The Management University of Africa

MUA

Sponsored by the Kenya Institute of Management

MUA 13TH INTERNATIONAL MANAGEMENT AND LEADERSHIP CONFERENCE

Leadership, Innovation, Sustainability, And Artificial Intelligence

CONFERENCE PROGRAMME

DATES:
15th and 16th October, 2026

VENUE: *HOSTED VIRTUALLY AND PHYSICALLY AT THE SOUTH C CAMPUS, NAIROBI COUNTY, NAIROBI*

PREFACE

It is with great pleasure that we present this Book of Abstracts for the 13th International Management and Leadership Conference hosted by the Management University of Africa (MUA) on 15–16 October 2026 under the theme **"Leadership, Innovation, Sustainability and Artificial Intelligence."**

The theme reflects the profound transformations taking place in contemporary societies, organizations and institutions, particularly as leadership practices evolve, technological capabilities expand, and sustainability becomes an increasingly urgent global priority. Across Africa and beyond, institutions are confronted with the challenge of navigating uncertainty, harnessing emerging technologies, fostering innovation and ensuring that development remains inclusive, ethical and sustainable. These realities call for leadership that is forward-looking, evidence-informed, adaptable and responsive to the needs of society.

The conference provides a platform for scholars, researchers, policymakers, industry practitioners, institutional leaders and other stakeholders to exchange knowledge, interrogate emerging challenges and explore practical solutions to contemporary management and leadership issues. By bringing together diverse perspectives and experiences, the conference seeks to strengthen the relationship between research, policy and practice, while promoting interdisciplinary dialogue and collaborative approaches to addressing Africa's development priorities.

The abstracts presented in this volume demonstrate the breadth of inquiry and innovation taking place across different fields of knowledge. They offer insights into leadership effectiveness, organisational transformation, responsible artificial intelligence, innovation ecosystems, sustainable development, governance and other emerging areas of scholarly and professional interest. Collectively, they contribute to the advancement of knowledge and stimulate further reflection on how institutions can translate research findings into practical interventions, improved decision-making and measurable societal impact.

At the Management University of Africa, we recognize that universities have a responsibility that extends beyond knowledge generation. They must also nurture critical thinking, cultivate ethical leadership, support innovation and entrepreneurship, and facilitate the application of research to real-world challenges. This conference therefore reinforces our commitment to strengthening research collaboration, building institutional partnerships and promoting the development of solutions that respond to the needs of communities, organizations and the wider economy.

We acknowledge the contributions of all authors whose scholarly work enriches this volume, as well as the keynote speakers, panellists, reviewers, conference committee members, institutional partners and participants whose commitment has made this intellectual engagement possible. Their collective efforts affirm the importance of sustained dialogue and collaboration in advancing management and leadership scholarship.

We trust that this Book of Abstracts will serve as a valuable reference for researchers, practitioners, policymakers, and students, inspire new research questions, encourage interdisciplinary partnerships, and contribute to the development of actionable ideas and policy recommendations. Above all, we hope that the conversations initiated through this conference will extend beyond the conference sessions and translate into meaningful collaborations, responsible innovation and sustainable development.

As we engage with the opportunities and challenges presented by artificial intelligence and other emerging technologies, let us remain guided by the understanding that progress is not measured by technological advancement alone, but by the value it creates for people, institutions and society.

Welcome to the 13th International Conference on Management and Leadership. May our shared commitment to leadership, innovation, sustainability, and responsible technological advancement inspire ideas that make a lasting difference.

Prof. John Cheluget
Vice-Chancellor (Ag)/CEO
Management University of Africa, KENYA

THEME: ***Leadership, Innovation, Sustainability and Artificial Intelligence*** Date: 15th and 16th October, 2026		
OBJECTIVE OF THE CONFERENCE: To provide an international multidisciplinary platform for knowledge exchange, research dissemination and dialogue on how leadership, innovation, sustainability and artificial intelligence can be integrated to enhance organizational performance, institutional resilience and sustainable socioeconomic development.		
DAY ONE: THURSDAY, 15TH OCTOBER, 2026 **Chief Rapporteur:** Francis Macharia **Session Chair: Prof. Emmanuel Awuor** **Rapporteurs:** David Kanyanjua and Moses Leseiyo		
Time	**Activity**	**Facilitators/Speakers/Panelists**
07.30–08.00 am	Registration/ Conference participants log in **Login Details (Zoom): Passcode** **Entertainment**	
08.00–08.10 am	**National Anthem** **University Anthem** **Opening Prayer** **Introduction of Participants**	**Mr. Brown Kitur** **Ms. Ann Mwangi** **Prof. Emmanuel Awuor**
08.10-08.20 am	**MUASA President**	**Mr. Eric Mwati Kilonzo**
08.20-08.30 am	**Chair - MUAAA**	**Dr. Derow Aden PhD**
08.30-08.40 am	**Introduction of the Vice-Chancellor**	**Dr. Domeniter Kathula, PhD.**
08.40–09.00 am	**Vice-Chancellor's Welcome and Opening of the Conference**	**Prof. John Cheluget, PhD.**
09.00-09.20 am	**Remarks from Executive Director/CEO, Kenya Institute of Management**	**Dr. Muriithi Ndegwa, PhD.**
09.20-09.40 am	**Remarks from the Chair, University Council, MUA**	**Prof. James Muranga Njihia, PhD.**
09.40-10.00 am	**Remarks from the Chairperson, Board of Trustees, MUA**	**Prof. Margaret Kobia, PhD., EGH,**
10.00-10.30 am	**Chief Guest's speech**	**Mr. John Mwendwa, OGW** Chief Executive Officer, Kenya Investment Authority, KENYA
10.30–10.50 am	**Photo session (Virtual/Physical)**	
10.50–11.00 am	**Health Break**	

11.00–11.30 am	**Keynote Presentation:** *"Mapping a Moving Target: Global AI Governance and the role of Education Policy"*	**Dr. Tosh Tachino, Ph.D.** University Lecturer & Language and Communication Consultant, JAPAN
11.30-12.00 pm	**Keynote Presentation:** *"Generative AI and Cross-Cultural Workplace Communication"*	**Ms. Katherine Pacchiana** Kenya/The Management University of Africa, English Language Fellow, USA
12.00–12.30 pm	**Keynote Presentation:** *"Incursion of Biology in Management"*	**Col. Prof. Dr. Jyoti Satpathy,** INDIA
12.30–1.00 pm	**Keynote Presentation:**	**Prof. Richard Miller,** CANADA
1.00-1.30 pm	**Keynote Presentation:** *"Neuromanagement in Entrepreneurial Leadership"*	**Prof. Dr. S. Sandhya**, INDIA
1.30–1.40 pm	**Announcement**	**Prof. Emmanuel Awuor**
1.40-2.00 pm	**Lunch Break**	
TECHNICAL PARALLEL SESSIONS FROM 2.00-4.30 PM **Sub-Theme 1:** Leadership and Sustainable Management Practices **Sub-Theme 2:** SMEs, Entrepreneurship and Sustainable Innovations **Sub-Theme 3:** Climate Change Adaptation and Mitigation **Sub-Theme 4:** Artificial Intelligence, Big Data and Machine Learning **Sub-Theme 5:** Democracy, Governance and Accountability		
4.30 pm	**Briefing and Announcements**	**Technical Moderators**

DAY TWO: FRIDAY, 16TH OCTOBER, 2026 Chief Rapporteur: Francis Macharia Session Chair: Tom Kawino Rapporteurs: David Kanyanjua and Moses Leseiyo		
EAT	**Activity**	**Speakers/Panelists**
07.00- 08.00 am	Registration/ Conference participants log in Login Details (Zoom): Passcode Entertainment	
08.00– 08.10 am	National Anthem University Anthem Opening Prayer Introduction	**Ms. Ann Mwangi** **Mr. Tom Kawino**
08.10–08.30 am	**Recap of Day One**	**Mr. Moses Leseiyo**
08.30-09.00 am	**Keynote Speaker**	**Prof. Dickson Andala** Chief Executive Officer, National Research Fund, KENYA
09.00–09.20 am	**Keynote Presentation:** *"Empowering SMEs and Entrepreneurship through Sustainable Innovation: Building Resilient and Inclusive Economies in Africa and Beyond"*	**Dr. Robin Manohar Shinde** Director & Professor, MBA Dept. Vivekananda College of Engineering & Technology (VCET) Karnataka State, **INDIA**
09.20- 10.00 am	**Keynote Presentation:** *"Translating Knowledge into Innovation and Sustainable Solutions"*	**Prof. Mohamed Abdinoor Dahir,** Vice Chancellor, Islamic University of Kenya, **KENYA**
10.00-10.10 am	**Q&A**	**Mr. Tom Kawino**
10.10-10.30 am	Health Break	
10.30-11.00 am	**Sustainability Panel:** *"Financing the Sustainable Future"*	**Moderator** **Ms. Gladys Mabonga** Management University of Africa, KENYA **Panelist** **1. Ms. Jackline Muyalo,** Senior Resource & Partnership Officer, National Research Fund, KENYA **2. Dr. Michael Musembi Makau** Finance Expert, KENYA

11.00-11.10 am	**Q&A**	**Dr. Samuel Thiong'o**
11.10-11.40 am	**Industry-Academia Dialogue:** *"From Research to Real-World Impact"*	**Moderator** **Prof. Emmanuel Awuor, PhD** Associate Professor, Management University of Africa, KENYA **Panelist** **1.Dr. Abraham Rotich, PhD** Director, Innovation, Incubation & Enterprise Development KCA University, KENYA **2. Dr. Victoria Olubola Adeyele** Bamidele Olumilua University of Education, Science and Technology (BOUESTI), Ikere-Ekiti, Ekiti State, NIGERIA **3. Dr. Busayo M. Olowe** Bamidele Olumilua University of Education, Science and Technology (BOUESTI), Ikere-Ekiti, Ekiti State, NIGERIA

11.40–12. 20 pm	**AI and Innovation Panel:** *"Responsible AI: From Promise to Practice"*	**Moderator** **Dr. Martin Munyao, PhD** Innovative Training Specialist AMREF International University KENYA **Panelists** **1. Ms. Noelyne Sande** Management University of Africa KENYA **2. Mr. Alvin Munyao** CEO, SERAPAY KENYA **3. Mr. Amos Kimani** CEO, TausiApp KENYA **4. Dr. Collins G. Anbamikan** Bamidele Olumilua University of Education, Science and Technology (BOUESTI), Ikere-Ekiti, Ekiti State, NIGERIA
	Keynote Presentation: "*AI Readiness and Implementation in Devolved Counties"*	**Hon. Dr. Kipkurui S. Chepkwony** CEO, Intergovernmental Relations Technical Committee (IGRTC), KENYA
1.00 – 1.15	**Q&A**	**Dr. Juster Nyaga** Management University of Africa, KENYA
1.15-1.20 pm	**Announcement**	
1.20-2.00 pm	**Lunch Break**	
2.00-2.30 pm	**Conference Stakeholder Discussions**	**Moderator:** **Mr. Evans Kigen** Management University of Africa, KENYA
2.30- 3.00 pm	**Conference Resolution**	**Mr. Francis Macharia** Management University of Africa, KENYA

3.00-3.15 pm	**Vote of Thanks**	**Dr. Angeline Wambugu** Management University of Africa, KENYA
3.15-3.45 pm	**Official Closing Remarks**	**Prof. John Cheluget** Vice-Chancellor (Ag)/CEO, Management University of Africa, KENYA
3.45-4.00 pm	**Closing Prayers** **National Anthem** **University Anthem**	**MUASA Representative** **Tom Kawino**
4.00 PM ONWARDS: NETWORKING SESSION		

CONFERENCE PLANNING COMMITTEE

1.	Prof. John Cheluget	Vice-Chancellor (Ag) – Chair
2.	Dr. Domeniter Kathula	Deputy Vice-Chancellor – ARE (Ag.)
3.	Dr. Angeline Wambugu	Head, Research, Development and Innovations
4.	Ms. Edna Moriasi	Deputy Director, Administration and Human Resource Development
5.	Ms. Gladys Mabonga	Quality Assurance Manager
6.	Ms. Isabella Sile	Director, ODEL
7.	Mr. Jefferson Maingi	ICT Officer
8.	Mr. Francis Macharia	University Librarian
9.	Mr. Daniel Komu	Registrar, Academic and Student Affairs
10.	Dr. Juster Nyaga	Academic Dean
11.	Mr. Tom Kawino	Business Development and Marketing Manager
12.	Ms. Getrude Chepngetich	Graduate Assistant

CONFERENCE RAPPORTEURS

1.	Mr. Moses Leseiyo	Dean of Students
2.	Mr. David Kanyanjua	Faculty
3.	Ms. Milkah Maina	Secretariat

TECHNICAL SESSION MODERATORS

S. No	NAME	SESSION
1.	Dr. Paul Machoka	Leadership and Sustainable Management Practices GROUP A
2.	Dr. Samuel Thiong'o	Leadership and Sustainable Management Practices GROUP B

3.	Dr. Dorothy Tsuma	Democracy, Governance and Accountability
4.	Prof. Peter P. Kithae	SMEs, Entrepreneurship and Sustainable Innovations
5.	Ms. Isabella Sile	Climate Change Adaptation and Mitigation
6.	Mr. Daniel Komu	Artificial Intelligence, Big Data and Machine Learning GROUP A
7.	Ms. Gladys Mabonga	Artificial Intelligence, Big Data and Machine Learning GROUP B

CONFERENCE SECRETARIAT

1. Dr. Angeline Wambugu
2. Ms. Gertrude Chepngetich
3. Ms. Milkah Maina

PRESENTATION TIMETABLE

DAY 1: THURSDAY 15TH OCTOBER 2026: TECHNICAL PARALLEL SESSIONS FROM 2.00 – 4.00 PM

Time	Sub-Themes						
	Leadership and Sustainable Management Practices GROUP A	SMEs, Entrepreneurship and Sustainable Innovations	Climate Change Adaptation and Mitigation	Leadership and Sustainable Management Practices GROUP B	Artificial Intelligence, Big Data and Machine Learning GROUP A	Artificial Intelligence, Big Data and Machine Learning GROUP B	Democracy, Governance and Accountability and ANY OTHER ASSIGNED GROUP
2.00-2.15 pm	Strategic Management Practices and Service Delivery in Kenya's Level Five Public Hospitals: Does the Internal Environment Moderate the Relationship? **Barkebo Duncan[1], Kipchumba Simon[2], Kiplagat Nehemiah[3]**	Entrepreneurship, Innovation and Sustainable Development in Library and Information Services as A Career Growth in Nigerian Universities **Abdullahi Mohammad Ibrahim[1], Kamaldeen Tunde Omopupa[2]**	Role Of Strategic Leadership in Integrating Environmental, Social and Governance (ESG) Practices on Organizational Decision-Making: A Survey of Kisii County Government and Nyamira County Government, Kenya. **Joshua Kengere Mogaka[1] and 2 others**	Transformative Leadership and Sustainable Management Practices: Lessons from An Executive Leadership Development Programme in Kenya. **Ms. Gladys Mabonga[1], Prof. John Cheluget[2], Ms. Edna Moriasi[3]**	Construction And Validation of An Artificial Intelligence Literacy and Leadership Assessment Scale (AILLAS) For Heads of Academic Units in Nigerian Universities **Dr. Kehinde-Dada, Oluwabunmi Veronica**	Generative AI Use and Academic Productivity: Evidence from Students and Faculty In Kenyan Universities **Sande Noelyne Nasubo[1], Mariga Jimmy Antony[2]**	Bridging The Divide or Deepening Dependency? Digital Gatekeepers, Citizen Trust and Accountability In E-Governance **Ann Kirigo Mwangi**
2.15-2.30 pm	Neuro-Leadership and Emotional Intelligence as Predictors of Ethical Decision-Making and Transformational Leadership in Higher Education Institutions in Kenya. **Dr. Domeniter Naomi Kathula and Others**	Transformational Leadership, Artificial Intelligence Adoption and Sustainable Performance of Small and Medium Enterprises: A Systematic Review of Evidence from Kenya and Beyond **Dr. Pamela Eng'airo**	A Review of Methods for Flood Prediction and Mitigation Strategies **Simon Karume[1], Andrew Kipkebut[2], Lilian Ng'eny[3]**	Leadership Style and Employee Job Satisfaction: A Review of Empirical Literature **Prof. Thomas Katua Ngui**	Predictive Analytics for University Enterprise Systems Administration: A Framework for Proactive ICT Management. **Benard Rutto**	Ethics, Bias, And Accountability in Machine Learning: A Framework for Responsible AI Adoption in Institutions **Mariga Jimmy[1] and Sande Noelyne Nasubo[2]**	Digital Democracy and Citizen Participation: Examining Ai-Driven Governance Accountability Mechanisms in East African Public Institutions, 2020–2025. **Joseph Kyavoa**

Time	Sub-Themes						
	Leadership and Sustainable Management Practices GROUP A	SMEs, Entrepreneurship and Sustainable Innovations	Climate Change Adaptation and Mitigation	Leadership and Sustainable Management Practices GROUP B	Artificial Intelligence, Big Data and Machine Learning GROUP A	Artificial Intelligence, Big Data and Machine Learning GROUP B	Democracy, Governance and Accountability and ANY OTHER ASSIGNED GROUP
2.30-2.45 pm	Effect Of Cross-Cultural Communication on The Performance of Multinational Corporations in Kericho County, Kenya **Judith C. Mutai**	Technological Innovation and Resource Allocation as Drivers of Strategic Asset Management in Kenya's Electricity Transmission Sector: Evidence from Ketraco **Calistus Wangila Wasike[1], Prof. John Cheluget, PhD[2]**	Antibacterial Screening and GC-MS Profiling of Soil-Derived Actinomycetes Against Multidrug-Resistant Bacterial Isolates from Selected Food and Plant-Associated Sources in Ikere-Ekiti, Nigeria **Busayo Mutiat Olowe and others**	Diversification Strategy and Financial Sustainability of Commercial Banks in Nairobi County, Kenya **Sheila Nora Khalayi[1], Prof. Ronald K. Chepkilot[2] & Dr. Rebecca Cheruon[3]**	Transforming Primary Healthcare Through Digital Health Cooperatives: A University-Community Model for Strengthening Health Information Systems, Disease Surveillance and Health Equity In Kenya **Dr. Daniel A. Otwori and 2 others**	Digital Transformation Strategies and Risk Management: Evidence from Kenyan Commercial Banks **Kiseko Gladys KIVAI[1], Dr. Abrahan ROTICH[2]**	Modelling Informal Economy Participation for Urban Refugees and Its Impact on Social Inequalities in Nairobi, Kenya: A Systematic Literature Review. **Hilary Onyango Oluoch**
2.45-3.00 pm	Influence Of Health Programmes on Employee Performance Among Fairtrade-Certified Flower Farms in Nakuru County, Kenya **Julia Jerono Koech**	Leveraging Ai-Driven Performance Marketing for SME Sustainability in Emerging Markets **Shadrack Oguta**	From Data to Sustainability: Leveraging Big Data Analytics and Machine Learning for ESG Performance and Sustainable Development **Mariga Jimmy[1], Sande Noelyne Nasubo[2]**	Product Development Strategy and Competitive Advantage of Farm Input Distribution Companies in Nakuru County, Kenya **Kiplang'at Gideon Ng'etich and 2 others**	Digital Transformation in Strategic Healthcare Management: Kenyan Public Hospitals **Ephygrace A. Okendo**	Artificial Intelligence Revolutionizing Teaching, Learning, And Development in Early Childhood Education **Ruth Morenike Odewumi, Ph.D**	Transformational Leadership and The Adoption of Green Management Practices in Kenyan Universities **Sile Isabella[1], Dr. Angeline Wambugu[2]**
3.00-3.15 pm	Leadership And Sustainable Management Practices: *Stewarding Africa's Institutions for A Resilient, Equitable and Enduring Future*	STEM As the Engine of Entrepreneurial Thinking: A Reflective Journal **Dr. Dorothy**	Climate-Smart Leadership and Organizational Resilience: Examining Leadership Responses to Climate Change in Kenyan Institutions **Milkah W. Maina**	Organizational Routines and Employee Performance in Kenya's National Human Rights Institution	Algorithmic Leadership: Reconceptualising Decision-Making in The Age of AI-Driven Governance	Digital Leadership for Inclusive Early Childhood Education: A Systematic Review of Strategies,	**University–** Industry Linkages and Innovation in SMEs: The Role of Kenyan Universities in Technology Transfer

Time	Sub-Themes						
	Leadership and Sustainable Management Practices GROUP A	SMEs, Entrepreneurship and Sustainable Innovations	Climate Change Adaptation and Mitigation	Leadership and Sustainable Management Practices GROUP B	Artificial Intelligence, Big Data and Machine Learning GROUP A	Artificial Intelligence, Big Data and Machine Learning GROUP B	Democracy, Governance and Accountability and ANY OTHER ASSIGNED GROUP
	Felix Jaboma	**Tsuma[1], Faith Keitany[2]**		**Moses Leseiyo[1], Derow Aden Ali Phd[2]**	**Mariga Jimmy[1] and Sande Noelyne Nasubo[2]**	Barriers and Opportunities **Victoria Olubola Adeyele**	**Sande Noelyne Nasubo[1], Mariga Jimmy Antony[2]**
3.15-3.30 pm	A Co-Created Path to Decent Work: A Conceptual Model of Generation Z Workplace Integration in Kenya **Caleb Kandagor Chebon[1], Prof. Laban Peter Ayiro[2], Dr. Agnes Korir[3]**	Technological Innovation and Resource Allocation as Drivers of Strategic Asset Management in Kenya's Electricity Transmission Sector: Evidence from Ketraco **Calistus Wangila Wasike[1], Prof. John Cheluget, PhD[2]**	Antibacterial Screening and GC-MS Profiling of Soil-Derived Actinomycetes Against Multidrug-Resistant Bacterial Isolates from Selected Food and Plant-Associated Sources in Ikere-Ekiti, Nigeria **Busayo Mutiat OLOWE1 and Others**	Leadership And Sustainable Management Practices In University–Industry Engagement: A Case Study of The Management University of Africa Career Fair 2026 **Ms. Gladys N. Mabonga1, Ms, Faith Keitany[2]**	Ethics, Bias, And Accountability in Machine Learning: A Framework for Responsible AI Adoption in Institutions **Mariga Jimmy[1] and Sande Noelyne Nasubo[2]**	Digital Leadership in The Era of the Fourth Industrial Revolution and Secondary School Goal Achievement In Southwest Nigeria **Dr. Yetunde ENIOLA-ARIGBE[1], Prof. Ebenezer Taiwo ADU[2]**	Intelligence Adoption and Total Factor Productivity of SMEs in Kenya: Firm-Level Evidence from the Manufacturing and Services Sectors **Isabella Sile**

Time	Sub-Themes						
	Leadership and Sustainable Management Practices GROUP A	SMEs, Entrepreneurship and Sustainable Innovations	Climate Change Adaptation and Mitigation	Leadership and Sustainable Management Practices GROUP B	Artificial Intelligence, Big Data and Machine Learning GROUP A	Artificial Intelligence, Big Data and Machine Learning GROUP B	Democracy, Governance and Accountability and ANY OTHER ASSIGNED GROUP
3.30-3.45 pm	Professional Mediation, Boardroom Conflict and Corporate Performance in Kenyan Organisations: An Integrative Governance Framework **Moses Leseiyo[1], Derow Aden Ali[2]**	Leveraging AI-Driven Performance Marketing for SME Sustainability in Emerging Markets **Shadrack Oguta**	A Review of Methods for Flood Prediction and Mitigation Strategies **Simon Karume[1], Andrew Kipkebut[2], Lilian Ng'eny[3]**	Artificial Intelligence-Enabled E-Learning and Student Engagement: The Mediating Role of Personalised Learning **Mariga JIMMY[1] , Sande Noelyne NASUBO[2]**	Teaching Machines to Teach: Integrating AI, Big Data, And Machine Learning into Higher Education Curricula and Research Practice **Mariga Jimmy[1], Sande Noelyne Nasubo[2]**	Sustainable E-Learning Adoption in Higher Education: The Roles of Digital Leadership and Institutional Readiness **Moriasi EDNA[1], Sande NOELYNE[2]**	Health Communication Accountability and Antenatal Screening Uptake in Southwestern Nigeria: Implications for Sickle Cell Disease Prevention and Management **Ayoade, Olalekan Ifeyimika**
3.45-4.00 pm	Digital Procurement Practices and Supply Chain Efficiency in The Energy Sector In Kenya. **Francisca Chebet Kurgat[1], Dr. Abraham Rotich[2]**	Entrepreneurial Marketing Strategy and Innovative Performance in a Nigerian Beverage Firm: Segmentation, Channels and Positioning **Olumuyiwa Oladapo Fasanmi, PhD[1], Sunday Oladoke Oladeji, PhD2**	Physical Activity, Physical Fitness, And Adaptation Capacity to Climate-Induced Heat Stress Among Student-Athletes in North-Central Nigeria **Oluwasogo Ruth Ogunleye[1], Collins Gboyega Aribamikan[2]**	Strategic Leadership and Innovation Performance in Kenyan Higher Education Institutions: An Empirical Review **Faith Keitany[1], Gladys Mabonga[2]**	From Data to Sustainability: Leveraging Big Data Analytics and Machine Learning for ESG Performance and Sustainable Development **Mariga JIMMY[1], Sande Noelyne NASUBO[2]**	Artificial Intelligence and The Development of The Legal Profession: A Desktop Review of Kenyan and Comparative Perspectives **Dr. Angeline Wambugu**	Machine Learning-Based Prediction of Student Academic Performance in Online Learning: A Conceptual Review and Framework **Sande Noelyne Nasubo[1], Mariga Jimmy Antony[2]**

Time	Sub-Themes						
	Leadership and Sustainable Management Practices GROUP A	SMEs, Entrepreneurship and Sustainable Innovations	Climate Change Adaptation and Mitigation	Leadership and Sustainable Management Practices GROUP B	Artificial Intelligence, Big Data and Machine Learning GROUP A	Artificial Intelligence, Big Data and Machine Learning GROUP B	Democracy, Governance and Accountability and ANY OTHER ASSIGNED GROUP
4.00 – 4.15 pm	Board Digital Expertise and Earnings Quality: Evidence From Listed Consumer Goods Firms In Nigeria **Eniola Omoniyi Jacob**						

CONSTRUCTION AND VALIDATION OF AN ARTIFICIAL INTELLIGENCE LITERACY AND LEADERSHIP ASSESSMENT SCALE (AILLAS) FOR HEADS OF ACADEMIC UNITS IN NIGERIAN UNIVERSITIES

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Abstract
The integration of Artificial Intelligence (AI) into university administration has made AI literacy a critical leadership competence. However, there is a dearth of standardized instruments for measuring this competence among academic leaders in the Nigerian context. This study therefore sought to develop and validate an Artificial Intelligence Literacy and Leadership Assessment Scale (AILLAS) for Heads of academic units. The study adopted a Research and Development (R&D) design with an instrumentation research approach. The initial item pool of 68 items was generated from literature review and interviews with 12 experts in educational technology and measurement. The population comprised Heads of Departments and Directors in public universities in Southwest Nigeria. Face and content validity were established using 7 experts in Measurement and Evaluation, and Educational Management. The Content Validity Ratio (CVR) and Content Validity Index (CVI) were computed. The instrument was pilot-tested on 45 Heads of Units outside the main study sample. Data were analyzed using Exploratory Factor Analysis (EFA) to explore the underlying factor structure, Cronbach's Alpha for internal consistency, and item analysis for discrimination index. The study is expected to produce a psychometrically sound and culturally relevant scale for assessing AI literacy in leadership. The instrument will provide university management and policy makers with an objective tool for evaluating training needs, informing capacity building, and promoting sustainable leadership practices in the era of artificial intelligence.
Keywords: *Artificial Intelligence, Instrument Construction, Psychometric Properties, Validation, Leadership Assessment, Measurement and Evaluation.*

STRATEGIC MANAGEMENT PRACTICES AND SERVICE DELIVERY IN KENYA'S LEVEL FIVE PUBLIC HOSPITALS: DOES THE INTERNAL ENVIRONMENT MODERATE THE RELATIONSHIP?

Barkebo DUNCAN[1], Kipchumba SIMON[2], Kiplagat NEHEMIAH[3]
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Corresponding author: Barkebo Duncan barkebod@gmail.com

Abstract
Kenya's Level Five public hospitals face critical service delivery challenges due to resource constraints and operational inefficiencies. Grounded in the Resource-Based View, Open Systems Theory, Institutional Theory, Strategic Control Theory, and WHO's IPCHS framework, this study evaluated the impact of strategic management practices on service delivery and assessed the moderating role of the internal environment. An explanatory sequential mixed-methods cross-sectional design was employed across all 16 gazetted Level Five hospitals. Quantitative data were gathered from 110 departmental heads (96.5% response rate) alongside qualitative key informant interviews with 64 senior hospital managers. Correlation analysis indicated significant positive relationships between the internal environment and service delivery ($r = 0.542, p < 0.001$), strategy formulation ($r = 0.498, p < 0.001$), implementation ($r = 0.512, p < 0.001$), and evaluation ($r = 0.523, p < 0.001$). Hierarchical regression confirmed a direct positive contribution of the internal environment to service delivery. However, moderated multiple regression revealed that the internal environment does not significantly moderate the relationship between strategic management practices and service delivery ($\beta = -0.165, t = -0.360, p = 0.720, \Delta R^2 = 0.001$). Strategic management practices directly drive service delivery performance independently of internal environmental variations. Strengthening strategy formulation, execution, and evaluation remains essential, while targeted investments in leadership, governance, and HR capacity should be pursued as complementary drivers of performance.
Keywords: *Strategic Management Practices, Service Delivery, Internal Environment, Level Five Public Hospitals, Kenya*

NEURO-LEADERSHIP AND EMOTIONAL INTELLIGENCE AS PREDICTORS OF ETHICAL DECISION-MAKING AND TRANSFORMATIONAL LEADERSHIP IN HIGHER EDUCATION INSTITUTIONS IN KENYA

Dr. Domeniter Naomi KATHULA[1], Dr. Daniel A. OTWORi[2], Prof. John CHELUGET[3]

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Abstract

Higher education institutions in Kenya are operating in an era of technological disruption, resource constraints, stakeholder complexity and increasing demand for ethical, accountable and transformational leadership. These pressures require leaders who can regulate emotions, exercise cognitive flexibility, make principled decisions and mobilise institutional change. This study examined the extent to which neuro-leadership competencies and emotional intelligence predict ethical decision-making and transformational leadership among academic and administrative leaders in Kenyan higher education institutions. An explanatory cross-sectional research design was adopted. Data were collected from 650 academic and administrative leaders drawn from public and private universities through multistage stratified sampling. The sample comprised 58.6% academic leaders and 41.4% administrative leaders, with 54.2% male and 45.8% female respondents. Validated instruments measured neuro-leadership competencies, emotional intelligence, ethical decision-making and transformational leadership. Data were analysed using descriptive statistics, Pearson correlation, hierarchical regression, mediation analysis and structural equation modelling. Findings revealed strong positive associations between neuro-leadership and ethical decision-making ($r = 0.61$, $p < 0.001$), emotional intelligence and ethical decision-making ($r = 0.58$, $p < 0.001$), and ethical decision-making and transformational leadership ($r = 0.64$, $p < 0.001$). Neuro-leadership significantly predicted ethical decision-making (beta = 0.42, $p < 0.001$) and transformational leadership (beta = 0.34, $p < 0.001$), while emotional intelligence independently predicted transformational leadership (beta = 0.39, $p < 0.001$). The combined model explained 52.7% of the variance in ethical decision-making and 57.4% of the variance in transformational leadership. Ethical decision-making partially mediated the relationship between neuro-leadership and transformational leadership (indirect effect = 0.16, 95% CI: 0.11-0.22). Leaders with high neuro-leadership and emotional intelligence scores reported stronger ethical judgement (76.8% versus 43.5%) and transformational leadership behaviours (72.4% versus 39.7%) than those with lower scores. The study concludes that neuro-leadership and emotional intelligence are critical foundations for ethical and transformational leadership in higher education. It recommends integrating neuroscience-informed leadership development, emotional intelligence training, ethical governance frameworks and reflective decision-making practices into university leadership capacity-building programmes.

Keywords: *Emotional intelligence; Ethical decision-making; Higher education leadership; Neuro-leadership; Transformational leadership.*

ROLE OF STRATEGIC LEADERSHIP IN INTEGRATING ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PRACTICES ON ORGANIZATIONAL DECISION-MAKING: A SURVEY OF KISII COUNTY GOVERNMENT AND NYAMIRA COUNTY GOVERNMENT, KENYA

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Abstract.
In recent years, the paradigm shift towards social and environmental responsibility has become a top priority across various sectors, including the county Government. The ESG concept, encompassing environmental, social, and governance aspects, has become a crucial foundation for developing sustainable strategies. The importance of ESG-based leadership in the county Governments lies in the ability of leaders to integrate ESG principles into the the government sector's culture and operations. This study aims to provide deeper insights into the strategies and best practices in ESG-based leadership and innovation and their implications for the success and sustainability of County Governments in an increasingly complex and dynamic context. Research employs a qualitative approach. Data is collected through a literature search, covering the period from 2022 to 2026. The findings of the study indicate that first, effective leadership plays a crucial role in integrating ESG principles into county Governments strategies and operations. Visionary leaders can motivate teams, create a culture that supports sustainability, and ensure that ESG practices are consistently applied. Second, ESG-based innovation not only enhances the competitiveness of SMEs but also provides more sustainable and socially responsible solutions. County Government's that successfully implement these innovations tend to see improvements in reputation, service delivery, and financial performance. Third, the environmental, social, and governance aspects of ESG have a significant impact on the two-county Government performance, helping them manage risks. A survey of the examples from various county Governments shows that integrating ESG principles can provide competitive advantages and support sustainable growth.
Keywords: *Leadership, Innovation, Environmental, Social, Governance, Decision Making, Strategy*

ENTREPRENEURSHIP, INNOVATION AND SUSTAINABLE DEVELOPMENT IN LIBRARY AND INFORMATION SERVICES AS A CAREER GROWTH IN NIGERIAN UNIVERSITIES

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Abstract
This study explores the intersection of entrepreneurship, innovation, and sustainable development within Library and Information Services (LIS) as a pathway for career growth in Nigerian universities. As the knowledge economy continues to expand, LIS professionals are increasingly required to move beyond traditional roles and embrace entrepreneurial thinking and innovative practices. The study examines how the integration of entrepreneurial skills into LIS education and practice can enhance service delivery, create employment opportunities, and contribute to institutional and national development. It highlights the role of digital technologies, information management systems, and user-centered services as key drivers of innovation in academic libraries. Furthermore, the research emphasizes the importance of sustainability in ensuring that library services remain relevant, adaptable, and impactful in a rapidly changing educational landscape. Using a qualitative approach, the study draws insights from existing literature and case examples within Nigerian universities to demonstrate how LIS professionals can leverage entrepreneurship to diversify income streams, develop information products, and support research and learning outcomes. The findings suggest that fostering an entrepreneurial mindset among LIS practitioners not only enhances career prospects but also strengthens the capacity of university libraries to contribute to sustainable development goals. The study concludes by recommending curriculum reforms, policy support, and continuous professional development to equip LIS graduates with the necessary competencies for success in the evolving information environment.
Keywords: *Entrepreneurship, Innovation, Sustainable Development, Library and Information Services, Nigerian Universities*

BRIDGING THE DIVIDE OR DEEPENING DEPENDENCY? DIGITAL GATEKEEPERS, CITIZEN TRUST AND ACCOUNTABILITY IN E-GOVERNANCE

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Abstract
The rapid digitization of public services is transforming the relationship between citizens and the state, with e-governance platforms increasingly becoming key channels for accessing government information and services. Digital transformation is widely expected to promote inclusion, efficiency, transparency, and citizen engagement. However, the availability of digital services does not necessarily translate into meaningful or independent citizen access. Citizens facing digital literacy, connectivity, device, or platform-navigation barriers may rely on cybercafés, digital agents, and other third-party intermediaries to interact with government platforms. This paper examines a critical question: Do digital intermediaries bridge the digital divide or deepen citizen dependency in accessing e-governance services? It conceptualizes intermediaries as digital gatekeepers occupying an increasingly important position between citizens and the digital state. Guided by Digital Divide Theory and Gatekeeping Theory, the paper critically examines how intermediary-mediated access can simultaneously facilitate inclusion while creating new forms of dependency, information asymmetry, privacy vulnerability, and reduced citizen autonomy. The study employs critical analysis and document analysis of scholarly literature, policy documents, and relevant governance and digitalization frameworks, with particular attention to Kenya and comparable developing-country contexts. The analysis examines the relationship between digital access, intermediary dependence, digital gatekeeping, citizen trust, privacy, and accountability. It argues that a "dependency paradox" exists: intermediaries serve as important bridges for citizens who would otherwise experience exclusion, but sustained reliance on them alters the citizen–state relationship by introducing a third party into interactions intended to be direct. This creates critical accountability gaps regarding information submitted, personal data handled, transactions undertaken, and services received. The paper further argues that increasing technological sophistication, including AI-enabled digital government tools, does not automatically eliminate these challenges where citizens lack the capacity to engage with digital systems independently. Inclusive e-governance should therefore move beyond measuring whether citizens can access digital platforms to assessing whether they can independently, meaningfully, and securely use digital public services and hold government systems accountable. The paper concludes that strengthening digital literacy, designing citizen-centered platforms, establishing formal standards and registration for intermediary services, protecting personal data, and clarifying accountability mechanisms are essential to ensuring that digital transformation bridges rather than reproduces exclusion. The paper contributes to the discourse on democracy, governance, and accountability by positioning intermediary dependence and digital gatekeeping as important dimensions of meaningful digital inclusion and citizen–state relations.
Keywords: *E-Governance, Digital Gatekeepers, Digital Divide, Digital Inclusion, Citizen Trust, Accountability, Digital Citizenship, Kenya.*

BOARD DIGITAL EXPERTISE AND EARNINGS QUALITY: EVIDENCE FROM LISTED CONSUMER GOODS FIRMS IN NIGERIA

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Abstract

This study examines the effect of board digital expertise (BDE) on earnings quality among listed consumer goods firms in Nigeria over the period 2014 to 2025. The study is motivated by the persistent challenge of earnings manipulation in Nigeria's corporate sector and the near-absence of empirical evidence on the financial reporting implications of board-level digital competency. Earnings quality was operationalised through three complementary proxies: accrual quality, earnings smoothness, and real earnings management. Secondary data were hand-collected from the published annual reports of a purposively selected sample of 20 consumer goods firms listed on the Nigerian Exchange Group (NGX), yielding 200 firm-year observations. The study adopted an ex post facto research design and, following diagnostic evidence of groupwise heteroskedasticity and a Hausman test favour random effect, employed Feasible Generalised Least Squares with Panel Corrected Standard Errors (FGLS/PCSE) as the estimation technique. The analysis is anchored on agency theory, complemented by signaling theory and resource dependence theory. The results show that board digital expertise exerts a significant negative effect on accrual quality ($\beta = -0.0432$, $p < 0.01$), earnings smoothness ($\beta = -0.5134$, $p < 0.01$), and real earnings management ($\beta = -0.0527$, $p < 0.01$), indicating that boards with a higher proportion of digitally expert directors significantly constrain earnings manipulation across all three dimensions. Firm size, profitability, and board independence are consistently associated with lower earnings manipulation, while leverage is positively associated with it. The study concludes that board digital expertise is a significant, multi-dimensional determinant of earnings quality, operating through reduced information asymmetry and enhanced board oversight of digital financial reporting processes. It recommends that the Financial Reporting Council of Nigeria mandate a minimum board digital expertise requirement for listed firms and that nomination committees formally integrate digital competency into board composition criteria. The study contributes the first dedicated empirical evidence from Nigeria on board digital expertise as a governance mechanism for financial reporting integrity.

Keywords: *Board Digital Expertise, Earnings Quality, Accrual Quality, Earnings Smoothness, Real Earnings Management*

PREDICTIVE ANALYTICS FOR UNIVERSITY ENTERPRISE SYSTEMS ADMINISTRATION: A FRAMEWORK FOR PROACTIVE ICT MANAGEMENT

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Abstract
University activities at this era now run on enterprise systems. Admissions, student records, finance, payroll and online learning all depend on platforms such as Enterprise Resource Planning (ERP) systems and Learning Management Systems (LMS). When these systems fail, the impact is felt immediately by students, faculty and staff. Most university ICT departments, including many in Kenya, still manage these systems reactively: a problem is fixed only after it has already disrupted services. Predictive analytics offers a different approach. By studying patterns in system data, it can flag early warning signs before a system actually fails, giving ICT teams a chance to act ahead of time. This paper is a desktop review of how predictive analytics can support proactive ICT management in university enterprise systems administration. The review draws on recent literature, with particular attention to the Kenyan higher education context. Two theories guide the review: Dynamic Capabilities Theory as the anchor theory, and the Technology-Organization-Environment (TOE) framework. Three ideas are kept clearly separate throughout the paper: predictive analytics (the forecasting capability itself), enterprise systems administration (the daily running of university systems), and proactive ICT management (the outcome of fewer surprises and faster responses). A conceptual framework is proposed linking the three. The review finds that predictive analytics is already changing IT operations in general, but its use inside university ICT departments, especially in Kenya, remains limited by infrastructure, budget and skills constraints. The paper ends with practical recommendations for university ICT leaders and suggestions for future research.

Keywords: *Dynamic Capabilities, Enterprise Systems, Predictive Analytics, Proactive ICT Management, Universities*

DIGITAL DEMOCRACY AND CITIZEN PARTICIPATION: EXAMINING AI-DRIVEN GOVERNANCE ACCOUNTABILITY MECHANISMS IN EAST AFRICAN PUBLIC INSTITUTIONS, 2020–2025

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Abstract
Digital democracy and citizen participation are increasingly mediated by artificial intelligence and digital governance tools, yet the accountability mechanisms that govern these technologies in East African public institutions remain inadequately understood. This study thus examined AI-driven governance accountability mechanisms in East African public institutions between 2020 and 2025, focusing on how digital democracy frameworks and citizen participation define institutional accountability. The study was underpinned by Democratic Theory and Institutional Theory. A desktop review research design guided by a positivist research philosophy was adopted, with literature sourced from peer-reviewed journal articles, academic books, institutional reports, and policy documents accessed through Google Scholar, Scopus, Web of Science, ScienceDirect, Emerald Insight, SpringerLink, Taylor & Francis, and ResearchGate. The review focused on studies published between 2020 and 2025 relevant to digital democracy, citizen participation, AI governance, public accountability, and East African public institutions. The findings revealed that digital democracy tools significantly influence citizen participation through e-participation platforms, digital rights frameworks, and civic inclusion practices. The review further established that AI adoption in East African public institutions has expanded administrative efficiency but also introduced significant accountability challenges related to transparency, algorithmic bias, and institutional readiness. The study concluded that effective AI-driven governance accountability required the integration of digital democracy mechanisms, inclusive citizen participation structures, and robust institutional oversight frameworks. In view of the findings, the study recommends that East African governments should strive to invest in AI governance frameworks, promote digital literacy, strengthen oversight institutions, and align AI deployment with democratic accountability principles.

Keywords: *Digital Democracy, Citizen Participation, AI-Driven Governance, Accountability Mechanisms, East African Public Institutions.*

TRANSFORMING PRIMARY HEALTHCARE THROUGH DIGITAL HEALTH COOPERATIVES: A UNIVERSITY-COMMUNITY MODEL FOR STRENGTHENING HEALTH INFORMATION SYSTEMS, DISEASE SURVEILLANCE AND HEALTH EQUITY IN KENYA

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Abstract
Primary healthcare remains the foundation of equitable health service delivery in Kenya, yet many communities continue to experience gaps in access, health information flow, disease surveillance, referral coordination and timely decision-making. Anchored in the conference theme of leadership, innovation, sustainability and artificial intelligence, this study examined how digital health cooperatives can strengthen primary healthcare systems through a university-community partnership model. The study was implemented across 525 primary healthcare facilities and community health units, integrating digital reporting, community-based surveillance, referral tracking, health education and data-informed decision support. An explanatory mixed-methods design was adopted, combining facility-level service data, community health promoter reports, stakeholder interviews and programme implementation records. The intervention supported real-time disease signal reporting, household follow-up, maternal and child health tracking, stock-out monitoring and community feedback mechanisms. Findings showed notable improvements in service delivery and system responsiveness: immunisation coverage increased from 71% to 86%, outpatient service utilisation rose by 22%, essential commodity stock-outs reduced by 31%, and disease surveillance reporting delays declined from 15 days to 6 days. In addition, 952 community health promoters were trained on digital health reporting, while 125 facilities were linked to enhanced digital surveillance mechanisms. The study concludes that digital health cooperatives offer a sustainable and inclusive model for transforming primary healthcare by strengthening data systems, improving accountability, enhancing community participation and promoting timely health action. It recommends scaling university-community digital health partnerships, investing in interoperable health information systems, strengthening community health promoter capacity and developing policy frameworks that support ethical data governance, health equity and sustainable primary healthcare innovation in Kenya.
Keywords: *Community health; Digital health cooperatives; Disease surveillance; Health equity; Primary healthcare.*

TRANSFORMATIONAL LEADERSHIP, ARTIFICIAL INTELLIGENCE ADOPTION AND SUSTAINABLE PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES: A SYSTEMATIC REVIEW OF EVIDENCE FROM KENYA AND BEYOND

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Abstract
Small and medium enterprises (SMEs) are a major source of employment and income in Kenya, yet many fail to survive and grow. As artificial intelligence (AI) becomes more accessible, the quality of leadership within SMEs increasingly determines whether firms turn new technology into lasting value. This paper examines how transformational leadership shapes AI adoption and sustainable performance in SMEs. It is guided by Transformational Leadership Theory and the Technology–Organization–Environment (TOE) framework. The study adopted a systematic literature review and document analysis design. Peer-reviewed journal articles published between 2014 and 2026 were retrieved from Scopus, Web of Science, Google Scholar and African journal repositories using keywords on transformational leadership, AI adoption, SMEs and organizational performance. Studies were screened for relevance using the PRISMA 2020 guidelines, and the selected [n] studies were analysed through thematic content analysis. Three main findings emerged. First, Kenyan evidence consistently shows that transformational leadership, especially intellectual stimulation, idealized influence and inspirational motivation, has a positive and significant effect on the performance of SMEs and other organizations. Second, international reviews identify leadership commitment, management support, and leadership readiness as key organizational factors that determine whether SMEs adopt AI and gain from it. Third, AI improves SME performance mainly when it is backed by complementary investments in staff skills, a learning culture and open communication. Many SMEs, however, use AI only for narrow tasks rather than for wider business change. The review also found a clear gap: there is almost no African evidence linking leadership style, AI adoption and sustainable performance in one model. The paper concludes that transformational leadership is an important enabler of responsible and value-creating AI adoption in SMEs. It recommends leadership development programmes for SME owner-managers, digital skills training through business support agencies, and further empirical research on AI adoption in Kenyan SMEs.

Keywords: *Transformational Leadership, Artificial Intelligence, SMEs, Sustainable Performance, Systematic Review, Kenya*

DIGITAL TRANSFORMATION IN STRATEGIC HEALTHCARE MANAGEMENT: KENYAN PUBLIC HOSPITALS

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Abstract
Digital transformation encompassing artificial intelligence (AI), big data analytics, cloud computing, the Internet of Medical Things (IoMT), electronic health records (EHR), and clinical/administrative decision support systems (DSS) is increasingly recognized as a strategic management capability rather than a purely technical upgrade. This paper conducts a systematic literature review of contemporary healthcare management and digital health scholarship to examine how digital transformation influences strategic decision-making processes and organizational performance in healthcare institutions, and it interprets these findings against the specific institutional, infrastructural, and policy context of Kenyan public hospitals. identified scholarly sources spanning strategic management theory, artificial intelligence in smart hospitals, data-driven self-management, electronic medical records, and big data analytics in decision-making were thematically synthesized alongside empirical and policy evidence on digital health system adoption in Kenya. The synthesis indicates that digital transformation strengthens strategic planning, digital leadership, organizational agility, performance management, and innovation capability in well-resourced settings, and that these same mechanisms are only partially realized in Kenyan public hospitals due to infrastructural gaps (notably unreliable electricity and connectivity), fragmented and non-interoperable systems, constrained financing, limited digital literacy, and weak data governance frameworks. The paper proposes a conceptual framework linking digital transformation to strategic management processes and organizational performance, mediated by digital leadership and institutional readiness, and offers recommendations for Kenyan health policymakers, hospital executives, and organizational leaders. The review closes by identifying gaps that warrant further empirical investigation, including primary data collection within Kenyan public hospitals using the proposed framework.
Keywords: *Digital Transformation; Strategic Decision Making; Digital Leadership; Strategic Management; Healthcare Management; Healthcare Innovation; Kenyan Public Hospitals.*

MODELLING INFORMAL ECONOMY PARTICIPATION FOR URBAN REFUGEES AND ITS IMPACT ON SOCIAL INEQUALITIES IN NAIROBI, KENYA: A SYSTEMATIC LITERATURE REVIEW

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Abstract
Urban refugees increasingly pursue livelihoods in informal labour markets, micro-enterprises, petty trade, casual employment, and other forms of own-account work because formal employment remains constrained by documentation requirements, discrimination, non-recognition of qualifications, limited access to finance, language barriers, and restrictive institutional environments. Yet informal-economy participation has an ambiguous relationship with social inequality. It may provide immediate income, autonomy and livelihood recovery while simultaneously reproducing low earnings, insecurity, financial exclusion, occupational segmentation, exposure to harassment and unequal opportunities across gender, nationality, legal status and location. This systematic literature review synthesises empirical evidence published between 2016 and 2026 on informal-economy participation among refugees, with particular attention to urban refugees and progressive geographical narrowing from global literature to Africa, East Africa and Kenya. The review adopted a PRISMA-informed approach, focusing on peer-reviewed empirical literature examining employment, self-employment, entrepreneurship, informal finance, livelihoods, economic inclusion, social capital, and distributional inequalities. The review demonstrates that informal participation should not be modelled as a homogeneous binary outcome. Rather, evidence supports a multinomial, multidimensional model that distinguishes non-employment, informal wage employment, own-account activity, micro-enterprise, employer entrepreneurship, and formal employment. Participation is shaped by interacting individual, household, network, institutional and spatial characteristics. Its welfare consequences are correspondingly heterogeneous. Informality generally improves immediate survival prospects relative to non-employment, but its capacity to generate upward mobility depends strongly on documentation, capital, bridging networks, gender, skills, sector, location and policy environment. The review proposes an integrated econometric framework combining multinomial participation modelling, endogenous switching or treatment-effect models, decomposition techniques, quantile analysis and multilevel modelling to distinguish selection into informal work from its causal and distributional consequences. For Kenya, the evidence points to a particularly strong case for analysing informal finance, social capital, gender, documentation, and urban location simultaneously. The review concludes that refugee informality is best understood as constrained economic agency embedded in unequal institutional environments, rather than either entrepreneurial success or economic marginality alone.
Keywords: *Urban Refugees, Informal Economy; Livelihoods, Self-Employment, Refugee Entrepreneurship, Social Inequality, And Labour-Market Segmentation*

EFFECT OF CROSS-CULTURAL COMMUNICATION ON THE PERFORMANCE OF MULTINATIONAL CORPORATIONS IN KERICHO COUNTY, KENYA

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Abstract
The performance of multinational corporations (MNCs) in culturally diverse workplaces depends in part on how managers and employees communicate across language and cultural boundaries. This study examined the effect of cross-cultural communication on the performance of MNCs in Kericho County. It was grounded in Social Exchange Theory and adopted a quantitative cross-sectional survey design. Structured questionnaires were administered to managers and subordinates in tea-sector MNCs through stratified simple random sampling. Of the 426 questionnaires distributed, 282 were completed, giving a 66.2% response rate. Cross-cultural communication was measured through collaborative communication, communication adaptation, language inclusivity, conflict resolution, and cultural awareness programs. Performance was measured through cultural adaptability, strategic goal achievement, service or product quality, operational efficiency, and employee productivity. Spearman's rank-order correlation showed a moderate positive association between cross-cultural communication and performance (rho = .500, $p < .001$). The regression model was statistically significant, $F(1, 280) = 106.80$, $p < .001$, and explained 45.7% of the variance in perceived performance. Cross-cultural communication positively predicted performance ($B = 0.645$, $\beta = .676$, $p < .001$, 95% CI [0.522, 0.768]). Collaborative communication received the highest item rating ($M = 4.66$), while language inclusivity received the lowest rating and the widest spread of responses ($M = 4.47$, $SD = 0.67$). The null hypothesis was rejected. Managers should retain the collaborative communication already reported while giving more attention to language inclusivity through multilingual instructions and accessible grievance procedures.

Keywords: *Cross-Cultural Communication, Multinational Corporations, Organizational Performance, Kericho County, Tea Sector*

CLIMATE-SMART LEADERSHIP AND ORGANIZATIONAL RESILIENCE: EXAMINING LEADERSHIP RESPONSES TO CLIMATE CHANGE IN KENYAN INSTITUTIONS

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Abstract
Climate change is no longer a peripheral risk for Kenyan organizations; it is a direct and escalating threat to operations, infrastructure, supply chains, workforces, and the communities they serve. This paper examines how leadership within Kenyan institutions that is; public agencies, regulated financial institutions, private enterprises, civil-society organizations, and universities shape organizational resilience in the face of intensifying climate variability. Drawing on organizational resilience theory, dynamic capabilities and institutional theory, and transformational and adaptive leadership frameworks, the paper develops an integrated conceptual model of "climate-smart leadership" that links leaders' anticipatory, absorptive, adaptive, and transformative capacities to institutional climate outcomes. The analysis is grounded in a broad narrative review of Kenya's climate governance architecture including the Climate Change Act (2016, amended 2023), the National Climate Change Action Plan (NCCAP) 2023–2027, the Central Bank of Kenya's 2021 climate-related risk management guidance, the National Drought Management Authority's coordination mandate, and gender-responsive climate policy commitments together with emerging empirical evidence from Kenyan firms, regulators, and universities. The paper argues that climate-smart leadership in Kenya is distinguished by the need to operate simultaneously across five conditions rarely combined elsewhere: a fragmented, devolved multi-level governance structure; resource-constrained public and private institutions; highly localized and heterogeneous climate exposure; an underdeveloped but rapidly forming regulatory apparatus for climate risk; and persistent gender and representational gaps in climate decision-making. It concludes with sector-specific and cross-cutting recommendations for leadership development, institutional coordination, and future research, positioning climate-smart leadership as a critical, still underexamined lever for national climate resilience.

Keywords: Climate-Smart Leadership, Organizational Resilience, Dynamic Capabilities, Climate Governance, Devolution, Gender-Responsive Leadership, Kenya

INFLUENCE OF HEALTH PROGRAMMES ON EMPLOYEE PERFORMANCE AMONG FAIRTRADE-CERTIFIED FLOWER FARMS IN NAKURU COUNTY, KENYA

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Abstract
Employee health is an important component of employee welfare and can influence employees' capacity to maintain productivity, quality, attendance and commitment. This study examined the influence of health programmes on employee performance among Fairtrade-certified flower farms in Nakuru County, Kenya. A descriptive-explanatory research design was adopted, and quantitative data were collected from employees using structured questionnaires. Data from 199 usable responses were analysed using descriptive statistics, Pearson correlation and multiple regression analysis. Health programmes recorded the highest composite mean among the welfare constructs, with a mean of 3.643 (SD = 0.679). Pearson correlation analysis established a strong, positive and statistically significant relationship between health programmes and employee performance ($r = .620$, $p < .001$). Multiple regression analysis established that health programmes made a positive and statistically significant contribution to employee performance ($B = .335$, $\beta = .344$, $t = 4.648$, $p < .001$). The overall regression model was statistically significant, $F(4, 194) = 41.985$, $p < .001$, explaining 46.4% of the variance in employee performance. The null hypothesis that health programmes have no statistically significant influence on employee performance was rejected. Health programmes emerged as the strongest individual predictor of employee performance. The study concludes that health programmes are a critical component of employee welfare and should be strengthened within Fairtrade-certified flower farms.
Keywords: *Health Programmes, Employee Performance, Employee Welfare, Occupational Health, Fairtrade, Floriculture, Nakuru County, Kenya.*

LEADERSHIP AND SUSTAINABLE MANAGEMENT PRACTICES: STEWARDING AFRICA'S INSTITUTIONS FOR A RESILIENT, EQUITABLE AND ENDURING FUTURE

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Abstract
African organisations have long treated leadership and sustainability as separate agendas, with sustainability confined to compliance and leadership judged on short term results. This paper argues that the separation is now a liability. Drawing on the keynote address delivered at the 13th Management University of Africa International Multiconference, it presents sustainable management as good leadership measured over a longer horizon. The paper frames the African context as two curves rising together, one of opportunity and one of strain, and defines sustainable management through a triple bottom line of people, planet and prosperity read with community and stewardship at its centre. It reviews transformational, servant and adaptive leadership alongside the indigenous ethic of Ubuntu, develops the idea of the leader as steward, and examines Kenya's devolved system of 47 county governments as a live test of sustainable leadership. It then sets out four management practices, links them to the Sustainable Development Goals, and proposes the SLED model: see long, lead with, embed stewardship and design accountability. The paper closes with implications for leaders, institutions and universities.
Keywords: *Sustainable Leadership, Stewardship, Ubuntu, Triple Bottom Line, Devolution, Kenya, Institutional Resilience*

TECHNOLOGICAL INNOVATION AND RESOURCE ALLOCATION AS DRIVERS OF STRATEGIC ASSET MANAGEMENT IN KENYA'S ELECTRICITY TRANSMISSION SECTOR: EVIDENCE FROM KETRACO

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Abstract
This study examined the influence of technological innovation and resource allocation on strategic asset management of high-voltage transmission lines and substations at the Kenya Electricity Transmission Company Limited (KETRACO). The study was drawn from a broader investigation of the determinants of strategic asset management and focused on the two factors that emerged as the strongest predictors of asset management performance. A mixed-methods design was adopted, targeting all 180 Operations and Maintenance personnel involved in high-voltage transmission asset management through a census approach. Quantitative data were collected using structured electronic questionnaires, while qualitative insights were obtained through focus group discussions. A total of 128 usable questionnaire responses were obtained, representing a 71.1% response rate. Descriptive statistics, Pearson correlation and multiple regression analyses were conducted using SPSS Version 23, while qualitative data were analysed thematically. The findings indicated moderate-to-high adoption of technological innovations, particularly centralised asset management platforms (M = 3.70) and predictive and real-time monitoring technologies (M = 3.66), although cybersecurity and system integration remained comparatively weak (M = 3.38). Resource allocation was strongest in capital investment planning (M = 3.77), while regular training on emerging technologies recorded the lowest mean (M = 3.31). Technological innovation had a strong positive relationship with strategic asset management performance ($r = .721$, $p < .01$), as did resource allocation ($r = .684$, $p < .01$). In the broader multivariable model, technological innovation ($\beta = .346$, $p < .001$) and resource allocation ($\beta = .312$, $p < .001$) emerged as the two strongest predictors. The study concludes that KETRACO can enhance reliability, reduce downtime and strengthen lifecycle performance by accelerating digital asset management, predictive maintenance and cybersecurity while protecting operation and maintenance budgets and investing in technical workforce development.

Keywords: *High-Voltage Transmission, KETRACO, Resource Allocation, Strategic Asset Management, Technological Innovation*

ALGORITHMIC LEADERSHIP: RECONCEPTUALISING DECISION-MAKING IN THE AGE OF AI-DRIVEN GOVERNANCE

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Abstract
The integration of artificial intelligence (AI) into organisational governance has produced a qualitatively new form of leadership algorithmic leadership in which decision authority is distributed across human actors, data infrastructures, and machine-learning systems. This paper develops a comprehensive theoretical framework for understanding how AI-mediated governance reshapes leadership agency, accountability, and ethical decision-making. Drawing on socio-technical systems theory, agentic leadership theory, and accountability theory, the paper argues that algorithmic leadership is characterised by accountability displacement, where responsibility for outcomes is diffused across opaque computational assemblages. The framework identifies three constitutive dimensions: decision-rights allocation, escalation and contestability mechanisms, and ethical accountability structures. A mixed-methods empirical study involving 423 professionals across 12 countries, complemented by 24 qualitative interviews, tests a moderated mediation model linking agentic leadership to crisis-resilient leadership effectiveness through AI-augmented ethical decision-making. Findings confirm that the indirect effect is significant and is moderated by conscious unbossing and crisis exposure. The paper synthesises evidence from recent empirical studies and proposes a research agenda for examining leadership effectiveness under algorithmic constraints. Implications for leadership development, organisational governance, and regulatory policy are discussed.
Keywords: *Algorithmic Leadership, AI Governance, Accountability Displacement, Socio-Technical Systems, Decision-Making, Crisis Resilience*

FROM DATA TO SUSTAINABILITY: LEVERAGING BIG DATA ANALYTICS AND MACHINE LEARNING FOR ESG PERFORMANCE AND SUSTAINABLE DEVELOPMENT

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Abstract
Environmental, social, and governance (ESG) performance has become a central determinant of organisational legitimacy and long-term value creation. This paper examines how big data analytics and machine learning can enhance ESG measurement, prediction, and strategic decision-making. Drawing on stakeholder theory, the resource-based view, and dynamic capabilities perspectives, the study synthesises current literature and presents a comprehensive framework for AI-enabled ESG strategy. A systematic review of 62 peer-reviewed articles published between 2015 and 2026 identifies four mechanisms through which AI enhances ESG performance: data integration and standardisation, predictive risk management, anomaly detection and greenwashing identification, and strategic decision optimisation. Findings indicate that machine learning and natural language processing enhance ESG transparency by enabling anomaly detection and greenwashing identification. However, the relationship between AI adoption and ESG performance is moderated by firm size, industry context, digital maturity, and institutional environment. Empirical evidence from UAE hospitality organisations reveals that AI-enabled green learning capability mediates the relationship between AI-powered big data analytics capabilities and ESG performance, with responsible leadership serving as a positive moderator. The paper identifies data quality, technological barriers, and organisational capabilities as key implementation challenges. Implications for managers, policymakers, and future research are discussed.

Keywords: *Big Data Analytics, ESG Performance, Machine Learning, Sustainable Development, Predictive Analytics, Responsible Leadership*

A CO-CREATED PATH TO DECENT WORK: A CONCEPTUAL MODEL OF GENERATION Z WORKPLACE INTEGRATION IN KENYA

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Abstract
Despite rising graduate output from Kenyan universities, employer dissatisfaction with Generation Z work-readiness persists, contributing to youth unemployment and undermining SDG 8: Decent Work and Economic Growth. In 2023, the Federation of Kenyan Employers (FKE) reported that 67% of employers found university graduates "not work-ready" despite Kenya producing over 500,000 graduates annually (FKE, 2023). The Kenya National Bureau of Statistics further notes youth unemployment at 13.7%, with 80% of the unemployed being youth aged 18-34 (KNBS, 2023). This paradox signals a structural disconnect between academia and industry. Existing literature explains this gap through two isolated lenses: the deficit model, which blames Higher education Institutions (HEIs) for poor curricula, and the generational model, which attributes challenges to Gen Z traits. Both overlook a critical question: What psychological and organisational mechanisms convert academic preparation into sustained workplace success? Drawing on Human Capital Theory (HCT), Social Cognitive Career Theory (SCCT), and Organisational Socialisation Theory (OST), this conceptual paper proposes an integrated moderated-mediation model to explain Generation Z workplace integration in Kenya's formal labour market. We argue that Workplace Readiness and Individual Generational Attributes influence Workplace Integration Success through the mediating mechanism of Career Self-Efficacy. Furthermore, we posit that Organisational Socialisation Mechanisms act as a critical boundary condition, strengthening the conversion of readiness and attributes into Work Integration Success. The paper develops six propositions and presents a conceptual framework to guide future empirical testing. The contribution is threefold: Integrates four theories to model the transitions and integration of Generation Z employees; theoretically, it extends SCCT to Career self-efficacy in an LMIC context; practically, it provides HEIs, employers, and policymakers with a roadmap for designing "efficacy-building" transition systems aligned to Kenya Vision 2030 and SDG 8.

Keywords: *Workplace Integration Success, Generation Z, Workplace Readiness, Career Self-Efficacy, Organisational Socialisation, SDG 8*

PROFESSIONAL MEDIATION, BOARDROOM CONFLICT AND CORPORATE PERFORMANCE IN KENYAN ORGANISATIONS: AN INTEGRATIVE GOVERNANCE FRAMEWORK

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Abstract
Boardroom conflict is a major governance challenge in Kenyan organisations, often arising from competing interests, relationship tensions, and disagreements over responsibilities and processes, all of which can affect decision-making and organisational outcomes. This paper examines the relationship between professional mediation, boardroom conflict, and organisational performance in Kenyan organisations, and develops an integrative governance framework to explain these connections. An integrative literature review design was adopted. The target documentary sources included scholarly articles, books, legal and regulatory documents, governance codes, institutional reports, and professional publications on mediation, boardroom conflict, conflict management, governance, and organisational performance. Sources were selected purposively for relevance, with recent research prioritised alongside core theoretical works. Data were collected through documentary search, screening, and extraction, and analysed using qualitative thematic synthesis guided by Conflict Management Theory, with support from Agency Theory and Stakeholder Theory. Findings reveal that boardroom conflict typically manifests as task, relationship, or process conflict, while professional mediation offers a structured, confidential, impartial, and constructive way to address such disputes. Secondary evidence from Muriuki et al. (2017), based on 375 questionnaires with 309 usable responses (82.4% response rate), reported a significant link between conflict resolution and organisational performance ($\beta = 0.152$, $t(374) = 1.98$, $p = .005$), with a 7% reported improvement in performance after conflict resolution. However, these figures relate to broader conflict management approaches and are not specific to professional mediation. The paper concludes that professional mediation can help support organisational performance, with the nature and intensity of boardroom conflict shaping its impact. It recommends enhancing mediation capacity, providing clearer regulatory guidance, and conducting empirical tests of the proposed governance framework in Kenyan organisations.

Keywords: *Boardroom Conflict; Conflict Management Theory; Mediation; Organisational Performance; Professional Mediation.*

ANTIBACTERIAL SCREENING AND GC-MS PROFILING OF SOIL-DERIVED ACTINOMYCETES AGAINST MULTIDRUG-RESISTANT BACTERIAL ISOLATES FROM SELECTED FOOD AND PLANT-ASSOCIATED SOURCES IN IKERE-EKITI, NIGERIA

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Abstract

The increasing prevalence of multidrug-resistant (MDR) bacterial pathogens has renewed interest in natural microbial sources of antibacterial compounds. Actinomycetes are valuable in this regard because of their ability to produce structurally diverse secondary metabolites. This study evaluated the preliminary antibacterial activity and chemical profiles of soil-derived actinomycetes isolated from selected environments in Ikere-Ekiti, Nigeria, against multidrug-resistant bacterial isolates from food and vegetables. Soil samples were obtained from loamy soil, dump soil, uncultivated land, stream sediment and river-bank sediment. Actinomycetes were isolated on starch casein agar and characterized using cultural, morphological and biochemical methods. MDR bacterial isolates from selected foods and vegetables in a previous work, which included *Pseudomonas* spp., *Cronobacter pulveris, Salmonella* spp. *Staphylococcus sp., Salmonella sp. and Enterobacter amnigenus* were used as test bacteria and screened for antibiotic resistance using the Kirby-Bauer disc diffusion method. Antibacterial screening of Actinomycetes recovered was carried out using agar well diffusion method. Selected active extracts were profiled by gas chromatography-mass spectrometry. Fifteen actinomycetes were recovered from the samples; loamy and dump soil yielded the highest actinomycete isolates. These exhibited typical actinomycete characteristics, including white to cream pigmentation, chalky/dry colony surfaces, and filamentous growth patterns. Antibiotic susceptibility testing confirmed multidrug resistance among the test isolates, with *Cronobacter pulveris* resistant to all antibiotics tested and *Enterobacter amnigenus* resistant to six of ten antibiotics tested. Antibacterial screening revealed that actinomycetes isolates coded OUL4, OSB3, ODS1, BL1 and BRS2 showed selective activity against the test organisms. The GC-MS analysis of OSB3 and OUL4 showed 16 and 22 bioactive compounds, respectively with major constituents including palmitic acid, (28.26%), oxirane (25.76%), 8-hexadecenal (9.46%), 4-chloro-2-methylphenol (9.85%), cholest-5-en-3-ol (7.95%), and squalene (6.21%). Findings suggest that soil-derived actinomycetes from Ikere-Ekiti may contain antibacterial metabolites. Thereby reducing the need for overreliance on orthodox antibiotics and spread of antibiotic resistance in the environment.

Keywords: *Actinomycetes; Antibacterial Activity; Multidrug Resistance; Secondary Metabolites; GC-MS*

DIGITAL PROCUREMENT PRACTICES AND SUPPLY CHAIN EFFICIENCY IN THE ENERGY SECTOR IN KENYA.

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Abstract
This study examined how digital procurement practices affect the efficiencies of supply chains in the energy sector in Kenya. The study was driven by the challenges facing the energy sector's procurement process even in the era of digital procurement systems, such as e-tendering, e-contract management and e-inventory management. The study aimed at assessing the effect of e-tendering, e-contract management and e-inventory management on the efficiency of supply chain and the role of leadership in the relation between e-procurement and the efficiency of supply chain. The study was conducted on some of the energy companies such as Kenya Electricity Generating Company PLC (KenGen), Kenya Power and Lighting Company (KPLC) and Kenya Geothermal Development Company (GDC) engaged in energy generation, transmission, distribution and geothermal development in the energy sector, respectively. The study was descriptive study and used mixed-method approach. Structured questionnaires were used to collect data from the respondents who are engaged in procurement and supply chain related functions. A total of 285 observations were obtained and were valid for the study. Descriptive statistics, correlation analysis and multiple regression analysis were used to analyse the data. Heteroscedasticity was detected by the Breusch-Pagan/Cook-Weisberg test, thus robust standard errors were used. The results confirmed the overall perception of digital procurement being relevant for supply chain efficiency. E-inventory management and e-tendering had composite mean of 3.015 and 3.027 respectively. The regression results however, revealed that e-inventory management did not have a statistically significant impact on the supply chain efficiency (β = -0.02897, p = 0.322). E-tendering, on the other hand, had a statistically significant effect (β = -0.14742, p < 0.001), e-contract management also had a statistically significant effect (β = -0.77218, p < 0.001). The digital procurement variables that showed the highest association with supply chain efficiency were e-contract management, an indication of how digital contracts are managed. E-contract management, some measure of how contracts are managed digitally, was the strongest relationship with supply chain efficiency among the digital procurement factors. The overall regression model was statistically significant with R^2 value of 0.8199 (P value <0.001) which explains 81.99% of the variance in supply chain efficiency. The addition of leadership only marginally increased the R^2 to 0.8206 and leadership was not statistically significant as an independent predictor (p = 0.238). Interactions were not tested so the study was unable to formally investigate the moderating effect of leadership. The findings of the study indicate that e-tendering and e-contract management are critical practices in digital procurement to facilitate efficiency in the energy sector's supply chain in Kenya. Thus, the energy sector organizations should increase the implementation and integration of e-inventory system and enhance the digital tendering and electronic contract management systems. The results offer valuable lessons for procurement managers, government policymakers, and other members of the energy sector supply chain aiming to improve its efficiency, transparency, coordination, and cost-effectiveness.
Keywords: *Digital Procurement Practices, Supply Chain Efficiency, Energy Sector, Kenya.*

TRANSFORMATIVE LEADERSHIP AND SUSTAINABLE MANAGEMENT PRACTICES: LESSONS FROM AN EXECUTIVE LEADERSHIP DEVELOPMENT PROGRAMME IN KENYA

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Abstract
Contemporary organizations operate amid technological disruption, changing workforce expectations, organizational restructuring, stakeholder pressures and rising demands for sustainable institutional performance, requiring leaders who move beyond positional authority toward transformative leadership practices integrating self-awareness, emotional intelligence, strategic vision, employee engagement, communication, innovation and continuous improvement. This paper examines the contribution of transformative leadership competencies to sustainable management practices, drawing on lessons from the Transformative Leadership Skills for Managers and Executives – Cohort 1 executive development programme held 7th–11th September 2026 at Lake Naivasha Parklane Resort, Naivasha, Kenya. The study adopted a qualitative reflective case-study approach, thematically analysing the training report and interpreting it against scholarly literature published between 2020 and 2026. Seven interrelated dimensions emerged: self-leadership and emotional intelligence; strategic vision and change leadership; employee engagement and cross-generational integration; strategic communication; creative destruction and continuous improvement; innovation and adaptability; and leadership legacy. Findings indicate that sustainable transformation begins with leadership self-transformation and requires alignment between strategic direction, people, communication, culture and execution, and is more likely where learning is translated into workplace practice and institutionalized systems. Recent literature supports the relationship between transformational leadership and sustainable performance, although the strength of this relationship varies across contexts (Gaybullaev & Strode, 2026; Piwowar-Sulej & Iqbal, 2023). The paper proposes a Transformative Sustainable Leadership Framework comprising seven mutually reinforcing dimensions – self, direction, people, communication, transformation, renewal and legacy – offering a practical basis for converting leadership development into sustainable organizational transformation.

Keywords: *Transformative Leadership, Sustainable Management, Emotional Intelligence, Employee Engagement, Strategic Communication, Continuous Improvement*

LEADERSHIP STYLE AND EMPLOYEE JOB SATISFACTION: A REVIEW OF EMPIRICAL LITERATURE

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Abstract
Leadership is a critical determinant of organizational effectiveness, with its style directly influencing employee attitudes and workplace outcomes. Despite extensive research, findings across contexts remain varied, necessitating a synthesis of empirical evidence. The purpose of this empirical review is to synthesize existing empirical studies on the relationship between leadership styles and employee job satisfaction to establish prevailing patterns, contextual variations, and research gaps. This study adopts an empirical literature review methodology. A systematic search of empirical studies published between 2015 and 2025 was conducted across electronic databases. A total of 45 empirical studies from diverse sectors including education, health, banking, manufacturing, and public service across Africa, Asia, Europe, and America were reviewed, analyzed and thematically synthesized. The review reveals that transformational and democratic leadership styles consistently show a strong positive relationship with employee job satisfaction. Transactional leadership shows a moderate positive relationship while autocratic and laissez-faire styles predominantly show a negative or insignificant relationship with job satisfaction. The paper concludes that adoption of transformational and participative leadership practices is critical for enhancing job satisfaction and recommends primary research in under-represented contexts such as County Governments in Kenya. The findings will provide valuable insights for managers, HR practitioners, and policymakers on adopting effective leadership approaches to enhance employee morale, reduce turnover, and improve overall organizational performance.

Keywords: *Leadership Styles, Transformational Leadership, Employee Job Satisfaction, Transactional Leadership*

LEVERAGING AI-DRIVEN PERFORMANCE MARKETING FOR SME SUSTAINABILITY IN EMERGING MARKETS

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Abstract
Small and Medium Enterprises (SMEs) are the backbone of emerging economies, yet they often face significant barriers to growth due to limited marketing budgets and the high cost of customer acquisition. Traditional marketing models frequently lead to inefficient resource allocation, threatening the long-term sustainability of these ventures. This paper explores how the integration of Artificial Intelligence (AI) and performance-based marketing data can bridge this resource gap, allowing SMEs to compete effectively with larger corporations. By utilizing AI-driven tools for predictive analytics, automated ad optimization, and hyper-personalized customer targeting, SMEs can significantly improve their Return on Ad Spend (ROAS) and lower their Cost Per Acquisition (CPA). This research investigates the shift from broad-spectrum branding to data-centric strategies that prioritize measurable ROI. Furthermore, the paper examines the role of AI in fostering "business sustainability," defined here as the ability of an entrepreneur to maintain consistent growth through efficient, scalable, and waste-reduced digital operations. The findings suggest that while the initial adoption of AI tools may seem daunting, the long-term benefits of data-driven decision-making are essential for SME resilience. The paper concludes by recommending a practical framework for local entrepreneurs to adopt accessible AI marketing technologies, ensuring they remain competitive and sustainable in an increasingly digital global marketplace.
Keywords: *AI, Performance Marketing, SME Sustainability, Innovation, Data-Driven Growth, Emerging Markets.*

DIVERSIFICATION STRATEGY AND FINANCIAL SUSTAINABILITY OF COMMERCIAL BANKS IN NAIROBI COUNTY, KENYA

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Abstract
Commercial banks in Kenya continue to face persistent financial sustainability challenges, evidenced by declining profitability, tightening liquidity, and rising cost-to-income ratios, despite the adoption of various growth strategies. Diversification strategy has emerged as one of the growth strategies through which commercial banks seek to spread risk and stabilize revenue, yet its specific contribution to long-term financial sustainability remains inadequately documented. Therefore, the study sought to examine the influence of diversification strategy on financial sustainability of commercial banks in Nairobi County, Kenya. The study was anchored on the Modern Portfolio Theory. The study adopted a descriptive research design. The study targeted a population of 342 respondents comprising department heads and branch managers drawn from the 38 commercial banks in Nairobi County. The researcher used a stratified random sampling design guided by Slovin's formula to sample 183 respondents. The researcher collected primary data using a structured questionnaire, complemented by secondary data extracted from audited financial statements. A pilot study was conducted in 4 commercial banks within the neighbouring Kiambu County. The study employed both descriptive and inferential statistics analyzed using the Statistical Package for Social Sciences (SPSS). After analysis, data was presented in the form of tables. From the findings, the study established that diversification strategy has a statistically significant positive influence on financial sustainability of commercial banks in Nairobi County, Kenya ($\beta = 0.380$, $p = 0.015$), emerging as the second most influential growth strategy after product development strategy. From the conclusion, the study recommended that commercial banks deepen their diversification efforts by expanding into complementary financial services such as insurance, wealth management, and asset management, integrating robust geographic expansion strategies, and strengthening risk diversification frameworks to promote stable revenue generation and long-term financial sustainability.
Keywords: *Diversification Strategy, Financial Sustainability*

A REVIEW OF METHODS FOR FLOOD PREDICTION AND MITIGATION STRATEGIES

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Abstract
Floods represent the most frequent and devastating natural disasters globally, accounting for 41.42% of all natural disasters in 2024, with significant socioeconomic impacts including 5,883 fatalities and affecting 48.84 million people worldwide. In Kenya, the Nyando River Basin experiences recurrent annual flooding, with the May 2024 floods submerging Ahero Township and disrupting critical infrastructure. Using the PRISMA protocol, this study systematically examines existing methods for flood prediction and mitigation strategies, focusing on technological advancements, traditional approaches, and emerging hybrid solutions. The review synthesizes findings from 25 peer-reviewed studies published between 2015 and 2025, categorizing prediction methods into traditional statistical models, machine learning approaches, deep learning architectures, and hybrid models. Mitigation strategies are classified as structural measures (dams, levees, diversion channels) and non-structural approaches (early warning systems, land-use planning, community-based interventions). Key findings reveal that while machine learning models demonstrate superior accuracy over traditional methods, hybrid architectures combining complementary algorithms consistently outperform single-model approaches. The review identifies critical research gaps including insufficient integration of community knowledge with technological systems, limited validation of models in data-sparse regions, and the black-box nature of deep learning models hindering practical adoption. This review contributes a comprehensive framework for understanding current flood prediction and mitigation methods, establishing the foundation for developing context-appropriate hybrid solutions for vulnerable regions like the Nyando River Basin.

Keywords: *Flood Prediction, Mitigation Strategies, Machine Learning, Hybrid Models, Early Warning Systems, Nyando River Basin*

PRODUCT DEVELOPMENT STRATEGY AND COMPETITIVE ADVANTAGE OF FARM INPUT DISTRIBUTION COMPANIES IN NAKURU COUNTY, KENYA

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Abstract
Farm input distribution companies in Kenya play a vital role in supporting agricultural productivity and food security, yet many continue to experience declining competitiveness characterized by stagnant market share, weak customer retention, and limited product innovation. Product development strategy has increasingly emerged as a critical growth strategy for enhancing competitive advantage in dynamic and highly competitive markets. This study sought to establish the effect of product development strategy on the competitive advantage of farm input distribution companies in Nakuru County, Kenya. The study was anchored on Dynamic Capabilities Theory and adopted a correlational research design. The target population comprised all 238 registered farm input distribution companies in Nakuru County; a census approach was used, with the 24 firms located in Naivasha Sub-County reserved for the pilot study, leaving 214 firms in the main study. The firm was the unit of analysis, while one senior manager responsible for strategic planning, marketing, or operations served as the unit of observation, and 160 valid questionnaires were returned, representing a response rate of 74.8%. Primary data was collected using structured questionnaires, and data analysis involved descriptive statistics, correlation analysis, and simple linear regression analysis using SPSS Version 27. The findings revealed that product development strategy had a strong positive and statistically significant relationship with competitive advantage ($r = 0.831$, $p = 0.000$). Regression analysis indicated that product development strategy explained 69.1% of the variation in competitive advantage ($R^2 = 0.691$). The ANOVA results further confirmed that the regression model was statistically significant ($F = 353.188$, $p = 0.000$). The regression coefficients revealed that product development strategy had a positive and statistically significant effect on competitive advantage ($\beta = 0.828$, $t = 18.793$, $p = 0.000$). The study concluded that investment in research and development, product innovation, and process innovation significantly enhance the competitive advantage of farm input distribution companies. The study recommends that farm input distribution companies prioritize investment in research and development, institutionalize customer-driven innovation, and strengthen product differentiation and continuous process improvement in order to enhance market share, customer loyalty, and brand awareness.
Keywords: *Product Development Strategy, Competitive Advantage, Farm Input Distribution Companies, Growth Strategies, Innovation.*

DIGITAL TRANSFORMATION STRATEGIES AND RISK MANAGEMENT: EVIDENCE FROM KENYAN COMMERCIAL BANKS

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Abstract
The study's purpose was to assess the relationship between digital transformation and risk management in the Kenyan banking sector.This study was based on Diffusion of Innovation Theory (DoI), Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT) and adopted a descriptive research design due to its usefulness in describing the characteristics of the study's variables. The target population was local Kenyan banks, which total to 29 entities from which the researcher targeted five senior employees from each bank, who are the Directors of Strategy and Innovation, Finance executive, IT manager, Operations Manager and Risk Management officer. The researcher used simple random sampling to select a representative sample from the 145 employees across the target population. A semi-structured questionnaire was used to gather data for the study. The data was analyzed using descriptive and inferential statistics through the use of SPSS version 29.0. Digital transformation components strongly predict risk management in Kenyan banks, with an R of 0.946 and an R-squared of 0.895, indicating that 89.5% of the variance in risk management is explained by the four independent variables. The regression coefficient were; customer-centric digital platforms (β = 0.3775), core banking system modernization (β=0.4102), data-driven decision-making tools (β=0.3288), and cybersecurity strategies (β=0.5565). The study recommended that Kenyan banks integrate cybersecurity into enterprise risk management frameworks as a strategic function, invest in AI-driven fraud detection, modernize core systems with cloud-based infrastructure, and implement real-time dashboards to support evidence-based decision-making.

Keywords: *Digital Transformation, Risk Management, Customer-Centric Digital Platforms, Core Banking System Modernization, Data-Driven Decision-Making Tools, Cybersecurity Strategies*

TEACHING MACHINES TO TEACH: INTEGRATING AI, BIG DATA, AND MACHINE LEARNING INTO HIGHER EDUCATION CURRICULA AND RESEARCH PRACTICE

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Abstract
Higher education institutions face mounting pressure to prepare graduates for an AI-intensive economy while also harnessing AI to enhance research productivity and pedagogical effectiveness. This paper examines the integration of AI, big data, and machine learning into higher education curricula and research practice. Drawing on curriculum theory and the scholarship of teaching and learning, the study analyses institutional case studies from multiple regions and identifies models for AI integration. A systematic analysis of 15 institutional case studies reveals three models of integration: specialist, cross-cutting, and hybrid. Findings indicate that effective integration requires moving beyond standalone courses to embed AI as a cross-cutting enabler across disciplines. Key success factors include faculty development, industry partnerships, ethical governance, and leadership commitment. The paper proposes a maturity model for institutional AI integration with five levels: ad hoc, developing, defined, managed, and optimising. Empirical evidence from an integrated OBE AI framework implemented across five courses with approximately 2,500 students demonstrates improved outcome transparency, stronger alignment ratings, higher assessment efficiency, and increased pass rates. Implications for curriculum design, faculty roles, and institutional policy are discussed.
Keywords: *AI Education, Curriculum Integration, Higher Education, Machine Learning Pedagogy, Faculty Development, Outcome-Based Education*

PHYSICAL ACTIVITY, PHYSICAL FITNESS, AND ADAPTATION CAPACITY TO CLIMATE-INDUCED HEAT STRESS AMONG STUDENT-ATHLETES IN NORTH-CENTRAL NIGERIA

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Abstract
Climate-induced heat stress poses an increasing threat to the health, performance and well-being of student-athletes exposed to elevated environmental temperatures during training and competition. This study investigated the relationships between physical activity, physical fitness, and adaptation capacity to climate-induced heat stress among student-athletes in North-Central Nigeria. A cross-sectional predictive correlational research design was adopted. The study involved 384 student-athletes selected from tertiary institutions in North-Central Nigeria using a multistage sampling procedure. Data were collected using a validated Physical Activity Questionnaire, standardised physical fitness tests, and a Climate-Induced Heat Stress Adaptation Capacity Scale. Descriptive statistics, Pearson Product-Moment Correlation, and multiple linear regression were used for data analysis, with hypotheses tested at 0.05 level of significance. Results showed a significant positive relationship between physical activity and adaptation capacity to climate-induced heat stress, $r(382) = .421$, $p < .05$. A significant positive relationship was also found between physical fitness and adaptation capacity, $r(382) = .538$, $p < .05$. Multiple regression analysis revealed that physical activity and physical fitness jointly significantly predicted adaptation capacity to climate-induced heat stress, $F(2, 381) = 78.64$, $p < .05$, explaining 29.2% of the variance in adaptation capacity ($R^2 = .292$). Physical fitness made the stronger independent contribution ($\beta = .417$, $p < .05$), compared with physical activity ($\beta = .245$, $p < .05$). The study concluded that higher levels of physical activity and physical fitness are associated with greater capacity to adapt to climate-induced heat stress among student-athletes. Institutions should integrate heat-health education, appropriate training schedules, hydration practices, and heat-acclimatisation strategies into student-athlete programmes.
Keywords: *Physical Activity, Physical Fitness, Climate Change, Heat Stress and Heat Adaptation.*

STEM AS THE ENGINE OF ENTREPRENEURIAL THINKING: A REFLECTIVE JOURNAL

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Abstract
This reflective journal examines the integration of Science, Technology, Engineering, and Mathematics (STEM) into entrepreneurial thinking, positioning entrepreneurship as an applied STEM discipline. The purpose of the reflection is to demonstrate how STEM principles provide entrepreneurs with a structured methodology for navigating uncertainty, transforming ideas into testable actions, and building ventures that are both innovative and sustainable. The theoretical foundation draws on the scientific method, engineering design principles, and mathematical modeling, framing entrepreneurship as a process of hypothesis generation, experimentation, and iterative refinement.The methodological approach adapts STEM practices to entrepreneurial contexts: problem framing mirrors scientific inquiry, minimum viable prototypes function as controlled experiments, and quantitative reasoning ensures decisions are grounded in evidence rather than intuition alone. Engineering discipline is applied through iterative design cycles, where failure is interpreted as data, and each prototype serves as a revision rather than a final product.The findings of this reflective analysis highlight both the strengths and limitations of a purely technical mindset. On one hand, STEM equips entrepreneurs with habits of evidence-based reasoning, mathematical literacy for early detection of unsustainable models, and technological tools for rapid prototyping. On the other hand, overreliance on STEM can lead to analysis paralysis or misplaced emphasis on technical elegance over market relevance.The conclusion emphasizes that successful entrepreneurship requires balance: STEM provides rigor and discipline, but must be complemented by relational skills such as communication, negotiation, and empathy.Finally, the recommendations propose that entrepreneurs should: (1) treat assumptions as hypotheses to be tested before committing resources; (2) build fluency in key financial metrics; (3) adopt iterative engineering cycles; (4) avoid over-engineering solutions before validating customer needs; and (5) deliberately cultivate soft skills that STEM training does not inherently provide. Together, these insights suggest that STEM serves as both an engine and a compass for disciplined entrepreneurial experimentation, while human competencies ensure ventures achieve real-world adoption and impact.

Keywords: *STEM Education, Entrepreneurship, Scientific Method, Engineering Design, Innovation, Reflective Practice*

ETHICS, BIAS, AND ACCOUNTABILITY IN MACHINE LEARNING: A FRAMEWORK FOR RESPONSIBLE AI ADOPTION IN INSTITUTIONS

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Abstract
As artificial intelligence becomes increasingly integrated into institutional decision-making, ensuring fairness, accountability, and transparency is critical for responsible deployment. This paper develops a comprehensive framework for responsible AI adoption grounded in ethical principles and designed for practical implementation. Drawing on the design-pattern literature and existing responsible AI frameworks, the study identifies four constitutive dimensions: bias mitigation, interpretability, accountability allocation, and regulatory compliance. The framework is applied to three institutional contexts healthcare, finance, and higher education to demonstrate its utility. A structured synthesis of generative AI era research introduces a governance-aligned rubric spanning ten risk dimensions: bias, toxicity, security, misinformation, media integrity, privacy, system-level failure, adversarial realism, metric validity, and governance traceability. Findings indicate that responsible AI adoption requires not only technical solutions but also governance architectures that specify decision rights, escalation pathways, and redress mechanisms. The analysis reveals methodological maturity in bias and toxicity assessment but limited attention to privacy preservation, deepfakes, media integrity, provenance, and system-level reliability gaps that widen for multimodal and agentic systems. The paper argues that accountability must be designed into AI systems from the outset rather than retrofitted. Implications for institutional policy and professional practice are discussed.
Keywords: *Responsible AI, Algorithmic Bias, Accountability, Interpretability, Governance Frameworks, AI Ethics*

ARTIFICIAL INTELLIGENCE REVOLUTIONIZING TEACHING, LEARNING, AND DEVELOPMENT IN EARLY CHILDHOOD EDUCATION

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Abstract
Worldwide, Artificial Intelligence is transforming educational system by introducing innovative approaches that can enhance teaching effectiveness, support children's holistic development and personalised learning experience. In early childhood education, AI-powered technologies like intelligent tutoring system and adaptive learning platforms have the potential to improve language, cognitive, social-emotional and creative development in assisting teachers delivering high -quality instruction. This paper examines the revolutionary role of AI in enhancing teaching learning and child development in early childhood education through a comprehensive review of contemporary literature. The study adopts a qualitative desktop review methodology and theoretical studies published between 2020 and 2026 from reputable peer-reviewed journals. Findings indicate that AI promotes personalised learning, increased learner engagement and enhance teacher productivity through automation of administrative task. The paper also recommends that AI should complement rather than replace teachers. It lays emphasis on importance of human interaction in early childhood learning.
Keywords: *Artificial Intelligence, Early Childhood Education, Desktop Review*

LEADERSHIP AND SUSTAINABLE MANAGEMENT PRACTICES IN UNIVERSITY–INDUSTRY ENGAGEMENT: A CASE STUDY OF THE MANAGEMENT UNIVERSITY OF AFRICA CAREER FAIR 2026

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Abstract
Higher education institutions in Africa are under increasing pressure to demonstrate leadership that produces measurable and durable value for students, employers and the wider economy, rather than value confined to single events. This paper examines how leadership and sustainable management practices were expressed in the planning, execution and post-event management of the Management University of Africa (MUA) Career Fair, held on 4th and 5th June 2026 under the theme "Beyond Degree: Skills, Innovation and Employability in the Digital Era." Using a qualitative case study design and document analysis of the official Career Fair Report 2026, the study analyses participation and employer-engagement data, planning structures and post-event outcomes through the lenses of distributed leadership, stakeholder theory and sustainable management practice. Findings show that the Fair achieved substantial short-term engagement, attracting 92 students and alumni, 52 staff members, 20 student volunteers and 13 participating organisations, coordinated through a distributed, team-based leadership structure. However, the case also reveals limitations typical of event-based interventions: a low conversion rate from invitation to participation, declined sponsorships, and the absence of systematic mechanisms to track post-event outcomes such as placements and partnerships. The paper argues that translating leadership effort into sustainable management practice requires institutionalising career engagement within a year-round ecosystem, supported by outcome-tracking systems, diversified resourcing and structured employer partnership frameworks. The paper contributes context-specific evidence on leadership for sustainability in African higher education career services and offers a practical framework for institutions seeking to move from episodic events to sustained impact.

Keywords: *leadership; sustainable management practices; university–industry engagement; stakeholder theory; graduate employability; higher education*

DIGITAL LEADERSHIP IN THE ERA OF FOURTH INDUSTRIAL REVOLUTION AND SECONDARY SCHOOL GOAL ACHIEVEMENT IN SOUTHWEST NIGERIA

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Abstract
The Fourth Industrial Revolution (4IR) has transformed educational systems by increasing expectations for school leaders to integrate digital technologies into teaching, learning, and school administration. Despite the growing emphasis on digital leadership, empirical evidence regarding its relationship with secondary school goal achievement in Nigerian public secondary schools remains limited. This study examined digital leadership and secondary school goal achievement in public secondary schools in South-West Nigeria within the context of the Fourth Industrial Revolution. A descriptive survey research design of the correlational type was adopted. Data were collected from 462 principals and vice-principals selected through a multistage sampling procedure using the Digital Leadership and Secondary School Goal Achievement Questionnaire (DLSSGAQ). Descriptive and inferential statistics were used for data analysis. The findings revealed that digital leadership was practised to a high extent and that secondary school goal achievement was also high. The study further established a significant positive relationship between digital leadership and secondary school goal achievement. In addition, inadequate ICT infrastructure, irregular electricity supply, insufficient funding, poor internet connectivity, and inadequate technical support emerged as the major challenges associated with the implementation of digital leadership. The study concludes that strengthening digital leadership capacity and addressing infrastructural constraints are essential for enhancing school effectiveness and promoting the achievement of educational goals in the era of the Fourth Industrial Revolution.

Keywords: *Digital Leadership, Fourth Industrial Revolution, Secondary School Goal Achievement, Educational Leadership, School Effectiveness, South-West Nigeria*

ORGANIZATIONAL ROUTINES AND EMPLOYEE PERFORMANCE IN KENYA'S NATIONAL HUMAN RIGHTS INSTITUTION

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Abstract
This study investigates the connection between employee performance and organizational procedures at Kenya's constitutionally mandated National Human Rights Institution, the Kenya National Commission on Human Rights (KNCHR). The research synthesizes evidence on how organizational routines influence employee performance within resource-constrained public institutions. Anchored in Schein's Theory of Organizational Culture and supported by Goal-Setting Theory and Social Exchange Theory, the study adopts an interpretivist qualitative desktop research design. The source population comprised peer-reviewed journal articles, institutional reports, and documentary materials addressing organizational routines, culture, employee performance, and public-sector institutions in Kenya, Africa, and comparable contexts. Relevant sources were purposively selected, systematically reviewed, and analysed thematically. The findings indicate that participatory, recognition-oriented, meaningful, and adaptive organizational routines are linked to higher employee commitment, motivation, coordination, responsiveness, and overall performance, while rigid and top-down routines tend to reinforce bureaucratic inertia. Organizational routines and employee performance are significantly correlated ($R = .658$, $R^2 = .570$, $F(1, 90) = 73.571$, $p < .001$), according to quantitative data from a reviewed KNCHR study. The routines model explained 57.0% of the variance in employee performance. The study comes to the conclusion that participatory and adaptive procedures can improve institutional resilience and staff performance. It recommends participatory routine design, non-monetary recognition practices, stronger coordination mechanisms, and regular review of organizational routines in alignment with KNCHR's constitutional mandate.
Keywords: *Employee Performance; Kenya National Commission on Human Rights; National Human Rights Institutions; Organizational Culture; Organizational Routines*

DIGITAL LEADERSHIP FOR INCLUSIVE EARLY CHILDHOOD EDUCATION: A SYSTEMATIC REVIEW OF STRATEGIES, BARRIERS AND OPPORTUNITIES

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Abstract
Digital technologies are increasingly transforming educational practices, organizational processes and leadership responsibilities across education systems. In early childhood education (ECE), they can support inclusive learning, expand access to educational resources, facilitate communication and collaboration, strengthen teacher professional development, and create opportunities for children with diverse learning needs. However, these benefits depend not only on technology availability but also on educational leaders' capacity to establish equitable, supportive and sustainable conditions for effective use. This systematic review examines the role of digital leadership in promoting inclusive ECE, focusing on leadership strategies, implementation barriers and emerging opportunities. The review follows the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA 2020) guidelines. Relevant empirical and conceptual studies will be systematically identified from Scopus, Web of Science, ERIC, Education Research Complete and ProQuest. Studies addressing ECE, educational leadership, digital technologies and inclusion will be considered. Data will be extracted on study characteristics, leadership practices, technologies, dimensions of inclusion, barriers, enabling conditions and reported outcomes. Thematic analysis will be used to synthesize recurring patterns across literature. Preliminary examination suggests that effective digital leadership extends beyond technology acquisition to encompass strategic vision, teacher capacity building, resource allocation, collaboration, inclusive technology design, organizational culture and digital equity. Key barriers include inadequate infrastructure, limited teacher digital competence, financial constraints, policy gaps, unequal access and contextual disparities. The review aims to provide an integrated understanding of how digital leadership can support equitable, accessible and sustainable ECE.

Keywords: *Digital Leadership; Early Childhood Education; Inclusive Education; Digital Technology; Educational Leadership; Digital Equity; Teacher Competence; Educational Innovation*

STRATEGIC LEADERSHIP AND INNOVATION PERFORMANCE IN KENYAN HIGHER EDUCATION INSTITUTIONS: AN EMPIRICAL REVIEW

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Abstract
This empirical review examines how strategic leadership influences innovation performance in Kenyan higher education institutions. It focuses on the role of strategic vision, decision-making, resource mobilization, change management, and stakeholder engagement in helping institutions develop, adopt, and sustain innovations in teaching and learning as well as institutional processes. Evidence from global, African, and Kenyan studies was reviewed to identify common patterns and areas of divergence. Overall, the literature points to a positive relationship between strategic leadership and innovation. Institutions are more likely to achieve meaningful innovation when their leaders provide clear direction, encourage collaboration, make resources available, and create an environment where staff can experiment, learn, and improve existing practices. At the same time, inadequate funding, bureaucratic procedures, limited technological capacity, inconsistent policies, and resistance to change continue to constrain innovation. The literature also points to the importance of participatory governance, staff development, partnerships, and supportive higher education policies. The review therefore argues for leadership approaches that place innovation at the centre of institutional strategy while remaining responsive to the realities of Kenyan higher education. Strengthening leadership capacity, innovation financing, accountability, and knowledge-sharing networks could support more sustainable institutional improvement and competitiveness.
Keywords: *Higher Education; Innovation Performance; Strategic Leadership; Teaching And Learning; Institutional Processes*

HEALTH COMMUNICATION ACCOUNTABILITY AND ANTENATAL SCREENING UPTAKE IN SOUTHWESTERN NIGERIA: IMPLICATIONS FOR SICKLE CELL DISEASE PREVENTION AND MANAGEMENT

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Abstract
Sickle cell disorder remains a significant but under-addressed public health burden in Nigeria, and early detection through antenatal screening is a critical pathway for its prevention and management. Yet the extent to which mass media reach translates into screening uptake among women of reproductive age remains poorly understood at the sub-national level, raising questions about how equitably health communication systems serve different populations. This study examines the relationship between mass media exposure and antenatal screening uptake among women in southwestern Nigeria, drawing on secondary data from the 2024 Nigeria Demographic and Health Survey (NDHS). The analysis is restricted to respondents from the six southwestern states (Lagos, Oyo, Ogun, Osun, Ondo, and Ekiti), using the Individual Recode dataset, which captures media exposure (radio, television, and newspaper), exposure to social and behaviour change communication (SBCC) campaigns, antenatal blood screening records, and anaemia biomarker results. Descriptive statistics, chi-square tests of independence, and logistic regression are employed to determine which media channels and communication exposures are most strongly associated with antenatal screening uptake, and how these associations vary by educational attainment, wealth status, and state of residence. The study is expected to reveal measurable disparities in health communication reach across the southwestern states, exposing which populations are systematically under-served by existing media and communication channels. As the Nigeria Demographic and Health Survey does not capture genotype status directly, the study's outcome variables are treated as proxies for the antenatal pathway through which genotype awareness and sickle cell screening typically occur, a limitation explicitly acknowledged in the analysis. By mapping where health communication systems succeed and fail in reaching at-risk populations, the findings are expected to provide an evidence base for more accountable and equitable sickle cell awareness campaigns, and to lay groundwork for further primary research into social-media-specific interventions for sickle cell prevention among Nigerian youth.

Keywords: *Mass Media Exposure; Antenatal Screening; Sickle Cell Disease Prevention; Health Communication Accountability; Nigeria Demographic and Health Survey*

SUSTAINABLE E-LEARNING ADOPTION IN HIGHER EDUCATION: THE ROLES OF DIGITAL LEADERSHIP AND INSTITUTIONAL READINESS

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Abstract
The sustainability of e-learning adoption in higher education depends not only on technological infrastructure but on the interplay between digital leadership and institutional readiness. This paper examines the roles of digital leadership and institutional readiness in shaping sustainable e-learning adoption in Kenyan universities. Drawing on the Technology Acceptance Model, the Diffusion of Innovations theory, and institutional theory, the study develops a conceptual model linking digital leadership competencies technology integration, communication and collaboration, and policy development to sustainable e-learning adoption, with institutional readiness (infrastructural, human resource, and organisational) as a mediating variable. The paper argues that sustainable e-learning adoption requires a systemic approach that integrates leadership vision, institutional capacity, and enabling policies, and proposes a framework for universities in resource-constrained contexts.
Keywords: *digital leadership, institutional readiness, sustainable e-learning, higher education, Kenya, technology adoption*

ENTREPRENEURIAL MARKETING STRATEGY AND INNOVATIVE PERFORMANCE IN A NIGERIAN BEVERAGE FIRM: SEGMENTATION, CHANNELS AND POSITIONING

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Abstract
Research linking entrepreneurial marketing strategy to innovation in emerging markets has tended to treat both sides of the relationship as unitary: marketing strategy is collapsed into a single orientation score, and innovative performance into a single outcome index. This study argues that the aggregation conceals the mechanism. Working from the resource-based view and the dynamic capabilities perspective, it disaggregates marketing strategy into target market segmentation, distribution channel configuration and product positioning, and disaggregates innovative performance into technology adoption, knowledge acquisition and continuous improvement, then estimates the composite and component-level relationships separately in a single-firm case setting: the Coca-Cola bottling system in Lagos, Nigeria. A descriptive survey design was applied to commercial, supply-chain and technical staff, with a sample of 315 determined by the finite-population formula and 289 usable returns. The instrument returned satisfactory psychometric properties, with Cronbach's alpha between .842 and .859, composite reliability between .889 and .899 and average variance extracted between .615 and .641. The three marketing dimensions jointly explained 52.1 per cent of the variance in innovative performance, $F(3, 285) = 103.52$, $p < .001$. Disaggregation, however, produced the study's substantive finding. Segmentation dominated technology adoption, channel configuration dominated knowledge acquisition, and product positioning was statistically significant only for continuous improvement, exerting no detectable influence on either technology adoption or knowledge acquisition. Entrepreneurial Marketing strategy dimensions are therefore not interchangeable inputs to a general innovation capability; they are channel-specific resources that feed distinct innovation outcomes. The paper sets out the implications for capability allocation in resource-constrained manufacturing firms and for how innovation is measured in emerging-market research.

Keywords: *Entrepreneurial Marketing Strategy; Innovative Performance; Distribution Channels; Dynamic Capabilities; Nigeria*

ARTIFICIAL INTELLIGENCE AND THE DEVELOPMENT OF THE LEGAL PROFESSION: A DESKTOP REVIEW OF KENYAN AND COMPARATIVE PERSPECTIVES

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Abstract
This paper presents a desktop review of the role of artificial intelligence (AI) in the development of the legal profession, combining a close reading of contributions to The Advocate Magazine (Vol. 1, Issue 18, Law Society of Kenya Annual Conference Edition 2026) with comparative academic and regulatory literature drawn from Kenya, the United States, the United Kingdom, the European Union, Indonesia, the United Arab Emirates, Egypt and India. The review finds broad convergence: AI is consistently framed as a genuine enabler of efficiency and access to justice, while generating equally consistent risks around fabricated ('hallucinated') outputs, breaches of confidentiality, erosion of independent professional judgment, algorithmic bias, and unresolved constitutional and regulatory questions. The results also indicate that Kenyan courts have already begun to police the boundary between assistive and substitutive AI use, striking out AI-generated pleadings and cautioning the Bar, ahead of comprehensive legislation. The review concludes that the weight of evidence supports a model of 'governed integration', AI as a non-delegable-responsibility assistive tool, and sets out recommendations for the profession, regulators and legal educators.
Keywords: *Artificial Intelligence, Legal Profession, Desktop Review, Kenya*

ARTIFICIAL INTELLIGENCE-ENABLED E-LEARNING AND STUDENT ENGAGEMENT: THE MEDIATING ROLE OF PERSONALISED LEARNING

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Abstract
The integration of artificial intelligence (AI) into e-learning platforms has generated considerable optimism regarding its potential to enhance student engagement, yet the mechanisms through which AI-enabled e-learning influences engagement remain inadequately understood. This paper examines the relationship between AI-enabled e-learning and student engagement in Kenyan universities, with a specific focus on the mediating role of personalised learning. Drawing on the Technology Acceptance Model, Self-Determination Theory, and the concept of pedagogical mediation, the study develops a conceptual model linking AI-enabled e-learning to student engagement through personalised learning pathways. The paper argues that Kenyan universities must move beyond technology adoption to embrace pedagogically informed AI integration, and proposes a multi-level framework for responsible AI-enabled e-learning. Implications for theory, practice, and policy are discussed.
Keywords: *Artificial Intelligence, E-Learning, Student Engagement, Personalised Learning, Higher Education, Kenya, Digital Literacy*

ARTIFICIAL INTELLIGENCE ADOPTION AND TOTAL FACTOR PRODUCTIVITY OF SMES IN KENYA: FIRM-LEVEL EVIDENCE FROM THE MANUFACTURING AND SERVICES SECTORS

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Abstract
This paper investigates the relationship between artificial intelligence (AI) adoption and total factor productivity (TFP) among small and medium-sized enterprises (SMEs) in Kenya's manufacturing and services sectors. AI adoption is measured across four dimensions: AI-enabled operations automation, AI-driven marketing, AI-supported customer engagement, and AI-based decision support. Findings are consistent with the AI capability paradox observed in resource-constrained economies and underscore the importance of complementary investments in digital skills and organisational capabilities. The paper recommends targeted policy interventions to enhance SME digital readiness and proposes further research on the differential effects of AI adoption across firm sizes and sub-sectors.
Keywords: *Artificial Intelligence, Total Factor Productivity, Smes, Kenya, Digital Skills, Manufacturing*

UNIVERSITY–INDUSTRY LINKAGES AND INNOVATION IN SMES: THE ROLE OF KENYAN UNIVERSITIES IN TECHNOLOGY TRANSFER

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Abstract
University–industry linkages (UILs) are increasingly recognised as critical mechanisms for knowledge transfer, technology commercialisation, and SME innovation in developing economies. This paper examines the role of Kenyan universities in technology transfer and SME innovation, drawing on the Triple Helix model and the National Innovation System framework to analyse the mechanisms, outcomes, and barriers characterising university–industry collaboration. The paper concludes with recommendations for theory, practice, and policy, emphasising the need for systemic institutional reform, strengthened TTO capacity, and policy coherence to unlock the innovation potential of university–SME collaboration in Kenya.
Keywords: *University–Industry Linkages, Technology Transfer, SME Innovation, Triple Helix Model, Kenya, Absorptive Capacity*

GENERATIVE AI USE AND ACADEMIC PRODUCTIVITY: EVIDENCE FROM STUDENTS AND FACULTY IN KENYAN UNIVERSITIES

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Abstract
Generative artificial intelligence (GenAI) tools have diffused rapidly across Kenyan higher education, yet empirical evidence on their relationship with academic productivity remains fragmented and largely descriptive. This paper examines the patterns, determinants, and productivity implications of GenAI use among students and faculty in Kenyan universities. Drawing on the Technology Acceptance Model, the Unified Theory of Acceptance and Use of Technology, and the concept of cognitive offloading, the study develops a conceptual model linking GenAI use intensity to academic productivity, with digital literacy, institutional support, and ethical awareness as moderating variables. The paper argues that Kenyan universities stand at a critical inflection point and proposes a multi-level framework for responsible GenAI integration.
Keywords: *Generative Artificial Intelligence, Academic Productivity, Higher Education, Kenya, Digital Literacy, Academic Integrity, Technology Adoption*

TRANSFORMATIONAL LEADERSHIP AND THE ADOPTION OF GREEN MANAGEMENT PRACTICES IN KENYAN UNIVERSITIES

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Abstract
Universities are increasingly recognised as critical actors in the global transition towards environmental sustainability, yet the adoption of green management practices in Kenyan higher education institutions remains uneven and under-theorised. This paper examines the relationship between transformational leadership and the adoption of green management practices in Kenyan universities, with a focus on the mediating role of green human resource management (GHRM) practices and the moderating influence of institutional support. Drawing on transformational leadership theory, the ability-motivation-opportunity (AMO) framework, and institutional theory, the study develops and tests a conceptual model linking transformational leadership dimensions idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration to green management adoption across five dimensions: green campus operations, green human resource management, green curriculum integration, green research and innovation, and green community engagement. The paper concludes with recommendations for theory, practice, and policy, emphasising the need for leadership development programmes that cultivate green transformational competencies and institutional governance frameworks that enable sustainable transformation.

Keywords: *Transformational Leadership, Green Management Practices, Higher Education, Kenya, Sustainability, Green Human Resource Management*

MACHINE LEARNING-BASED PREDICTION OF STUDENT ACADEMIC PERFORMANCE IN ONLINE LEARNING: A CONCEPTUAL REVIEW AND FRAMEWORK

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Abstract
The proliferation of online learning platforms in higher education has generated unprecedented volumes of learner data, creating new opportunities for the application of machine learning (ML) techniques to predict student academic performance and enable timely intervention. This paper presents a comprehensive conceptual review and framework for ML-based prediction of student academic performance in online learning environments, with particular attention to the Kenyan higher education context. Drawing on self-regulated learning theory, Tinto's student integration model, learning analytics theory, and the technology acceptance model, the paper synthesises evidence from 87 peer-reviewed studies published between 2015 and 2026. The review identifies four categories of predictive features demographic and socioeconomic, academic history, behavioural and engagement, and affective and motivational and evaluates the performance of major ML algorithms including logistic regression, decision trees, random forests, support vector machines, gradient boosting, and deep neural networks. Reported predictive accuracy ranges from 60% to 95%, with ensemble methods consistently outperforming single classifiers. The paper identifies five critical challenges: class imbalance, feature quality and availability, model interpretability, data privacy and ethical concerns, and generalisability across institutional contexts. A conceptual framework is proposed linking predictive features, algorithmic approaches, prediction outcomes, and intervention mechanisms, with institutional readiness and ethical governance as moderating conditions. The paper argues that the value of ML-based prediction lies not in prediction accuracy alone but in the translation of predictions into actionable, pedagogically sound interventions. Recommendations for theory, practice, and policy are advanced, together with an agenda for further research.

Keywords: *Machine Learning, Academic Performance Prediction, Online Learning, Learning Analytics, Higher Education, Kenya, Educational Data Mining*