



Operations Research Society of Eastern Africa

**11th INTERNATIONAL OPERATIONS RESEARCH SOCIETY OF EASTERN AFRICA
CONFERENCE**



University of Nairobi



The Conference Program

University of Dar es Salaam Business School, Dar es Salaam, Tanzania 1st and 2nd October, 2015
Theme: *Operations Research and Enterprise Innovativeness in Emerging Markets*

The 11th International Operations Research Society of Eastern Africa Conference

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The Conference Program

DAY 1		Thursday, October 1st 2015	Venue: UDBS Building room B106
Time	Session	Speakers	
08:00 –09:00 am	Registration	Organizing Committee	
09:00 –09:15 am	Welcoming Remarks by ORSEA Vice Chair & Dean – UDBS	Dr. U. Mbamba	
09:15 –09:35 am	Key words by ORSEA Chairperson	Prof I. M. Mbeche	
09:35 –09:50 am	Remarks by the Vice Chancellor UDSM	Prof. R. Mukandala	
09:50 –10:20 am	Opening Speech by Guest of Honor: The Permanent Secretary, Ministry of Communication Science and Technology	Mr. John Mngodo	
10:20 –10:30 am	Vote of Thanks by the Secretary General - ORSEA	Prof. G. Wainaina	
10:30 –10:45 am	Group Photo and Innovation Exhibition	All	
10:45 –11:15 am	Break/Refreshments	All	
11:15 –11:35 am	Plenary session: Chair: Dr S. Kessy Innovation Challenges: The Role and Future of OR.	Dr. J. Kakeneno (Chief of Management Systems, TPA)	
11:35 –11:55 pm	Higher Education Institutions and Innovation in EAC Countries	Prof. Bavo B. Nyichomba (Design & Production, CoET)	
11:55 –12:15 pm	Innovative support of SMEs: The New Vision of Small Industries Development Organization (SIDO)	Eng. O. Bakari (Director General, SIDO)	
12:15 –12:35 pm	Innovation Ecosystems in Tanzania	Mr J. R. Mtabalike (Manager, BUNI Innovation Hub)	
12:35 –01:00 pm	Discussion	All	
01:00 –02:00 pm	Lunch	All	
02:00 –03:30 pm	Concurrent Sessions 1A – 1C	Chairs of Sessions Rooms B100, 101 &106	
03:30 –04:00 pm	Break/Refreshments	All	
04:00 –05:30 pm	Concurrent Sessions 2A – 2C	Chairs of Sessions Rooms B100, 101 &106	
06:30 –08:30 pm	ORSEA Banquet	UDBS Block C (Ground floor)	
DAY 2		Friday, October 2nd 2015	
08:00 –09:00 am	Registration	Organizing Committee	
09:00 –10:15 am	Concurrent Sessions 3A – 3C	Chairs of Sessions Rooms B100, 101 &106	
10:15 –10:30 am	Break/Refreshments	All	
10:30 –01:00 pm	PhD Colloquium	Chairs of Session Rooms B100	
01:00 –02:00 pm	Lunch	All	
02:00 –03:20 pm	Concurrent Sessions 4A – 4C	Chairs of Sessions Rooms B100 &106	
03:20 –03:35 pm	Break/Refreshments	All	
03:35 –04:00 pm	Plenary Session: Way Forward	Prof. G. Wainaina Room B106	
04:00 –04:20 pm	Closing Session	All	

DAY 1:
Thursday October 1st 2015
Research Paper Presentations

Concurrent Sessions 1A – 1C 02:00 – 3:30pm	Sessions 1A UDBS Room B100: Management and mobility of resources	Sessions 1B UDBS Room B106: Value/supply Chains and Governance Mechanisms	Sessions 1C UDBS Room B101: OR Tools and Performance
	Chair: Dr. I. Nkote	Chair: Prof. I. M. Mbeche	Chair: Dr. B. Mutagwaba
02:00 - 02:30 pm	Examining the Effects of Business Environments on Internationalization Using Socio-Cultural Perspective. By <i>Wineaster Anderson</i>	The mediation effect of buyer-supplier integration on the relationship between supplier specific investments and supplier opportunism. By <i>Gladness Salema</i>	Project Communication and Perceived Project Performance: Individual Commitment and Social Networks as Mediators in Uganda's Citizenship Projects. By <i>Arthur Ahimbisibwe, Tumuhairwe Ronald, Tusiime Wilson, Bagenda Bonny & Sudi Nangoli</i>
02:30 – 03:00 pm	Gaining Manufacturing Capability in Difficult Contexts: Lessons from Successful Exporters in East Africa. By <i>Deus Rwehumbiza</i>	Ethical Work Climate and Ethical Attitudes of Procurement Officers: Empirical Evidence from Government Organizations in Uganda. By <i>Henry Mutebi, Arthur Ahimbisibwe, & Joseph M. Ntayi</i>	The Moderating Influence of Inherent Project Risk on the Relationship between Project Planning and Perceived Project Success. By <i>Arthur Ahimbisibwe</i>
03:00 – 03:30 pm	Loan Repayment Performance in Informal Lending Institutions: Does Client Borrowing History Matter? By <i>Goodluck Charles & Neema Mori</i>	Procurement Records Compliance, Effective Risk Management and Records Management Performance: Evidence from Ugandan Public Procuring and Disposing Entities By <i>Ronald Tumuhairwe & Arthur Ahimbisibwe.</i>	Sustainability and Tripple Bottom-Line Performance in the Horticulture Supply Chains in Nairobi, Kenya By <i>Cetric Mukatia Muruli, Nyamwange Onserio and Juliet Maria Makali</i>
03:30 -04:00 pm	Break/Refreshments		
Concurrent Sessions 2A – 2C 04:00 –05:30 pm	Session 2A UDBS Room B100: Information and Communication Technology	Session 2B UDBS Room B106: Value/supply Chains and Governance Mechanisms	Session 2C UDBS Room B101: OR Tools and Performance
	Chair: Prof. W. Balunywa	Chair: Prof M. Moya	Chair: Prof. E. Kaijage
04:00 – 04:30 pm	Strategic Issues in Implementation and Sustainability of E-Health Strategy in Kenya's Public Healthcare Systems. By <i>Caroline Boore and James M. Njihia</i>	Value chain coordination and upgrading: the role of standards in linking fresh fruits and vegetables smallholders to tourist hotels' market in Zanzibar. By <i>Winnie Nguni</i>	Quality of service regulation, firm size, technical efficiency, and productivity growth in electricity distribution utilities. By <i>Livingstone Senyonga & Olavar Bergland</i>
04:30 – 05:00 pm	An Application of Q-Methodology to a Complex Discursive Environment in ICT for Development in	Is there a Link between Supply Chain Strategies and Supply Chain Performance of Large-	Growth-Employment Nexus in the East African States: The Significance of Employment Intensity of Economic Growth (period 2000-2014). By

	Kenya. By James M. Njihia	Scale Manufacturing Firms in Kenya? By Peterson Obara Magutu, Isaac Meroka Mbeche and James M. Njihia	Dickson Turyareeba, Joseph Muvawala and Hellen Christine Amito
05:00 - 05:30 pm	The Acceptance of Mobile Phone Payment Systems in Tanzania. By Victor Wilson & Ulingeta Mbamba	Contractual Governance Mechanisms and Supplier Delivery Performance: Testing Mediating Effects of Buyer-Supplier Trust and Supplier Opportunism. By Arthur Ahimbisibwe, Tumuhairwe Ronald, Tusiime Wilson & Bagenda Bonny	Lean Manufacturing and Operational Performance of Mumias Sugar Company Limited, Kenya. By Anthony Mutua Malonza & Angela Kagwara

06:30 –08:30 pm
ORSEA Banquet
UDBS Block C (Ground floor)
All




**DAY 2:
Friday October 2nd 2015**

Concurrent Sessions 3A–C 9:00 – 10:15 am	Session 3A UDBS Room B100: Cross Cutting Issues	Session 3B UDBS Room B106: Information and Communication Technology	Session 3C UDBS Room B101: Cross Cutting Issues
	Chair: Prof. J. Aduda	Chair: Dr O. Nyamwange	Chair: Dr M. D. Baisi
09:00 – 09:25 am	Pre-Entrepreneurial Gender Characteristics among Youth Recovering from Insurgency in Sub-Saharan Africa: Evidence from Northern Uganda. <i>By Freddie Festo Mawanga</i>	Adoption of e-Procurement Technology in Uganda: A Dynamic Shift from the Manual Public Procurement Systems to the Internet. <i>By Arthur Ahimbisibwe & Musa Moya</i>	Multilevel Analysis of Factors Associated with Child Mortality in Uganda. <i>By Alex Mugarura and Will Kaberuka</i>
09:25 – 09:20 am	Regulation of Boda Boda Operators and Road Accident Reduction in Uganda: A Case of Kampala City Council Authority. <i>By Bonny Bagenda, Arthur Ahimbisibwe, Wilson Tusiime, & Musa Moya</i>	Identifying the Critical Success Factors in Software Development Methodology Fit: A Contingency Approach. <i>By Arthur Ahimbisibwe</i>	The Effect of Risk Management on the Performance of Investment Firms in Kenya. <i>By Sifunjo E. Kisaka and Ben Musomi</i>
09:50 – 10:15 am	The Access to Works by Local Building Contractors in Tanzania: Are the regional and international contractors monster? <i>By Severine Kessy</i>	Are we in the same Basket? A comparative analysis of East African Destination Marketing Websites' <i>By Dev Jan and Maria Minde</i>	The Effect of Corporate Governance and Capital Structure on Performance of Firms Listed At the East African Community Securities Exchange. <i>By Kennedy Okiro and Erasmus S. Kaijage</i>

**PhD Colloquium
10:30 am – 01:00 pm (2hrs 30 mins)
Venue: UDBS Room B100
Chair: Dr. E. Ishengoma**

Time	Presentation	Facilitator
10:30 – 10:50 am	Research Process and Problem Identification	Prof. M. M. Chijoriga
10:50 – 11:05 am	Use and Abuse of Causal Modelling: Evidence from PhD Candidates	Dr Dev Jan
11:05 – 11:20 am	Introduction to Second Generation Tools of Data Analysis	Dr D. Rwehumbiza
11:20 – 11:50	Discussion	All
11:50 – 12:10	PhD milestone and Study Challenges (PhD Topic: Domestic Tourism Development Paths in Tanzania)	Kezia H. Mkwizu
12:10 – 12:30 pm	Managing PhD Supervision Process	Prof. G. Wainaina
12:30 – 01:00 pm	Discussion	All
01:00 – 02:00 pm	Lunch	All

Concurrent Sessions 4A – 4B 02:00 – 03:20 pm	Session 4A UDBS Room B100: Cross Cutting Issues	Session 4B UDBS Room B106: Management and Mobility of Resources	Session 4C UDBS Room B101: Cross Cutting Issues
	Chair: Dr T. Dominic	Chair:	Chair:
02:00 – 02:20 pm	Factors influencing attitudes towards tax compliance in Tanzania: A Case of selected SMEs in Iringa and Dar es Salaam. By Mtandika Sinderella and Tumsifu Elly	Internationalization of Human Resource Development on Multiculturalism and Emotional Intelligence Performance. By Erick Nyakundi Onsongo, Christopher Ngacho and Julius Menge	Ethics and Procurement Performance of Humanitarian Organizations in Kenya By Juliet Maria Makali, Stephen Nyamwange Onserio and Cetric Mukatia Muruli
02:20 – 02:40 pm	Demographic Profile of the Urban Owner-Occupied Apartment Households in Nairobi County, Kenya By Job O. Omagwa and Josiah O. Aduda	The Role of Selected Internal Marketing Factors on Job Satisfaction and Organizational Commitment in Public Financial Institutions: The Case of Tanzania Postal Bank, Dar es Salaam. By O.K. Mburu and B. Mwailenge	Technology as a Competitive Advantage in Supermarket Operations in Nairobi County. By Harley Mutisya, Nyamwange Onserio and Victoria Mulwa
02:40 – 03:00 pm	Feedback on Formative Assessments and Student Satisfaction with Feedback: Graduate Students' Perceptions of Feedback In A Ugandan University. By Arthur Ahimbisibwe & Henry Mutebi		Sustainable Supply Chain Management Practices and the Performance of United Nations Agencies in Nairobi, Kenya. By Victoria Mulwa, Nyamwange Onserio and Mutisya Harley
03:00 – 03:20 pm	Ownership Structure and Corporate Dividend Policy: A Test of Explanatory Power of Alternative Models at the Nairobi Securities Exchange By Lisiolo Lishenga & Emmanuel Odera	Welfare Effect of Cereals Export Ban in Tanzania By Mesia Ilomo	Influence of Electronic Readiness in Corruption Reduction: Countrywide data analysis By Willison Doma Ntemi & Ulingeta O. Mbamba
03:20 – 03:35 pm	Break/Refreshments		
Plenary session: Way Forward 3:35- 4:00 Room B100 Chair: Prof G. Wainaina			
Closing Session 4:00pm – 4:20 pm Room B100			

Abstracts

Sessions 1A

02:00 - 02:30 pm

02:30 – 03:00 pm

Gaining Manufacturing Capability in Difficult Contexts: Lessons from Successful Exporters in East Africa.

By Deus Rwehumbiza

Abstract: Drawing on a capabilities approach to internationalisation, this article investigates the extent to which export manufacturers in East African selected countries influence national institutions in their own favour. To that end, the study employs a structural equation modeling to test conceptual predictions on survey data obtained from 105 clothing enterprises in Tanzania and Kenya. Research results indicate that the enterprises in both countries have little influence on national institutions towards manufacturing capability. Subsequently, an importance-performance-matrix analysis is used to prioritise all critical success factors and derive recommendations for improving performance as regards production and trade between both countries and beyond.

Keywords: critical success factors; structural equation modeling; manufacturing capability; importance-performance-matrix analysis

03:00 – 03:30 pm

Loan Repayment Performance in Informal Lending Institutions: Does Client Borrowing History Matter? By

Goodluck Charles & Neema Mori

Abstract: The growing demand for financial services in developing countries has triggered the development of informal financial institutions offering more or less the same products as banks and other formal financiers. Existence of informal institutions alongside formal financiers increasingly contributes to multiple borrowing and higher risks of non-repayment of the loan. Consequently, informal financiers largely use a progressive lending approach to minimize the credit risk. However, there is a knowledge gap on how informal financial institutions improve the loan repayment performance in a context where there is a high degree of information asymmetry and limited credit reference bureaus. The main goal of this paper is therefore to examine the effect of multiple borrowing and progressive lending on loan repayment performance in informal lending institutions. We utilize an original data set of 835 individual borrowers drawn from an informal lending institution in Tanzania to run descriptive and econometric models measuring the relationship between independent variables and dependent variable. The results indicate that while clients with multiple loans are associated with poor loan repayment, progressive lending contributes to positive repayment. In addition, it is evident that frequent clients are associated with positive loan repayment performance. Our paper contributes to debate on how lenders minimize the risk caused by the ex-ante information gap (hidden information), and/or of moral hazard arising from the ex-post information gap (hidden actions).

Key words: Multiple Borrowing; Aggressive lending; Repayment; Informal Lending

Sessions 1B

02:00 - 02:30 pm

Is there a Link between Supply Chain Strategies and Supply Chain Performance of Large-Scale Manufacturing

Firms in Kenya? By Peterson Obara Magutu, Isaac Meroka Mbeche and James M. Njihia

Abstract: Both supply chain strategies and supply chain performance are evolving areas of research. Most of the research findings and results on the relationship between supply chain strategies and supply chain performance have been contradicting and no attempt to clear the contradictions. The purpose of this paper is to establish the relationship between supply chain strategies and supply chain performance outcome among large-scale manufacturing firms in Kenya. This was at firm level as the unit of analysis, using the Resource Based View theoretical underpinning. A sample of one hundred and thirty eight (138) firms was drawn using proportionate sampling from a total population of six hundred and twenty seven (627) large scale manufacturing firms in Kenya firms. The response rate was seventy five (75) percent. The descriptive statistics, reliability and validity tests of the constructs, correlation analysis and factor analysis and regression analysis models were used to test the hypotheses. The preliminary tests employed the use of Kaiser Mayer-Olkin (KMO) and Barlett's test. The study's KMO measure is 0.849, a value indicating sampling adequacy as the Barlett's test of sphericity is significant with its associated probability is less than 0.00. The findings indicate that there is a strong and significant relationship between supply chain strategy and the firm's supply chain performance, where supply chain strategies alone are able to explain 51.3% of the variance in the firm's supply chain performance. The study also concluded on future research considerations for additional variables, external validity, qualitative research design aimed at extending the research.

Keywords: Supply chain management, supply chain strategies and supply chain performance

02:30 – 03:00 pm

Ethical Work Climate and Ethical Attitudes of Procurement Officers: Empirical Evidence from Government Organizations in Uganda. By Henry Mutebi, Arthur Ahimbisibwe, & Joseph M. Ntayi

Abstract: This paper aims at establishing the effect of ethical work climate on ethical attitudes of procurement officers working in Ugandan public entities. A cross section research design was employed and primary data was collected from 89 government organizations. A sample of 198 procurement officers was drawn from the population of 393 procurement officers. A total of 190 usable questionnaires were returned giving a 95% response rate. The findings indicate significant positive relationship between ethical work climate and ethical attitudes. Being a cross-sectional study by its nature, subject to common method variances, a replication of the study using a longitudinal approach is recommended. This should be supplemented with more interviews from a cross section of procurement officers in these organizations to tap salient issues from respondents.

Key words: Ethical work climate, Ethical attitudes, procurement officers, Government organizations

03:00 – 03:30 pm

Procurement Records Compliance, Effective Risk Management and Records Management Performance: Evidence from Ugandan Public Procuring and Disposing Entities By Ronald Tumuhairwe and Arthur Ahimbisibwe.

Abstract: Procurement records are critical for the effective execution of the procurement process and have been applied as tools to measure compliance and performance of Public Procuring and Disposing Entities (PDEs) by the regulating authority in Uganda-the Public Procurement and Disposal of Assets Authority (PPDA). However, the state of records in various Ugandan PDEs depicts a poor records management. PPDA compliance audits frequently report concerns relating to; missing, scattered, inconsistent and limited records especially the evaluation reports, contract documents among others from sampled documents. This situation has adversely affected the effective creation, usage and storage of public procurement records. This compromises the value and importance of records within the procurement process with most documents being unavailable and unreliable. This study investigates the relationship between procurement records compliance, effective risk management and records management performance in Ugandan PDEs. In doing so, the research contributes to an important area which has not been researched. The study adopts a quantitative research design and uses a cross sectional survey. The researchers developed a questionnaire on the study constructs of procurement records compliance, effective risk management and records management performance using measurement scales derived from previous empirical studies which were modified to suite the current study. There are significant positive relationships between procurement records compliance, effective risk management and records management performance. Findings also reveal that procurement records compliance and effective risk management are significant predictors of record management performance. The results also suggest that effective risk management has a stronger influence toward records management performance than procurement records compliance. The use of a standard questionnaire limited the ability to collect views about information outside asked questions. The study was only cross sectional and the behavior of the study variables over a long time could not be analyzed. Common methods bias remains a potential threat; future studies should use different source date. Custodians of procurement records, that is, procurement officers, records officers and Accounting officers for Ugandan PDEs need to pay special attention to prevailing records laws and policies to minimize risks associated with poor management of record as well as gain high performance in the records management areas of creation, storage, retrieval, access and preservation of vital records. This paper focuses on investigating the relationships between procurement records compliance, effective risk management and records management performance in Ugandan PDEs, an area that has not been researched.

Keywords: Procurement records compliance, effective risk management, PDEs, records management performance.

Sessions 1C

02:00 - 02:30 pm

Project Communication and Perceived Project Performance: Individual Commitment and Social Networks as Mediators in Uganda's Citizenship Projects. By Arthur Ahimbisibwe, Tumuhairwe Ronald, Tusiime Wilson, Bagenda Bonny &Sudinangoli

Abstract: The purpose of this paper is to examine the mediating effects of individual commitment and social networks on the relationship between project communication and perceived project performance. Many citizenship projects frequently fail to deliver on time, budget, specifications, and quality or do not deliver value to the public. This could be attributed to ineffective project communication, lack of individual commitment and inadequate social networks. A theoretical model and hypotheses are developed from literature review. A cross sectional data set collected from 322 project stakeholders from Uganda is used to validate the model. Structural Equation Modelling results reveal that individual commitment and social networks mediate the relationship between project communication and perceived project performance. The results also suggest that social networks elements have a stronger influence

towards project performance than individual commitment elements. The study focuses on behavioral constructs as predictors of perceived project performance. Although these constructs are robust and sufficiently represent the human aspects, the multidimensional nature of behavioral practices can be investigated further. Similarly, since perceived project performance is contextual and evolutionary, additional constructs may be incorporated into the validated model. The findings suggest that individual commitment and social networks are mediators of project communication and perceived project performance. Managers of citizenship projects need to create social networks with their stakeholders to increase perceived project performance. Similarly, there is need to enhance individual commitment that increases the likelihood of perceived project performance. Many classical studies are reported in different domains involving these constructs; however no existing empirical study focuses on how they are linked together. This is the first paper to investigate and systemically document the mediating effects on this relationship. Keywords: Project Communication, Perceived Project Performance, Mediation

02:30 – 03:00 pm

The Moderating Influence of Inherent Project Risk on the Relationship between Project Planning and Perceived Project Success. By Arthur Ahimbisibwe

Abstract: Project planning is considered to be a critical success factor for project success. However, recent literature questions whether planning has similar importance in various project contexts. This research investigates the effectiveness of project planning on project success in various project risk contexts of software development projects. A survey based research design was used to collect data to test the proposed model. The results reveal that various inherent project risks can moderate the effects of project planning on project success and in different ways for various success measures. More specifically, the results indicate that project planning makes a greater contribution to project success when there is a low level of inherent project risk and its positive impact on project success diminishes when there is a high level of inherent project risk. The results of this study contribute to a more acute understanding of the contingency approach to software project risk management. Practical implications of these results suggest that project managers should put more emphasis on less detailed formal planning in high risk project situations in order to meet project success.

03:00 – 03:30 pm

**Sustainability and Tripple Botton-Line Performance in the Horticulture Supply Chains in Nairobi, Kenya
By Cetric Mukatia Muruli, Nyamwange Onserio and Juliet Maria Makali**

Abstract: The purpose of this study is to establish the relationship between TBL, Sustainability and Performance in Horticulture Sector in Kenya. The study adopts a descriptive research design of cross sectional type where a census of all the 25 registered horticulture firms within Nairobi and its environs is conducted. The majority of horticulture firms in Nairobi and its environs have adopted the TBL dimensions to a large extent. The authors faced the challenge of lack of co-operation from the respondents either by failing to receive back the questionnaires or complete refusal to give the authors audience to present their case. A good number of respondents declined to revert back the questionnaires hence only a response rate of 74% was achieved. The authors' results indicate that majority of the horticulture firms are fully aware of the benefits of adopting TBL dimensions and firms that have already embraced the three dimensions, have in mind of the relationship between TBL and performance. This is the first paper to be published by authors from University of Nairobi on relationship between TBL, Sustainability and Performance in Horticulture Sector in Kenya.

Key words Tripple Bottom-Line (TBL), Sustainability, Performance, Horticultural Sector

Session 2A

04:00 – 04:30 pm

**Strategic Issues in Implementation and Sustainability of E-Health Strategy in Kenya's Public Healthcare Systems.
By Caroline Boore and James M. Njihia**

Abstract: Information and Communication Technology (ICT) has become a major strategic tool in delivery of health services and has had a revolutionary impact on how we live and perceive the world. ICT has given birth to the contemporary "Es" such as e-learning, e-commerce, e-governance, e-banking, e-shopping and e-health, the primary focus of this paper. The implementation of information technology (IT) and domain-specific e-health is, amongst other things, seen as potential leverage in responding to problems concerning the healthcare sector. Technological advancements have accelerated the deployment of e-health systems with the potential to enhance productivity, lower costs, reduce medication errors, and ease the manpower strain on the healthcare industry. Faced by a confluence of onerous challenges including escalating healthcare costs, ageing populations and the advance of technology as well as the need to provide effective and efficient healthcare services, developing countries today are turning to e-health as the silver bullet or panacea. However, despite the initial euphoria and notwithstanding the significant investments

made, to date, many of these e-health solutions have yet to prove their success. Therefore this paper is out to evaluate the strategic issues that hinder implementation and sustainability of e-health strategy in Kenya's public healthcare systems. Given the inherent complexities of healthcare operations, several theories were used to explain this phenomenon mainly Technology Organisation and Environment (TOE), Actor network and Strategic Alignment Model (SAM). However they are found to have significant shortcomings when compared to Grounded theory, which is proposed for further research. The study found out the following as some of the strategic issues that affect implementation and sustainability of e-health strategy in Kenya's public healthcare systems: -Health standards; ICT and health policies and strategies; e-legislation; e-Health infrastructure; ICT capacity

04:30 – 05:00 pm

An Application of Q-Methodology to a Complex Discursive Environment in ICT for Development in Kenya. By James M. Njihia

Abstract: ICT for Development (ICT4D) is a complex socioeconomic phenomenon that has now become widely accepted as field of study in information systems in its own right. However it does present special challenges in developing country contexts where the interplay of politics, weak or young institutions of governance, and the strong influence of external stakeholders in development discourse and decisions, make its study complex. This paper presents a portion of a wider study that employed critical realist approaches, but used Q-methodology to help disentangle a complex discursive environment. Q-methodology is an experimental research method that can establish underlying patterns of operant subjectivity in a community for a given topic, in this case, ICT4D and E-Government in Kenya using objective factor analytic techniques. It is an approach that cuts across the quantitative-qualitative divide. The results were later incorporated into a wider critical realist analysis. The use of Q-methodology established three competing discourses of Cosmopolitan liberals, Conservative pro-government and Afrocentrics. Each represented a viewpoint held by sets of stakeholders. The three discursive positions closely mirror Margaret Archer's categories of reflexivity in social realism in *Structure, Agency and the Internal Conversation* (2003) of Autonomous reflexives, Communicative reflexives, and Meta reflexives. The paper demonstrates the power of Q-methodology and lends strong support to Archer's critical realist social realism in a developing country context. At another level, it draws attention to the potential of the discovery oriented ontological perspective of critical realism as a research philosophy that may be more suitable developing countries with complex contexts than the dominant narrow quantitative positivism that now dominates.

05:00 - 05:30 pm

The Acceptance of Mobile Phone Payment Systems in Tanzania. By Victor Wilson & Ulingeta Mbamba

Abstract: In the past decade, mobile phone use skyrocketed in Tanzania. 80% of over 45 million populations live in rural areas without access to banks and are absolutely not bankable. This led to arise of 67% of population penetrated into mobile phone use. Mobile service providers have provided money services by the use of mobile phone. One would expect that these people would use these services in their business/daily operations. Surprisingly, only 22% out of 67% of the registered phone users were active customers of mobile phone payment service (MPPS). This left a lot of unanswered questions. Basing on the technology acceptance model, the study Specifically evaluated the relationship of Ease of use of payment systems to adoption and use of mobile phone payment systems (MPPS); Perceived usefulness of payment systems to adoption and use of MPPS; Service quality of payment systems to adoption and use of MPPS, and Information systems qualities of payment systems to adoption and use of MPPS. A total of 400 questionnaires were administered out of which data from 360 questionnaires were subjected to descriptive and inferential statistics. Findings disclosed positively agreement with established factors. The regressed variables indicated a positive relationship. The study extended knowledge on the application of Technology Acceptance Model (Davis, 1989) to mobile payments in a developing country like Tanzania. It added more insight to TCRA and BOT in their managing and controlling processes. It provided practitioners with knowledge on challenges and ways of tapping the advantages of ICT.

Key words: Technology, ease of use, perceived usefulness, information quality, adoption, mobile phone payment

Session 2B

04:00 – 04:30 pm

Value chain coordination and upgrading: the role of standards in linking fresh fruits and vegetables smallholders to tourist hotels' market in Zanzibar. By Winnie Nguni

Abstract: Global linkages between agricultural smallholders in developing countries and consumers in developed world have received amount of analytical attention in global value chain literature over the past decades. The ongoing debate focuses on value chain coordination and the impacts it has on the possibilities for smallholders to access high value food markets and upgrade. On the contrary the way global agricultural value chain is coordinated

to enhance smallholders' market access is in turn mediated by agro-food safety and quality standards. While the value chain literature has made impressive progress in explaining value chain coordination, upgrading and standards in global value chain, much less is known on how agro-food safety and quality standards influence value chain coordination and smallholders upgrading in local value chain linking agriculture and tourism sectors within a developing country. There is a need to understand whether standards work as barrier for smallholders' inclusion in profitable local value chains and if compliance to these standards assists or hinders smallholders to gain and adapt knowledge necessary to facilitate upgrading. Using evidence from horticultural-tourism value chain in Zanzibar, this paper uses value chain framework to examine the relationship between value chain coordination and standards and to discuss the possibilities and challenges this entails for fresh fruits and vegetables smallholders' market access to tourist hotels and upgrading. This study employed a case study strategy of inquiry where, in-depth interviews with the hotel managers, intermediaries, smallholders and key informants were engaged in data collection which was later subjected to qualitative analysis and interpretation. From the findings the paper maps five potential value chain coordination scenarios depending on the degree of agro-food safety and quality standard enforcement by tourist hotels, and discusses the impact of each scenario on market access and upgrading of smallholders. Theoretical and policy issues are discussed along with proposals for future research.

04:30 – 05:00 pm

The Mediation Effect of Buyer-Supplier Integration on The Relationship Between Supplier Specific Investments and Supplier Opportunism. By Gladness Salema

Abstract: This research concerns opportunism in a buyer-supplier relationship. Based on transaction cost and relational contracting theories, it examines the mediation effect of buyer-supplier integration on the relationship between supplier specific investment and opportunism. Mediation effects were estimated using structural equation modelling based on a survey of 111 key informants in the public health facilities in Tanzania. The unit of analysis is the exchange relationship between the medical supplies department and the public health facility. The analysis reveals that buyer-supplier integration negatively mediates the effects of supplier specific investments on opportunism. In this research external validity is limited due to a highly regulated environment; more studies should be conducted in different context, e.g. culture. The findings from this study have both managerial and theoretical implications. Purchasing managers should put more efforts in developing closer relationship with the supplier in order to mitigate opportunistic behaviours. The government should consider that, enforcing MSD to make specific investments not a means by itself to solve moral hazard problems; instead they should also encourage and enforce development of close coordination between the actors. Theoretically this paper has been able to contribute further to developments of transaction cost theory by indicating that specific investments may not always stand as governance mechanisms, instead they should lead to the development of other relational mechanisms in order to mitigate opportunistic behaviours.

Keywords: buyer-supplier integration, transaction specific investment, opportunism.

05:00 - 05:30 pm

Contractual Governance Mechanisms and Supplier Delivery Performance: Testing Mediating Effects of Buyer-Supplier Trust and Supplier Opportunism. By Arthur Ahimbisibwe, Tumuhairwe Ronald, Tusiime Wilson & Bagenda Bonny

Abstract: The purpose of this research is to examine how governance mechanisms impact on supplier delivery performance intermediated by buyer-supplier trust and supplier opportunism. The study focuses on Uganda's public sector as a case of a less developed country. The research was prompted by frequent reports which indicate that outsourcing contracts fail to deliver on schedule, budget, specifications, and quality and do not deliver expected value to the public. This could be attributed to poor governance mechanisms, lack of buyer-supplier trust and high levels of supplier opportunism. While it has been assumed that governance mechanisms result in better supplier delivery performance, empirical research to corroborate these claims in less developed countries context is very sparse. A theoretical model and hypotheses are developed from literature review. A cross sectional data set collected from 632 Uganda's public sector staff is used to validate the model. Hierarchical regression results reveal that governance mechanisms are significant predictors of supplier delivery performance. The results also suggest that the impact of governance mechanisms on supplier delivery performance is intermediated by buyer-supplier trust and supplier opportunism. Managers of public sector need to design well outsourced contracts and create mutual trust with their suppliers to improve supplier delivery performance. Similarly, there is a need to deliberately mitigate supplier opportunism that appears to significantly diminish supplier delivery performance.

Keywords: Outsourcing contracts, governance mechanisms, buyer-supplier trust, supplier opportunism, public sector, supplier delivery performance

Session 2C

04:00 – 04:30 pm

Quality of Service Regulation, Firm Size, Technical Efficiency and Productivity Growth in Electricity Distribution Utilities. By Livingstone Senyonga and Olavar Bergland

Abstract: The use of regulation to induce the quality of service (QoS) has increased as regulation of electricity distribution operators (DSO) transits from rate-of-return to incentive regulation (IR) and yardstick competition. Despite its credit in achieving cost efficiency and lower prices, IR causes supply reliability to deteriorate because of the trade-off between cost saving and QoS. Though the cost of energy not supplied (CENS) QoS regulation was introduced in Norway in 2001, its effects on efficiency and productivity remain understudied. This paper presents empirical evidence relating QoS with technical efficiency, productivity growth, scale economies, and firm size. We use data on 119 Norwegian DSOs for a period 2004 to 2012. We fit two input distance functions (with and without CENS) using the stochastic frontier analysis method to estimate efficiency, productivity, and scale economies. Results show that technical efficiency estimates significantly increase when we introduce CENS. But technical change, scale change, returns-to-scale, and productivity growth rates reduce. Further, we find significant unexploited scale economies, and small-scale DSOs perform relative better and provide a higher level of QoS. Therefore, QoS should be part of every economic, efficiency, and productivity analysis because it has serious revenue and financial implications under IR, especially to small-scale utilities.

Key words: quality of service; incentive regulation; technical efficiency; productivity growth; scale economies, electricity distribution.

04:30 – 05:00 pm

Growth-Employment Nexus in the East African States: The Significance of Employment Intensity of Economic Growth (period 2000-2014). By Dickson Turyareeba, Joseph Muvawala and Hellen Christine Amito

Abstract: In this paper, we examine the relationship between economic growth and employment in the three traditional East African states over the period 2000 - 2014. Both trend analysis of key labour market indicators is conducted and econometric models are developed to analyze the underlying relationship. National and sector employment intensity of economic growth elasticities are estimated. Over the entire study period as well as the sub-periods, the estimated employment-growth elasticities across all the countries range between 0 and 0.5 indicating inability of the countries to attain employment intensive growth both at national and sector levels. The estimates of employment growth elasticities at the national level do not significantly differ between Uganda and Kenya over the entire study period as well as sub-periods, while Tanzania displays slightly larger estimates. Highest propensity for job creation is observed in the service sector for Uganda and in the agricultural sector for Kenya. The study results show a fairly matching link between employment intensity of growth and productivity in the service sector for Uganda but mismatching links are observed within the other economic sectors in the different countries. Our results highlight the potential for more job creation in Uganda and Kenya if employment intensive growth strategies are pursued in the services sector and the agricultural sector in these countries respectively. In consideration of the varying sector propensities for job creation in the different countries there is need for the East African countries to direct deliberate policy actions in the productive and competitive labor intensive sectors to absorb the growing labor force into employment in these countries.

Key words: Growth, Employment, Employment-growth elasticity, East Africa

05:00 - 05:30 pm

Lean Manufacturing and Operational Performance of Mumias Sugar Company Limited, Kenya. By Anthony Mutua Malonza and Angela Kagwara

Abstract: Lean manufacturing focuses on creating more value for customers by eliminating activities that are considered waste. This study sought to determine the effect of lean manufacturing practices on operational performance of Mumias Sugar Company Limited, Kenya. Data was collected by use of an interview guide and analyzed by use of content analysis. The research findings revealed that Mumias Sugar Company Limited has averagely implemented lean manufacturing practices. The effect of lean manufacturing on operational performance was cited as being positive. There has been reduction of wastages and improvement of quality in operations due to standardization of process. The main driver of lean manufacturing is cited as the need to improve factory time efficiency. Benefits derived from implementation of lean include: improved housekeeping of plant, improved efficiencies and standardization of processes. The major challenge that faces Mumias Sugar Company Limited is lack of management support and resistant to culture change.

Keywords: Lean Manufacturing, Operational Performance, Mumias Sugar Company Limited

Session 3A

09:00 – 09:25 am

Pre-Entrepreneurial Gender Characteristics among Youth Recovering from Insurgency in Sub-Saharan Africa: Evidence from Northern Uganda. By Freddie Festo Mawanga

Abstract: Many studies reveal contrasts and similarities in the characteristics of female and male entrepreneurs. This study contributes to this knowledge through a comparative research on gender characteristics among the youth in Northern Uganda that were intending to become entrepreneurs as part of their recovery from a period of insurgency for over 20 years. Pre-entrepreneurship youth attributes were extracted from a database compiled by Enterprise Uganda Limited which was implementing the entrepreneurial support in the region starting with training sessions. Analysis of the data was carried out in SPSS and started with testing its normality, followed by binomial distribution, correlations, ANOVA and logistic regressions. According to the findings, the proportion of male youth in the training was higher than their female counterparts. Some youth attributes were correlated across gender while others the correlations were gender based. ANOVA revealed that female youth ranked lower than their male counterparts in education, number of meals eaten per day and savings. A logistic regression in predicting a female youth showed that higher education level and more dependents decreased likelihood of a youth being a female while better house qualities increased likelihood of getting a female youth. These findings provide justifications for review of management approaches and policy formulation for the youth being empowered to become entrepreneurs in Northern Uganda as discussed.

Keywords: Uganda, Pre-entrepreneurship, Gender Attributes, Logistics Regression, ANOVA

09:25 – 09:50 am

Regulation of Boda Boda Operators and Road Accident Reduction in Uganda: A Case of Kampala City Council Authority. By Bonny Bagenda, Arthur Ahimbisibwe, Wilson Tusiime, & Musa Moya

Abstract: Motorcycle transport commonly referred to as Boda Boda is a popular means of transport in Uganda. It is cheap compared to the other forms of motorized transport, easy to maneuver where roads are impassable to motor vehicles, and carries passengers from door to door as the culture of walking is not typical to many Ugandans. Despite the benefits offered by boda boda transport it has proved difficult for the government to regulate the industry. There is some operational discipline provided by the associations, to which the majority of boda boda operators belong though most of them have only a local jurisdiction. Lack of clear regulations in the boda boda industry as well as weak enforcement of these regulations is threatening the safety of passengers and riders as well. Despite several attempts to streamline the industry, the exercise has not been successful making boda bodas account for a significant number of fatal road accidents across the country. The purpose of the study is to investigate the regulation of boda boda operations in Kampala City Council Authority (KCCA) and its impact on road accident reduction. A quantitative and cross sectional survey was adopted and data was collected using a self-administered questionnaire. Implications for both theory and practice are discussed, especially the suggestions for government in formulation of policies and regulations that govern boda boda operations.

09:50 – 10:15 am

The Access to Works by Local Building Contractors in Tanzania: Are the Regional and International Contractors Monster? By Severine Kessy

Abstract: The main objective of this study was to examine the accessibility to work for local building contractors in Tanzania. The study covered 50 respondents, who were selected purposively from Dar es Salaam, Dodoma and Mwanza. Data were collected using questionnaires, interviews, observation and document review. Collected data were analyzed descriptively using SPSS. The findings of the study reveal that the accessibility to works for local building contractors in the market is highly challenging. Though there are weaknesses on the side of the local building contractors particularly related to their capacities, the government has been blamed for its reluctance from making deliberate efforts to support local building contractors in the country. In addition, several other factors were also revealed such as financing and corruption, which hinder local building contractors from accessing works. Therefore, it was concluded that the participation of local building contractors in construction ventures is very low despite the fact that there is a big number of local contractors registered by the Contractors Registration Board (CRB). From the findings, it is argued that stakeholders, government and local building contractors should create better environment, which will ensure aggressive participation of local building contractors in the market.

Session 3B

09:00 – 09:25 am

Adoption of E-Procurement Technology in Uganda: A Dynamic Shift from the Manual Public Procurement Systems to the Internet. By Arthur Ahimbisibwe & Musa Moya

Abstract

Many public sector entities in Uganda face the challenge of delivering goods and services to consumers due to procurement constraints. The increased losses in the public procurement processes have been attributed to low adoption level of e-procurement as the ordinary manual procurement process has been blamed to be time consuming and has consistently scored low on achievement of value for money and transparency. Most Public Procuring and Disposing Entities (PDE's) do not know how to adopt electronic procurement systems due to lack of understanding of procurement process automation. Yet, with the increased level of technology and automation, e-procurement is a necessary innovation that can increase level of efficiency and effectiveness of PDE's. This study examines the e-procurement practices for adoption, the willingness and readiness to adopt e-procurement and investigates the challenges to the adoption of e-procurement practices in Uganda's PDE's. A quantitative and cross sectional survey was conducted using simple random sampling to select respondents from whom data was collected using self-administered questionnaires. The research enhances our understanding of e-procurement systems as the best practice technique in modern e-procurement system, an area which has been given less attention. Practical contributions are also discussed.

09:25 – 09:50 am

Identifying the Critical Success Factors in Software Development Methodology Fit: A Contingency Approach. By Arthur Ahimbisibwe

Abstract: This study sought to examine the importance of software development methodology fit in project success. It aimed to answer three questions: (1) does one particular software development methodology (SDM) increase project success independent of the project and its environment? (2): For successful projects, what contingencies (if any) influence the choice of the SDM that Fits? (3): Does the degree of SDM fit predict project success? Members of the PRINCE2, PMI and Agile communities of practice were engaged via local interviews and an international survey. Exploratory factor analysis of the survey data revealed that SDM was not correlated with project success. One size does not fit all. Correlation and regression analysis of successful projects revealed contingencies that predict the SDM that fits successful projects. Regression analysis identified that the degree of SDM fit, experience level of the team and instability of the organizational environment are significant predictors of project success.

Keywords: Communities of practice, contingency, critical success factors, process innovation, software development methodology choice.

09:50 – 10:15 am

Are we in the same Basket? A comparative analysis of East African Destination Marketing Websites' By Dev Jan and Maria Minde

Abstract: The use of website as a source of travel information by potential tourists has become ubiquitous; this has compelled many tourism organizations to have websites. Tourism researchers have been questioning the value and effectiveness of tourism websites through empirical studies. Among the plethora of such studies, African particularly East African context seem to be ignored. This study focused on evaluating tourism promotion agencies' websites in East Africa particularly Tanzania, Kenya, Uganda, and Rwanda. Multi-methods combining both qualitative and quantitative approaches were used in evaluating the content and design of four tourism agencies in the respective countries. The quantitative data were analyzed using one sample t-tests. All the countries promote basing on their natural attraction with Uganda capitalizing much more on natural attractions compared to others. Findings indicates average scores for the websites albeit variations within the elements of websites. Relatively Kenyan website outshines those for other east African countries. From ANOVA tests the results indicate the four countries to be in different baskets for some website design elements with Kenya and Uganda being in the upper echelons in text and picture respectively. The study sets the benchmarks for the respective destination marketing organizations in East African to elevate their websites. Methodological wise, the study provides a valid methodological approach that can be used in other context apart from tourism.

Keywords: website evaluation, East Africa, tourism, comparative analysis

Session 3C

09:00 – 09:25 am

Multilevel Analysis of Factors Associated with Child Mortality in Uganda. By Alex Mugarura and Will Kaberuka

Abstract: The purpose of this paper is to examine the effect of factors associated with child mortality in Uganda. The Demographic and Health Survey data set (2006) is used to investigate these factors. A random effects regression model and logistic regression model were fitted to establish the significant factors affecting child mortality. The paper considers two types of factors which are maternal Factors (Education level, age of mother, wealth of household) and

child factors (birth order, weight of child, Sex of a child, and duration of breastfeeding). Sex, birth weight, Education level, age of mother and household wealth were found to be important predictors of child mortality. However, controlling for mother level factors in model II, the within childhood characteristics were highly correlated. From an explicit multilevel analytic framework, the study therefore demonstrates that individual (child) and mother level characteristics are independent predictors of child mortality; and that there is significant variation in odds of reporting child mortality, even after controlling for effects of both child and mother-level characteristics.

The p - values in the random effects model were small compared to the p – values of a standard logistic model. The results of random effects model are more statistically significant than those of a standard logistic regression model. Therefore, the random effects regression model is recommended as an appropriate alternative to standard logistic regression in order to account for variations due to a hierarchical structure.

Keywords: Hierarchical structure, Child Mortality, Random Effects Model, Odds ratio.

09:25 – 09:50 am

The Effect of Risk Management on the Performance of Investment Firms in Kenya. By Sifunjo E. Kisaka and Ben Musomi

Abstract: Several empirical studies that have examined the effect of risk management on firm value but the findings are contradictory. Some studies have found a positive effect while others report a negative effect. Yet others do not find any effect at all. Therefore, the objective of this study is to contribute to this ongoing debate by applying Systems theory and systems thinking to examine the effect of risk management process on the value of investment firm in Kenya. Using a descriptive research design the study surveyed 26 investment firms at the Nairobi Securities Exchange to illuminate the nexus between risk management and firm value. The results show that risk identification tools such as audit, examination of employee experience, SWOT analysis, interviews and focus groups, judgment, and process analysis have a significant influence on firm performance. However, SWOT analysis and judgment have a statistically strong and negative influence on firm performance. The results also indicated that risk analysis and assessment tools such as qualitative methods, evaluation of existing controls, and risk prioritization have a significant influence on firm performance. However, risk prioritization has a statistically strong and negative influence on firm performance. The results also showed that use of quantitative methods and risk prioritization has no significant effect on firm performance. This suggests that risk prioritization either has no effect or has a negative effect on firm performance. The analysis further showed that risk monitoring has no statistically significant effect on financial performance. The organization of risk management has a statistically positive significant effect on financial performance. This is achieved by linking risk management and strategic objectives. The results further demonstrated that risk management tools have no statistically significant relationship with financial performance. Analysis of the effect of responsibility for risk management revealed that the role of the Board of Directors, the Director of Finance, the Internal Auditor, the Risk Manager and all staff have a statistically significant relationship with financial performance. This relationship is strongest when all staff members in the firm are involved in risk management but negative when only the Director of Finance is involved. Overall, the process of risk management has a statistically significant relationship with financial performance. Specifically, risk identification (especially the role of the Risk manager and the performance of the SWOT Analysis) and risk analysis and assessment (especially the evaluation of existing controls and risk management responses) significantly affect the financial performance of the firm. This relationship is strongest and negative when SWOT analysis is applied in risk management.

09:50 – 10:15 am

The Effect of Corporate Governance and Capital Structure on Performance of Firms Listed At the East African Community Securities Exchange. By Kennedy Okiro and Erasmus S. Kaijage

Abstract: The purpose of the study was to establish the effect of corporate governance and capital structure on performance of firms listed at the East African community securities exchange. Specifically the study sought to establish the effect of capital structure on the relationship between corporate governance and firm performance of listed companies in Kenya, Tanzania, Uganda, Rwanda and Burundi. Based on the agency theory this study builds a comprehensive framework to answer the research question on whether good corporate governance affects firms performance by integrating capital structure into the governance model. A census survey was carried out on all the 98 listed companies between 2009 and 2013 in Nairobi Securities Exchange, Uganda Securities Exchange, Dar es Salaam Stock Exchange and Rwanda Stock Exchange. Out of the 98 firms that were targeted, 56 were analyzed constituting 57%. The findings revealed that there was a significant positive relationship between corporate governance and firm performance. The study also confirmed that there is a positive significant intervening effect of capital structure (leverage) on the relationship between corporate governance and firm performance. From a theoretical perspective, this study not only explains how corporate governance affects firm performance, but also uncovers the importance of capital structure in a corporate governance system.

Keywords: Corporate governance, capital structure and firm performance

Session 4A

02:00 – 02:20 pm

Factors influencing attitudes towards tax compliance in Tanzania: A Case of selected SMEs in Iringa and Dar es Salaam. By Mtandika Sinderella and Tumsifu Elly

Abstract: This study aimed at profiling attributes articulating SMEs tax compliance in Tanzania. to identify factors influencing SMEs attitude toward tax compliance and the challenges facing SMEs in tax compliance. A survey strategy was used in data collection and analyzed using factor reduction and mean computation. Furthermore descriptive statistics were run to find frequencies and percentages. Findings show that, issues articulating SMEs tax compliance include, a feeling that business owners are paying a fair tax, when reasons for paying taxes are well known among tax payers, the simplicity of the tax laws, the nature of the reporting requirements and tax rates or amount charged. While, factors influencing SMEs attitude toward tax were grouped into three categories namely the economic factor which include such variables as; audit frequencies, compliance and non-compliance meaning the same thing in terms of financial costs, penalties for non-compliance/severity of fine, financial costs, complexity of tax system, likelihood of being caught, and levels of tax rates. The psychological factor, comprise of two variables namely; equity and fairness, and tax exemptions. Lastly, the social factor has the rate of evasion of others, impact of tax compliance and public services provided by Government. Priority wise the economic factors were the most relevant and constitute the highest score in terms of explained variance (33.7%). In turn the study findings show that tax payers face several challenges including poor skills and knowledge about tax among SMEs, multiple taxation, cumbersome record, stiff competition, timing for the payments and tax officers' behavior. The study recommends that the responsible institutions should simplify tax procedures, eliminate bureaucracies and educate tax payers to attract more compliance.

02:20 – 02:40 pm

Demographic Profile of the Urban Owner-Occupied Apartment Households in Nairobi County, Kenya Job O. Omagwa and Josiah O. Aduda

Abstract

The study was an investigation of demographic profile amongst the owner-occupied apartment households in Nairobi County, Kenya. In particular, the selected household demographics were: gender, age, marital status, education of home owner, size of family, income of household and level of household expenditure. Using cluster sampling, 196 households participated in the study; the households were clustered into 2, 3 and 4 bedroomed owner-occupied apartments. The investigation involved a comparison of demographic characteristics using cross tabulation. The study found that most of the apartments were owned by the male, majority of the home owners fell in the 30-49 age bracket; the married owned most of the homes compared to the singles and divorced combined; most of the households had 5-7 members while most households had a monthly income of between sh. 190,000-209,999 compared to their monthly expenditure of sh. 81,000-sh. 110,999. More than half of the home owners had a college education while a significant number of them had only secondary/high school education. The study documents implications of the study to policy and practice, it cites limitations associated with the study and then makes suggestions on areas for further study.

Key Words: Demographics, Apartments, Housing Markets, Mobility and Home Owners.

02:40 – 03:00 pm

Feedback on Formative Assessments and Student Satisfaction with Feedback: Graduate Students' Perceptions of Feedback in A Ugandan University. By Arthur Ahimbisibwe & Henry Mutebi

Abstract: In universities students are considered to be the main „customers” and increasingly they seek to have their needs met. This is one of the main reasons for persistent calls for the improvement of teaching in higher education. Feedback to students is an important feature of formative assessment in higher education. Constructive and timely feedback guides students to improve on a continuous basis in the process of their tertiary education, moves focus away from achieving grades into learning processes in order to increase self-efficacy and reduce the negative impact of extrinsic motivation, greatly improves students' metacognitive awareness of how they learn and allows both for fine-tuning of instruction and student focus on progress. Despite the rationale of feedback on formative assessments, it is often neglected. This research aims to examine various aspects of feedback provided to students on their formative assessments, and the satisfaction from this feedback, as expressed by a large sample of graduate management students at a Ugandan university. Qualitative and quantitative analyses were undertaken of the data collected from a questionnaire administered in the last class of the semester. Data was first subjected to exploratory factor analysis to identify the underlying relationships between measured variables and to identify a set of latent

constructs underlying a sequence of measured variables. Subsequently, Confirmatory Factor Analysis was conducted for examining construct validity by assessing how well individual items represent the construct. The results from the final measurement model were used to create the structural model to test the strength and significance of the theorized relationships. This research contributes towards the ongoing discussion regarding the better understanding of the complex relationships between feedback and student learning in higher level education management.

03:00 – 03:20 pm

Ownership Structure and Corporate Dividend Policy: A Test of Explanatory Power of Alternative Models at the Nairobi Securities Exchange. By Lisiolo Lishenga & Emmanuel Odera

Abstract: This study investigates the relationship between types of ownership structure and dividend payments practices of companies listed at the Nairobi Securities Exchange (NSE) using a cross-sectional analysis of 33 sample firms for the years 2010 to 2014. The levels of dividend paid by firms were related to ownership types under three alternative models, i.e. the full adjustment model, the partial adjustment model and the Waud model. The forms of ownership of the firms were characterized by four types of structures, namely ownership concentration, institutional ownership, managerial ownership and foreign ownership. The study found that the partial adjustment model had the highest explanatory power. It was also found that ownership concentration was the only characteristic that was positively and statistically significant in influencing dividends in every type of dividend model, a finding that is consistent with agency theory i.e. that large shareholders have strong incentives to require higher dividend payments in order to reduce monitoring costs by removing the free cash flows that management misapply. However it was found that institutional ownership, managerial ownership, and foreign ownership had no significant influence on the level of dividend paid. On the whole, this study shows that dividend decisions of Kenyan companies are not influenced by the structure of ownership.

Key Words: Ownership structure, dividend policy, full adjustment model, partial adjustment model, Waud model

Session 4B

02:00 – 02:20 pm

Internationalization of Human Resource Development on Multiculturalism and Emotional Intelligence Performance. By Erick Nyakundi Onsongo, Christopher Ngacho and Julius Menge

Abstract: Today, in a globalizing world, Human Resource Development plays a critical role on the development of multiculturalism and emotional intelligence, other than the high degree of knowledge, experience, education, and skills, employers generally know that work efficiency of an employee is closely related to emotional intelligence of a person. Cultural differences between multinational human resources in today's globalized economy are believed to affect employees' attitudes and behaviors in the workplace, as well as influence their ability to work well with other employees or even with serving clients and customers or dealing with suppliers. Therefore, multinational organizations rest largely on their ability to be open to the differences associated with different cultures. Prejudice, or negative affective response to dissimilar others, is a significant barrier that such organizations must deal with. This is because the emotional aspects such as high self-confidence, adaptability when faced with problems and obstacles in the workplace, motivate themselves to achieve common goals, work effectively in teamwork and have the skills to deal with the conflicts in the environment of work and improving the performance of a job and adapt with work environment. The value of a multicultural workforce in multinational organization is heterogeneity, which in turn is a source of creativity and innovation and offers much richer learning opportunities than homogeneity. This is because emotional intelligence is an important element for creating a productive working condition. It is not only good for others, but also to deal with People with a fully constructive way when a problem arises. The issues of employee today such as exposed to stress, not creative, less motivated in their careers cause the organization to decrease in the productivity. All of this requires mental, emotional, and physical strength. Human Resource Development builds up an employee who can control their own actions, having resilience to achieve their goal in life, which can manage their negative feelings and build friendship with others.

Keywords: Multiculturalism, Emotions, Development, Performance

02:20 – 02:40 pm

The Role of Selected Internal Marketing Factors on Job Satisfaction and Organizational Commitment in Public Financial Institutions: The Case of Tanzania Postal Bank, Dar es Salaam. By O.K. Mburu and B. Mwailenge

Abstract: The main purpose of this study was to examine the role of selected internal marketing factors on job satisfaction and organizational commitment in the public financial institutions, the case being Tanzania Postal Bank. In this direction, the study involved a sample consisting of 60 employees working under different departments in four branches based in Dar es Salaam region, both at the managerial level and non-managerial level. The study

examined the relationship between (satisfaction of employee and organizational commitment) as a dependent variable with (dissemination of information, selection and appointment, training and development, organizational support and incentives and motivation) as independent variables. The study used multiple regression analysis in carrying out analysis of the study with the help of SPSS 18.0. Generally, the study findings strongly supported the research questions as the five selected internal marketing factors had positive and significant relationship with employee job satisfaction and organizational commitment. However, the study found out that some of the variables in internal marketing practices on job satisfaction and organizational commitment were inappropriately conducted in the bank. However, the TPB management should regard the empowerment dimension that if employees participated properly in different issues, get trained and fully aware, they can make suitable decisions and present effective ideas for the bank. The study recommends that the TPB management should review its current retention policy and strategies accordingly, and be willing to make new changes that identify, encourage and determine employees' satisfaction.

Key words: internal marketing, job satisfaction and organizational commitment

03:00 – 03:20 pm

Welfare Effect of Cereals Export Ban in Tanzania By Mesia Ilomo

Abstract: This paper examines the consumer welfare effect of cereals (in particular, maize) export bans in Tanzania. Using a series of regression equations including the non-parametric approach, findings show that export ban of maize led to a national average welfare loss of 1.5 percent, where female-headed households suffered more than male-headed households. Analysis at regional level indicate significant variations in welfare effect across regions, where most regions bordering East African Community (EAC) countries lose from export ban, while most of regions in regions far from EAC border experience a welfare gain. These findings are contrary to the policy objectives of protecting consumers from welfare loss and show the heterogeneity effect of export ban in Tanzania which can partly be explained by the fragmentation of the domestic market. They may provoke a need for targeted policy interventions that are location specific.

Session 4C

02:00 – 02:20 pm

Ethics and Procurement Performance of Humanitarian Organizations in Kenya. By Juliet Maria Makali, Stephen Nyamwange Onserio and Cetric Mukatia Muruli

Abstract: The purpose of this study is to establish the relationship between ethics and procurement performance of humanitarian organizations in Kenya. The study draws on data from all the 70 humanitarian organizations in Kenya and the authors use multiple regression models to test the hypotheses. Procurement ethics is practiced in humanitarian organizations in Kenya. Further work is needed to examine the relationship between ethics and procurement performance of humanitarian organizations in East Africa as this would give a wide range of conclusions and recommendations. In addition, the independent variables used in this study could be linked with cost reduction instead of response time the authors used. The authors' results indicate that ethics is shaping up today's humanitarian picture by ensuring that donors and other interested parties have confidence in supporting the humanitarian cause. However, the authors also found that implementation of procurement ethics is challenging. This is the first paper to be systematically analysed by the authors on the relationship between ethics and procurement performance of humanitarian organizations in Kenya.

Key words: Ethics, Procurement Performance, Humanitarian Organizations

02:20 – 02:40 pm

Technology as a Competitive Advantage in Supermarket Operations in Nairobi County. By Harley Mutisya, Nyamwange Onserio and Victoria Mulwa

Abstract: Technology is a prerequisite for globally competitive organizations. This paper presents findings from a study on technology as competitive advantage on operational management of supermarkets in Kenya. The study sought to determine extent to which technology is applied as a technique to gain competitive advantage and to establish the impact of implementation of technology on the supermarkets' competitive advantage. A cross-sectional survey was conducted in 43 supermarkets in Nairobi County. The study used primary data. Quantitative data was analyzed by the use of descriptive statistics and inferential analysis including regression and correlation. The study concluded that the adoption of technology improves the operational performance

02:40 – 03:00 pm

Sustainable Supply Chain Management Practices and the Performance of United Nations Agencies in Nairobi, Kenya. By Victoria Mulwa, Nyamwange Onserio and Mutisya Harley

Abstract: This paper presents the results of a study on the influence of Sustainable Supply Chain Practices on the performance of UN Agencies in Nairobi, Kenya. The study was guided by the following research objectives; to establish the SSCP adopted by UN agencies in Kenya and the extent to which these practices have been adopted; to determine the relationship between SSCP adopted by UN agencies and their performance; to establish the challenges faced by UN agencies in implementing SSCP. The research adopted a correlation cross-sectional research design in collecting data from the respondents. The study involved a census of the UN Agencies in Nairobi. The primary tool for collecting data was questionnaires which were administered by the researcher to allow for further probing on issues that were not clear to the respondents. The data was analyzed using descriptive statistics, regression analysis, correlation analysis and factor analysis with the aid of SPSS 20.0. The findings show that stakeholder engagement, having a diverse supplier network, ensuring suppliers have a sustainable policy, good working conditions for employees, employee health and safety and ethical sourcing, production and distribution were highly adopted. The findings also show that through adoption of SSC practices, UN agencies were able to get new market opportunities, increased their operational and production efficiencies, reduced their costs and improved the organizations corporate image. Funding limitation and delays, procurement delays, strains in control, and staff resistance to adopting change were shown to be some of the challenges faced by UN Agencies. It is suggested that training of employees, community training and having a sustainable policy would help in curbing the challenges. It is evident from the correlation analysis that adopting SSC practices had an effect on the performance of these organizations.

03:00 – 03:20 pm

Influence of Electronic Readiness in Corruption Reduction: Countrywide data analysis. By Willison Doma Ntemi & Ulingeta Obadia Mbamba

Abstract: This study carried out a critical analysis of Influence of electronic readiness (e-Readiness) as a solution to reduce corruption. The study was globally centered and therefore, the cases under discussion reflecting influence level of e-readiness on corruption. The study was guided by the Unified Theory of Acceptance and Use of Technology (UTAUT) as well as Technology Acceptance Model (TAM) to see user behavior of using technology and the impact on corruption. The study opted for secondary data from 147 countries of the world for both measures of e-readiness and corruption perception index. This study utilized the latest secondary data for the year 2014 available through international reports published by well-established organizations. The study employed descriptive research design to analyze a situation between variables. Data were analyzed through reliability and accuracy through validity. Statistical analysis was done using regression analysis. In addition, Statistical Package for Social Sciences (SPSS) was used for data analysis. The main hypothesis was that the higher the e-readiness, the low the corruption level. Results from the study showed statistical significance. There was a negative correlation between e-readiness and corruption by a strong predictive power. Based on the objective of this study, it is concluded that the higher the e-readiness, the low the corruption.

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