to which remote work influences employee mental well-being. The study adopted a descriptive research design and utilized a quantitative approach. The target population comprised 844 employees drawn from 40 non-governmental organizations in Nairobi County. A sample size of 272 respondents was selected using Yamane's formula. Primary data was collected using structured questionnaires. Reliability of the instruments was confirmed using Cronbach's Alpha ($\alpha \geq 0.7$), while validity was ensured through expert review and alignment with study objectives. Quantitative data were analyzed using SPSS version 27, employing descriptive statistics, Pearson correlation, and simple linear regression. The findings revealed a strong positive and statistically significant relationship between remote work and employee mental well-being ($r = 0.725$, $p < 0.05$). Regression analysis indicated that remote work significantly influenced employee mental well-being ($\beta = 0.261$, $p < 0.05$), explaining 52.6% of the variation in employee mental well-being. The results suggest that remote work enhances employee mental well-being by improving flexibility and supporting work-life balance. The study concluded that remote work is a significant determinant of employee mental well-being in non-governmental organizations in Nairobi County. It is recommended that policymakers develop supportive remote work frameworks, while organizations should strengthen communication systems and provide mental health support to employees. The study contributes to the body of knowledge on remote work and provides practical insights for enhancing employee well-being in organizations.

Keywords: Remote Work, Mental Wellbeing, NGOs, Work-Life Balance, Nairobi County

14. Influence of social and psychological support programmes on employee performance of Kericho County Referral Hospital, Kenya

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ABSTRACT

Kenya's public healthcare sector, particularly county referral hospitals, remains a critical pillar in delivering essential medical services to most of the population. Kericho County Referral Hospital, as a key referral facility, plays a vital role in managing complex cases and high patient volumes. Despite this strategic importance, many public hospitals continue to grapple with challenges of employee performance, largely driven by inadequate social and psychological support programmes and persistent staff burnout. Therefore, the study sought to examine the influence of social and psychological support programmes on employee performance at Kericho County Referral Hospital, Kenya. The study was anchored on Job Demands-Resources (JD-R) theory. The study

adopted a correlational research design. The unit of observation was 208 respondents, including nurses, doctors, administrators, medical technicians and subordinate staff from Kericho County Referral Hospital. The researcher used a structured sample design to sample 137 respondents. The researcher collected primary data using a structured questionnaire. Before the main study, the researcher conducted a pilot study at Longisa County Referral Hospital in Bomet County where 14 questionnaires were administered. The study employed both descriptive and inferential statistics. After analysis, data was presented in the form of tables. From the findings, the study concluded that social and psychological support programmes have a statistically significant positive influence on employee performance at Kericho County Referral Hospital ($\beta = 0.323$, $p = 0.003$; $r = 0.641$, $p = 0.000$). From the conclusion, the study recommended that the hospital expand its employee wellness initiatives by offering professional counselling services, mental health support, and comprehensive medical insurance coverage while integrating regular stress management programmes into the hospital's employee welfare policy.

Keywords: *Social and Psychological Support Programmes, Employee Performance, Staff Burnout, Employee Wellness.*

15. Organizational Culture and Institutional Positioning in Kenyan Public Universities: An Empirical Test of the Competing Values Framework

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ABSTRACT

Public universities in Kenya operate within increasingly competitive and highly regulated environments characterized by declining government funding, increased stakeholder expectations, and heightened competition for students and institutional visibility. Despite ongoing reforms in the higher education sector, many public universities continue to experience challenges related to institutional competitiveness, sustainability, and strategic positioning. This study examined the effect of organizational culture practices on institutional positioning of public universities in the Rift Valley Region, Kenya. Specifically, the study focused on hierarchy culture and market culture. The study was anchored on Johnson's Cultural Web Theory and Neo-institutional Theory and adopted an ex post facto research design with a quantitative approach. The target population comprised academic and non-academic staff from six chartered public universities in the Rift Valley Region of Kenya. Using stratified random sampling, a sample size of 380 respondents was determined using Yamane's formula (Yamane, 1967). A total of 273 valid questionnaires were returned and analyzed, representing a response rate of 71.8%. Primary data were collected using structured questionnaires based on a five-point Likert scale. Data were analyzed using descriptive statistics, Pearson correlation analysis, and multiple regression analysis. The findings revealed that hierarchy culture and market culture had positive and statistically significant effects on institutional positioning. Hierarchy culture emerged as the strongest predictor of institutional positioning ($\beta = 0.339$, $p = .001$), followed by market culture ($\beta = 0.331$, $p = .001$). The overall regression model was statistically significant with Adjusted $R^2 = .432$, indicating that organizational culture explained 43.2% of the variation in institutional positioning. The study concludes that governance-oriented and performance-driven cultural practices significantly enhance institutional positioning of public universities. The study concludes that governance-oriented and market-driven organizational cultures significantly enhance institutional competitiveness, legitimacy, visibility, and sustainability within public universities. The study recommends that university management strengthen governance systems, accountability structures, performance management practices, and market-oriented strategies in order to improve institutional positioning and long-term sustainability.

Keywords: *Organizational Culture, Hierarchy Culture, Market Culture, Institutional Positioning*

16. Moderating Role of HRM Centrality on the Relationship Between Strategic Leadership and the Organizational Performance of Merged and Acquired Pharmacies in Kenya

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ABSTRACT

While strategic leadership has long been considered a critical factor in post-merger success, the extent to which human resource management (HRM) enhances or changes this relationship is still underexplored in emerging markets. This research examines the moderating role of HRM centrality on the relationship between strategic leadership and the organizational performance of merged and acquired pharmacies in Kenya. The study was based on the Strategic Human Resource Management (SHRM) and the Resource-Based View (RBV) models. This study adopted a quantitative cross-sectional research design. A structured questionnaire was instrumental in collecting data from 106 managers across four merged and acquired pharmacy chains in Kenya (response rate: 63.1%). The scale had good internal consistency with a total Cronbach's α of 0.777. Hierarchical multiple regression analysis was used to examine the direct and moderating influences. The findings revealed that HRM centrality had a positive and significant effect on organizational performance ($B = 0.280, p < .001$). However, HRM centrality did not significantly moderate the relationships between strategic leadership dimensions (strategic innovation, strategic resource allocation, or strategic stakeholder engagement) and organizational performance, as none of the interaction terms reached statistical significance ($\Delta R^2 = 0.017, p = .278$). Although HRM centrality directly impacts performance, it does not serve as a catalyst that modifies how strategic leadership brings about outcomes in this study. This implies that HRM in merged and acquired pharmacies is a co-equal strategic asset rather than an enabler for leader effectiveness. The results prompt pharmacy owners and regulators to promote HRM as a direct strategic partner in post-merger integration, with the caveat that its moderating effect may be latent and contingent on further institutional integration.

Keywords: *HRM centrality, strategic leadership, organizational performance, mergers and acquisitions, and post-merger integration.*

17. Sustainable Careers in the Attention Economy: Reimagining Revenue Models for Kenyan Creative Industries in an AI-Driven Ecosystem

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ABSTRACT

While artificial intelligence (AI) and digital platforms provide the Kenyan creators with an unprecedented worldwide visibility, the reach does not often translate into a sustainable economic value. Grounded on the Platform Capitalism theory, this study investigates the digital music industry as a paradigm of gig-economy market failure. It assumes that access-based freemium models have not disintermediated the market but instead, it has enabled re-intermediation. These platforms act as extractive gatekeepers, which accumulate financial resources among conglomerates of technology at the expense of primary producers who are subjected to systemic economic vulnerability. To empirically measure this value gap, the research is designed quantitatively utilizing a survey research design whereby structured digital questionnaires (via the use of Google forms) are administered to the independent Kenyan musicians. The research used categorical and Likert-scale data to evaluate three basic business predictors: revenue dependence across

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diverse digital streams, the uncompensated 'shadow labour' costs associated with digital marketing, and the economic pressure exerted by 'algorithmic tutelage'. Preliminary findings indicate a severe disconnect between visibility and financial yield, proving that local mobile-based infrastructures often deliver more dependable income as compared to worldwide streaming services. Furthermore, creators waste unpaid hours digitalising their content to fit AI recommendation systems, manipulation of their cultural products systematically to meet arbitrary retention models. Finally, this paper goes beyond criticism to suggest repackaged, creator-oriented business models that would guarantee a sustainable income of the creative industry in Kenya in the future with AI.

Key Words: *Platform Capitalism, Attention Economy, Gig Economy, Algorithmic Tutelage, Income Sustainability, Creative Industries.*

18. Effect of Access Control Mechanisms on Administrative Process Performance in Government Entities: A Case of Nakuru County, Kenya

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ABSTRACT

The adoption of digital government platforms such as the Integrated Financial Management Information System (IFMIS), Government Human Resource Integrated System (GHRIS), and eCitizen has improved administrative efficiency while increasing exposure to unauthorized access, data breaches, and misuse of sensitive information. Consequently, data security strategies play a critical role in safeguarding government information systems and supporting administrative process performance. This paper presents a focused analysis of access control mechanisms, derived from a broader study on data security strategies in government entities in Nakuru County, Kenya. Grounded in contingency theory, the study examined the effect of access control mechanisms on administrative process performance. A descriptive cross-sectional design and census approach were used to target 60 respondents (27 ICT officers and 33 departmental heads) across nine government entities, yielding 48 valid responses (80% response rate). Data were collected using structured questionnaires and analyzed using descriptive statistics and multiple linear regression. Findings show that access control mechanisms were implemented at moderate to high levels ($M = 4.04$), particularly in reducing unauthorized access ($M = 4.47$). However, weaknesses were observed in training and advanced control measures ($M = 3.66$ for staff training). Regression model was significant ($F = 28.756$, $p = 0.001$) and explained 71.4% of the variation in administrative process performance ($R^2 = 0.714$). Results indicate a positive relationship between access control mechanisms and administrative process performance ($\beta = 0.348$, $p = 0.001$), controlling for other data security strategies. The study concludes that strengthening access control systems improves administrative process performance in government entities. It recommends strengthening authentication protocols, enforcing role-based access controls, conducting regular access audits, and enhancing institutional capacity to ensure consistent policy implementation.

Key Words: *Access Control Mechanisms, Administrative Process Performance, Data Security Strategies, Government Entities.*

19. ICT Infrastructure Strategy on the Performance of Private Universities in Kenya

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ABSTRACT

This study examined the influence of Information and Communication Technology (ICT) infrastructure strategy on the performance of private universities in Kenya. The study was guided by strategic management theories, particularly the Resource-Based View (RBV), which posits that digital capabilities constitute strategic resources that can enhance organizational performance. A descriptive and explanatory research design was adopted, targeting faculty, administrative, and ICT support staff in private universities. Stratified random sampling was employed, yielding 237 valid responses. Data were collected using a structured Likert-scale questionnaire and analyzed using SPSS. Binary logistic regression analysis revealed that ICT infrastructure strategy had a strong, positive, and significant influence on university performance ($B = 3.135$, Wald = 61.753, $p < .001$). The model demonstrated substantial explanatory power (Nagelkerke $R^2 = .677$) and high predictive accuracy (92.4% overall classification accuracy). The odds ratio ($\text{Exp}(B) = 22.995$) indicates that a one-unit increase in ICT infrastructure strategy increases the likelihood of high university performance by approximately 23 times. The study concludes that robust ICT infrastructure such as high-speed internet connectivity, digital resources, and reliable online platforms significantly enhances academic, operational, and financial performance. The study recommends sustained and strategic investment in ICT infrastructure to strengthen digital delivery, research productivity, and administrative efficiency in private universities in Kenya.

Key words *ICT Infrastructure, University Performance, Private Universities, Kenya, Resource-Based View.*

20. Learning Management System (LMS) Strategy and Performance of Private Universities in Kenya

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ABSTRACT

This study examined the influence of Learning Management System (LMS) strategy on the performance of private universities in Kenya. Guided by strategic management theories, particularly the Resource-Based View (RBV) and Transformational Leadership Theory, the study conceptualizes LMS capability as a strategic digital resource that enhances academic delivery, operational efficiency, and institutional competitiveness. A descriptive and explanatory research design was adopted, targeting faculty, administrative, and ICT support staff in selected private universities. Stratified random sampling was employed, yielding 237 valid responses. Data were collected using a structured Likert-scale questionnaire and analyzed using SPSS. Binary logistic regression results revealed that LMS strategy had a strong, positive, and statistically significant influence on university performance ($B = 2.846$, Wald = 54.219, $p < .001$). The model demonstrated substantial explanatory power (Nagelkerke $R^2 = .641$) and high predictive accuracy (90.7%). The odds ratio ($\text{Exp}(B) = 17.23$) indicates that a one-unit improvement in LMS strategy increases the likelihood of high university performance by over 17 times. The study concludes that a well-integrated, reliable, and user-centered LMS significantly enhances academic, operational, and financial

performance of private universities in Kenya. The study recommends strategic investment in LMS infrastructure, faculty training, and continuous system optimization.

Keywords: *Learning Management System (LMS Strategy), ICT Infrastructure, SPSS, Binary Logistic regression.*

21. Leadership Change Strategy and Financial Performance of Microfinance Banks in Nairobi County, Kenya

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ABSTRACT

Microfinance banks in Kenya continue to experience financial distress characterized by declining profitability, rising non-performing loans, and increasing operational inefficiencies. Leadership change strategy has increasingly emerged as a critical turnaround approach for improving organizational performance in the financial sector. This study sought to examine the effect of leadership change strategy on the financial performance of microfinance banks in Nairobi County, Kenya. The study was anchored on Transformational Leadership Theory and adopted a descriptive research design. The target population comprised 12 licensed microfinance banks operating in Nairobi County, with 48 senior managers participating in the study. Primary data was collected using structured questionnaires, while secondary data on financial performance was obtained from audited financial statements covering the period 2020–2024. Data analysis involved descriptive statistics, correlation analysis, and simple linear regression analysis using SPSS. The findings revealed that leadership change strategy had a strong positive and statistically significant relationship with financial performance ($r = 0.951$, $p = 0.000$). Regression analysis indicated that leadership change strategy explained 90.5% of the variation in financial performance ($R^2 = 0.905$). The ANOVA results further confirmed that the regression model was statistically significant ($F = 436.793$, $p = 0.000$). The regression coefficients revealed that leadership change strategy had a positive and statistically significant effect on financial performance ($\beta = 0.914$, $t = 20.900$, $p = 0.000$). The study concluded that structured leadership transitions, appointment of competent leaders, and effective executive restructuring significantly enhance financial performance of microfinance banks. The study recommends that microfinance banks institutionalize succession planning, strengthen governance structures, and ensure leadership appointments are based on expertise and strategic alignment to enhance organizational stability and financial sustainability.

Keywords: *Leadership Change Strategy, Financial Performance, Microfinance Banks, Turnaround Strategies, Organizational Restructuring.*

22. Effect of Supplier Consolidation Practice on Operational Performance of Private Hospital Pharmacies: A Case of Oasis Healthcare Group Limited, Kenya.

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ABSTRACT

This study examined the effect of supplier consolidation practice on the operational performance of private hospital pharmacies in Oasis Healthcare Group Limited, Kenya. The study was anchored on Transaction Cost Economics Theory, Agency Theory, and Control Theory. A descriptive survey research design was adopted, targeting 104 respondents drawn from pharmacy personnel, procurement officers, hospital administrators, warehouse personnel, and logistics officers across 12 facilities. A census sampling method was employed, and structured questionnaires were used for data collection, achieving a response rate of 84.62% (n = 88). Data were analyzed using descriptive statistics, Pearson correlation, and multiple linear regression analysis via SPSS Version 27. The reliability of the instrument was confirmed through Cronbach's alpha coefficients ranging from 0.743 to 0.785, all exceeding the acceptable threshold of 0.7. Content validity was ascertained through expert review, yielding an overall Scale-level Content Validity Index (S-CVI/Ave) of 0.93. Pearson correlation analysis revealed a strong and statistically significant positive relationship between supplier consolidation and operational performance ($r = 0.916$, $p < 0.01$). Multiple linear regression analysis identified supplier consolidation a key predictor with a statistically significant and positive effect ($B = 0.355$, $\beta = 0.423$, $t = 2.536$, $p = 0.013$); this indicates that a unit increase of supplier consolidation results in 0.355 units increase in operational performance. The overall regression model, encompassing bulk purchasing, supplier consolidation, and centralized tendering, jointly explained 86.1% of the variance in operational performance ($R^2 = 0.861$, Adjusted $R^2 = 0.856$, $F = 172.772$, $p < 0.001$). The study concluded that supplier consolidation is a key influential predictor of operational performance in private hospital pharmacies, significantly enhancing supply reliability, cost efficiency, and service delivery. The study recommended that Oasis Healthcare Group prioritize supplier consolidation through structured supplier evaluation frameworks, long-term strategic partnerships, and integrated procurement management strategies to sustain and further improve operational performance across its facilities.

Keywords: *Centralized Procurement, Essential Medicines, Operational Performance, Private hospital pharmacies, Supplier consolidation*

23. Influence of Environmentally Sustainable Supply Chain Practices on Operational Performance of Hotels in Kenya: A Case of Five Star-rated Hotels in Nairobi County

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ABSTRACT

Environmental sustainability has become a strategic priority in the hospitality industry due to increasing regulatory pressures and heightened environmental awareness. Organizations are increasingly compelled to integrate sustainable practices within their supply chains to enhance efficiency and ensure long-term competitiveness. This study examined the influence of environmentally sustainable supply chain practices on the operational performance of five-star hotels in Nairobi County, Kenya. The study was anchored on the Closed-Loop Supply Chain theory and adopted a descriptive survey research design. A census approach was employed, targeting 84 procurement, supply chain, and operations professionals across 21 five-star hotels.

Primary data were collected using structured questionnaires administered through the drop-and-pick method, yielding 60 valid responses. The average instrument reliability was confirmed using Cronbach's alpha ($\alpha = 0.86$) – environmentally sustainable supply practice – ($\alpha = 0.84$) and operational performance - ($\alpha = 0.85$), while face validity was established through expert review. Data were analyzed using descriptive statistics, Pearson correlation, and regression analysis in SPSS (Version 31). Diagnostic tests confirmed that the assumptions of linear regression were satisfied, including linearity, normality, and absence of multicollinearity. Descriptive results indicated moderate adoption of environmentally sustainable supply chain practices ($M = 3.51$, $SD = 0.70$). Pearson correlation analysis revealed a moderate and statistically significant positive relationship between environmental sustainability and operational performance ($r = 0.522$, $p < 0.001$). Regression analysis further demonstrated that environmentally sustainable supply chain practices have a positive and significant effect on operational performance ($B = 0.622$, $\beta = 0.522$, $p < 0.001$, $R^2 = 0.273$), explaining 27.3% of the variance in performance outcomes. The findings suggest that hotels implementing practices such as green procurement, sustainable packaging, compliance with environmental standards, and eco-friendly logistics achieve improved operational efficiency. The study concludes that environmentally sustainable supply chain practices significantly enhance operational performance. It recommends that hotel managers integrate sustainability into core operational strategies to improve efficiency and competitiveness. Additionally, regulatory bodies and industry associations should support these efforts by establishing minimum environmental, social, and governance (ESG) standards for suppliers and promoting compliance through monitoring and reporting mechanisms.

Keywords: *Environmental Sustainability, Sustainable Supply Chain Practices, Operational Performance, Five-star rated hotels, Nairobi County*

24. Leadership Commitment and Environmental Management System Effectiveness: The Moderating Role of ISO 14001:2015 Implementation Maturity

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ABSTRACT

Environmental Management Systems (EMS), especially ISO 14001:2015, are now fundamental to the strategies of organizations to enhance environmental sustainability. Leadership commitment is established as one of the key predictors influencing EMS effectiveness, yet mechanisms on how leadership affects sustainability outcomes are poorly theorized and empirically established. To fill this void, our study carries out a PRISMA-guided systematic literature review consisting of 30 high-quality studies indexed in Scopus and Web of Science published between 2018 and 2026. Data were extracted systematically and analyzed using PRISMA-guided thematic analysis, focusing on leadership commitment, EMS effectiveness and sustainability outcomes. Results indicate that leadership commitment is pivotal to improve EMS implementation effectiveness, which ultimately has a positive impact on environmental performance such as waste reduction, energy efficiency, and regulatory compliance. ISO 14001 certification is found to be insufficient in the literature for these success outcomes. On the contrary, the maturity of EMS implementation is found to be a significant moderating variable resulting in the positive effect of leadership commitment on sustainability performance. The analysis finds a significant gap in the literature with few empirical investigations of the alignment of leadership, EMS implementation maturity and sustainability outcomes in an integrated analytical framework. Thus, this study adds to the literature by providing a conceptual framework that sheds light on the moderating role of the maturity of implementation and the leadership–EMS–sustainability relationship. The study shows that organizations aiming for meaningful environmental sustainability outcomes must go beyond just certifying to the standard and invest in sustained leadership backing and maturity in implementing EMS systems.

Keywords: *Leadership Commitment, ISO 14001:2015, Environmental Management Systems (EMS), Implementation Maturity, Environmental Sustainability, PRISMA Systematic Review*

25. Influence of Arbitration on Resolution of Industrial Disputes in Nakuru County Kenya

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ABSTRACT

Alternative Dispute Resolution (ADR), characterized by mechanisms such as arbitration, mediation, conciliation, and negotiation, has become increasingly important in managing workplace conflicts as organizations shift from adversarial litigation to more collaborative and efficient approaches. As industrial disputes continue to rise in Kenya, understanding how these mechanisms influence dispute resolution outcomes is critical. In this context, this study examined the effect of ADR mechanisms on the resolution of industrial disputes in Nakuru County. The main objective was to assess the impact of arbitration, mediation, conciliation, and negotiation on dispute resolution outcomes. The study was anchored on Social Exchange Theory, Conflict Transformation Theory, and Institutional Theory, which explain how cooperation, relationship transformation, and institutional support influence dispute resolution. A descriptive research design was adopted, targeting 4,570 stakeholders, from which a sample of 354 respondents was selected using stratified random sampling. Data were collected using structured questionnaires and semi-structured interviews. Analysis involved descriptive statistics and inferential statistics, including correlation and multiple regression. Results indicated a strong positive relationship between ADR mechanisms and the resolution of industrial disputes, with a multiple correlation coefficient (R) of 0.88. The coefficient of determination ($R^2 = 0.77$) showed that ADR mechanisms explained 77% of the variation in dispute resolution outcomes, while the adjusted R^2 of 0.76 confirmed the model's robustness. All ADR components had positive and statistically significant effects, with mediation and negotiation demonstrating stronger influence, while arbitration and conciliation contributed significantly to structured and timely dispute resolution. The study concluded that effective implementation of ADR mechanisms significantly enhances industrial dispute resolution in Nakuru County. It is recommended that stakeholders strengthen institutional frameworks, improve enforcement of ADR outcomes, enhance practitioner capacity, promote awareness to improve industrial harmony and productivity..

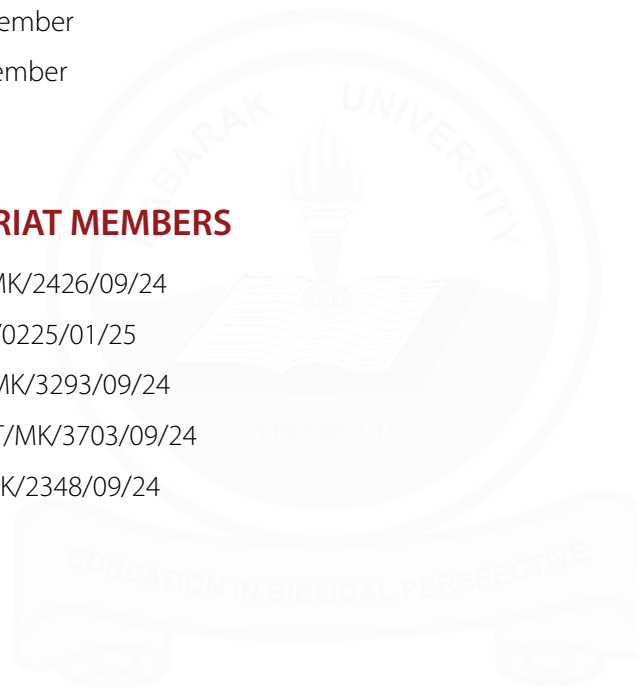
Keywords: *Alternative Dispute Resolution, Industrial Disputes, Arbitration, Mediation, Conciliation, Negotiation, Nakuru County.*

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