



DETERMINANTS OF IMPLEMENTATION OF ASSET DISPOSAL PRACTICES IN STATE ENTERPRISES IN KENYA

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ABSTRACT

The implementation of assets disposal practices is done by observing the correct procedures and following rules laid down by Public Procurement and Disposal Act and Public Procurement & Disposal Regulations to enable the government get the value for money, enhance efficiency and effectiveness in the procurement process. The general objective of the study was to examine the determinants of implementation of asset disposal practices in the state enterprises in Kenya. The specific objectives of this study was: to establish the influence of disposal planning on implementation of asset disposal practices in the state enterprises in Kenya; to determine the influence of staff competency on implementation of asset disposal practices in the state enterprises in Kenya; to examine the effect of ethical procedure on implementation of asset disposal practices in the state enterprises in Kenya; to assess the influence of disposal procedure on implementation of asset disposal practices in the state enterprises in Kenya. This research study adopted a descriptive research design approach. The study preferred this method because it allowed an in-depth study of the subject. The study employed stratified random sampling technique in coming up with a sample size of 127 respondents from a total of 187 target population. Structured and semi structured questionnaires were used to collect data. Data gathered from the questionnaires administered was analyzed by the help of Ms. Excel and SPSS version 22, while output was presented in form of frequency tables and charts. The study used both descriptive and inferential statistics to show the relationship between variables. The response rate of the study was 87%. The findings of the study indicated that disposal planning, staff competency, ethical procedure and disposal process have a positive relationship with implementation.

Key Words: *Disposal Planning, Staff Competency, Ethical Procedure, Disposal Procedure, Asset Disposal*

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INTRODUCTION

Assets Disposal is the act of derecognizing an asset that has reached the end of its useful life when no future economic benefits or service potential is further expected from its use. Assets of such nature must be disposed or boarded off either with the aim of producing some financial returns or decongesting the stores to make way for new items and products.

The implementation of assets disposal practices is done by observing the correct procedures to enable the government get the value for money, enhance efficiency and effectiveness in the procurement process as the purchasing of supplies and disposal is spent effectively and efficiently hence benefiting all individuals who obtain supplies and services from the government. The adoption of asset procurement disposal practices can make the government to effect taxpayers' money accountably and get the value of the money to enhance service delivery Baily (2015).

In Kenya, the business activities of governments in public procurement and assets disposal have economic and political implications in the development of the country. The government has the majority of public entities which undertake procurement and disposal on a large scale procurement and disposal practices which has attracted a myriad of players and stakeholders not taking into consideration of the implementation of asset disposal practices Alala & Deya (2013). Governments remain the biggest entities that undertake procurement and disposal on a large scale hence, public procurement and disposal is a big business that attracts a myriad of players and stakeholders Alala & Deya (2013). It is against this background the current study seeks to examine the determinants of implementation of asset disposal practices in the state enterprises in Kenya.

Mahmood (2010) posed estimation that 18.42% of the world's gross domestic product (GDP) was spent through procurement. It was further estimated that public procurement accounts for 9%–13% of the GDP of the economies of developing countries. In

the wake of the 2008–09 global economic crisis, the rapid growth of productive capabilities in China, India and other large emerging economies has created a profound shift in global demand for both finished goods and intermediates from north to south, with both positive and negative implications for developing country exporters Kaplinsky & Farooki (2011).

Public procurement performance is fast becoming an economic driver in many developing countries in Africa. According to Agaba and Shipman (2008) Sub-Saharan Africa channels between US\$ 30-43 billion to the procurement market in the region. These demands for a well-functioning procurement and disposal system particularly for the developing countries where procurement usually accounts for high proportion of total expenditure at 40% against the global average of 12-20%. This perhaps is anchored on the lack of implementation of disposal practices and technical expertise required to enhance the substances on demand locally in Africa.

In Ghana, the PPA (2003), the Government of Ghana spends 18.2% to 25.5% of Ghana's Gross Domestic Product (GDP), on goods, services and works to assist in effective delivery of services to the citizenry. However, significant proportion of this expenditure are expended on goods, many of which need to be disposed of, which other departments can make use of such goods to improve services, because many institutions do not follow laid down procedures of disposing goods to obtain value for money Mensah (2014).

Asset disposal by state enterprises in the country in Kenya is elaborated in the Public Procurement Asset and Disposal Act and Public Procurement and Disposal Regulations (2015). This PPADA clearly outlines the disposal practices that should be followed by state enterprises. The user department should have the responsibility of identifying items to be disposed and where possible assemble them together. The head of stores should be responsible for identification of stocked items which are candidates for disposal and the lists of all items

identified for disposal should be submitted to the head of procurement unit or the head of assets management unit depending on the internal organization of the procuring entity Public Procurement Oversight Authority (2009).

State enterprises in Kenya are formed by the government to meet both commercial and social goals. They exist for various reasons including: to correct market failures, to exploit social and political objectives, provide education, health, redistribute income or develop marginal areas. In 2013, the Presidential Task Force on Parastatal Reforms (PTFPR) published a list of all state-owned enterprises (SOEs) and recommended proposals to reduce the number of State Corporations from 262 to 187 in order to eliminate redundant functions between parastatals, close or dispose of non-performing organizations, consolidate functions wherever possible, and reduce the workforce. However, progress is slow.

According to Guidelines on State Corporations from the Office of the President (2010), state corporations in Kenya being classified into eight broad functional categories based on mandate and core functions. The eight categories are Financial; Commercial; Regulatory; Public Universities; Training and Research; Service; Regional Development Authorities; and, Tertiary Education Mulili, & Wong, (2011).

However, State corporations in Kenya have gone under a lot of reforms through government task forces and seasonal papers to make them more efficient, effective in the performance of their mandate and to reduce the financial burden of the corporations on the public coffers. Regulatory State corporations are the major culprits on this as they heavily rely on support of the government for their survival. Their main source of revenue is the levy of license fees and other regulatory charges Mulili, & Wong (2011).

Statement of the Problem

The implementation of asset disposal practices is evolving every day, the urge to keep up with the

upcoming market trends has given many public organizations sleepless nights figuring out the best practices to adopt to improve efficiency, effectiveness, to remain competitive and to achieve the overall organization's objectives. According to Agaba and Shipman (2008) Sub-Sahara Africa channels between U\$ 30-43 billion to the procurement market in the region. This demand for a well-functioning asset disposal system particularly for the developing countries where procurement usually accounts for high proportion of total expenditure at 40% against the global average of 18.42%.

This is evidenced by Government report in 2011/12 for instance where eleven (11) commercial State Corporations made losses, compared to twelve (12) in 2010/11 and sixteen (16) in 2009/10. This represents 21%, 23% and 31% respectively of all commercial oriented Government Owned Entities. The pattern of stock of publicly guaranteed debt to State Corporations in Kenya shows a decline in 2007 from 2006, but has been on an upward trend since then Linyiru (2015). Some of the well-known cases of gross underperformance are exhibited by enterprises such as Uchumi Supermarket and Rift Valley Railways.

It is estimated that inefficiencies in the processes of public procurement and disposal cost Kenya about Kshs.30 Billion annually due to poor disposal planning Wahome (2015). In most SOEs; assets, stores and equipment have been held for the government's day to day operations since time immemorial. However, disposing these stores and equipment has become a big challenge. Lack of procurement planning for disposal, lengthened disposal cycles and financial risks related to disposal like under-pricing goods for disposal are some of the major challenges bedeviling asset disposal in government enterprises in Kenya Susan & Namusonge (2014).

A review of existing literature shows that link between disposal practices and performance of SOEs has not been studied in depth. Some of the existing studies that are close to the study only touch on disposal,

though not in depth but do not show how they affect performance. For instance, Susan and Namusonge (2014) focused on the factors affecting the rate of disposal of assets in public sector organizations: a case study of Yatta Sub-County-Kenya; Mensah (2014) focused on strategies for effective disposal of goods and equipment in public institutions while Ndosu (2013) focused on disposal of assets in government executive agencies in the case of Tanzania Institute of Accountancy. Hence, this study seeks to fill this gap by conducting an assessment of the effect disposal practices on performance of SOEs in Kenya. Therefore, the study sought to imperatively examine determinants of implementation of asset disposal practices in state enterprises in Kenya.

Objectives of the Study

The purpose of the study was to examine the determinants of implementation of asset disposal practices in the state enterprises in Kenya. The specific objectives of this study were;

- To establish the influence of disposal planning on implementation of asset disposal practices in the state enterprises in Kenya.
- To determine the influence of staff competency on implementation of asset disposal practices in the state enterprises in Kenya.
- To examine the effect of ethical procedure on implementation of asset disposal practices in the state enterprises in Kenya.
- To assess the influence of disposal procedure on implementation of asset disposal practices in the state enterprises in Kenya.

LITERATURE REVIEW

The theories used in this study were Institutional Theory, Transaction Cost Theory (TCE) and Competency Theory.

Institutional Theory

The institutional theory is the traditional approach that is used to examine elements of public procurement and asset disposal Luhmann (2010). Scott (2004) identifies three pillars of institutions as regulatory, normative and cultural cognitive. The

regulatory pillar emphasizes the use of rules, laws and sanctions as enforcement mechanism, with expedience as basis for compliance. According to Scott (2004), institutions are composed of cultural-cognitive and regulative elements that, together with associated activities and resources give meaning to life.

This theory was relevant in explaining ethical issues in asset disposal and compliance among different state corporations Entities with proper procurement and asset disposal code of ethics and policies, regular procurement audits and those with procurement oversight committees are likely to be more compliant than those that lack such structures. This theory informs the effects of regulation enforcement mechanism on procurement compliance. The theory emphasizes on the use of rules, laws, code of ethics in assets disposal and sanctions as enforcement mechanism, hence the theory is relevant to ethical procedure in disposal of asset.

Transaction Cost Theory (TCE)

The TCE attempts to bring out the concept of cost of doing business in a very wide perspective and looks at how to monitor them. One of the ways proposed by this theory for monitoring internal costs of doing business is use of internal monitoring. The objective of TCE is to explain different forms of organization based on the differences in transaction costs. Firm is seen as a governance structure, rather than as a production function, Williamson, (1996). In addition, TCE tries to identify and mitigate contractual hazards, Williamson, (1996) and links the possible hazards to behavioral assumptions. The first assumption relates to bounded rationality, Simon, (1976), the notion that decision makers' capabilities are bounded in terms of formulating and solving problems and processing all information during the decision-making process. The second assumption deals with opportunism or possible conflicts because individuals are promoting their own self-interest. Opportunism is a variety of self-interest seeking, but extends simple self-interest seeking to

include self-interest seeking with guile. It is not necessary that all agents be regarded as opportunistic in identical degree. It suffices that those who are less opportunistic than others are difficult to ascertain and that, even among the less opportunistic, most have their price, Williamson, (1979). These behavioral assumptions lead to incomplete contracting and as a consequence, monitoring of the contract is required to prevent or to handle conflicts. Governance is the economizing response to infuse order and to realize mutual gains, Williamson, (1999).

Competency Theory

To investigate the influence of staff competency on implementation of asset disposal practices in state owned enterprises in Kenya, the study was based on competency theory. The work of McClelland & McBer in the 1980s established the competence theory. The authors defined competency as the underlying characteristic of an individual that is causally related to criterion-referenced effective and/or superior performance in a job or situation. Since then a number of competency frameworks have been developed by different procurement

performance in various organizations, Crawford (as cited in Boyatzis, 1982 & Spencer, 1993), puts a model of competence that integrates knowledge, skills, demonstrable performance, and core personality characteristics, noting the last, personality characteristics, as challenging to develop and assess through training. She argues that two of the most influential procurement management standards established, are addressed only the knowledge aspect of competence while a third, Australia's National Competency Standards, draws from knowledge but focuses only on demonstrable performance. Crawford, (2010) study found out that procurement managers "do not necessarily have the required supply chain management competence perform the full activities required to promote and implement the changes that they are leading as part of their organizations. Interest in procurement management competence stems from the very reasonable and widely held assumption that if people who manage and work on organizations are competent in procurement, they will perform effectively and that this will lead to successful procurement and successful organizations (Beer, 1990; Smith, 1976).

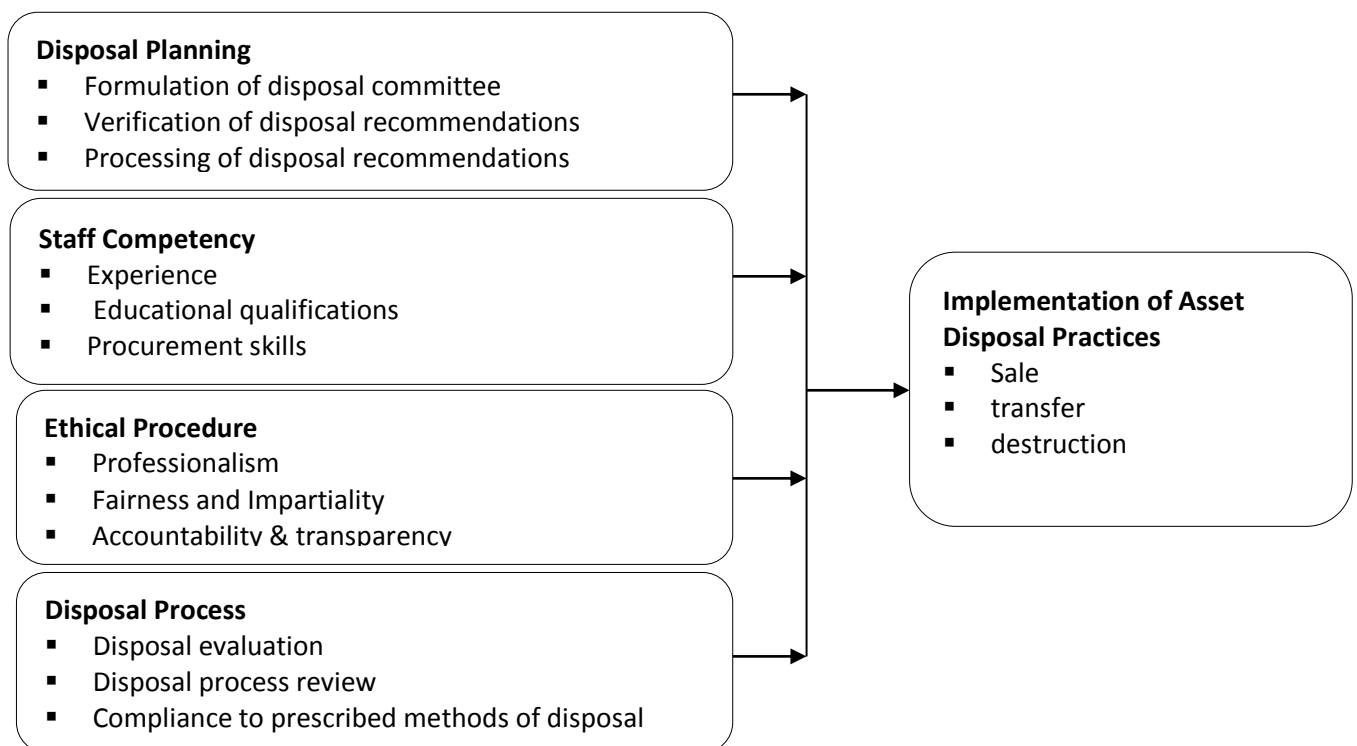


Figure 1: Conceptual Framework

Empirical Review

Sergio (2010) carried out a study on effectiveness of developing strategies for effective disposal of goods and equipment in public institution. The study findings revealed that there were existing practices of disposal of goods and equipment. However, the study findings further revealed the following strategies; the institutions should code all asset when they procured goods and equipment into their outfit to determine longevity of the asset, professional independent body should examine every asset when they are due for disposal, certificate of disposal should be issued by standing disposal committee, methods of disposal should be approved by the head of institution, economic returns and finally, asset disposal plan that would be effective , efficient and economical in all government institution.

Susan and Namusonge (2014) carried out a study on factors affecting the Rate of Disposal of Assets in Public Sector Organizations focusing on Yatta Sub-County- Kenya. The study adopted a census was carried out on all the 28 Government Departments whereby 60 employees who were considered to have relevant information to the study were taken as the respondents. Questionnaires, interview guide and observation schedule were used to collect data. The findings of the study indicated that, the rate of disposal in public sector organizations in Yatta sub-county was low and that the process of procurement planning for disposal was reported as long and tedious.

In a study carried out by Myers et al (2012), it revealed that in UK, same departments that were involved in procurement handled disposal of equipment therefore created a need for value-adding disposal services by producers and distributors of equipment to help increase income by sales. Technological advancement was found as the main reason for obsolescence of equipment; technological advancement and software upgrades were given as important antecedents for end-of-life. Most equipment that were surplus, serviced or having reached planned for end-of-life period, were

reused in small businesses, households, public institutions, charities and international second hand markets via sales to brokers or transfer to employees.

Kimeu and Were (2013) study sought to establish the factors affecting disposal of unserviceable assets in public sector in Kenya, with reference to Nairobi City County. The study adopted a descriptive research design. The data was collected using questionnaires. Descriptive statistics was used to analyze the data. The study further undertook regression analysis to examine the relationship between asset valuation of the SOEs and disposal of unserviceable assets in Nairobi City County in Kenya. The study findings revealed that asset valuation has a significance negative effect on disposal of unserviceable assets. The study findings concluded that effective sorting and grouping, that is asset valuation significantly affect disposal of unserviceable assets in Nairobi City County.

Grubišić, Nušinović and Roje (2009) conducted a study examined one of the critical financial challenges in disposing assets in Croatia: managing public sector assets efficiently. The study objective was to facilitate better understanding of public asset management as an integral part of public sector reforms. The study findings showed that lack of reliable information on public assets in place hinders determination of the assets' value, budgeting for asset management activities and evaluating public asset portfolio performance, as a result, assets are managed on an ad hoc, often reactive basis.

Kibet (2008) conducted a study to establish the role of internal audit in promoting good corporate governance in state owned enterprises. The study used exploratory research and primary data was collected via a questionnaire. The population comprised of all state owned enterprises headquartered in Nairobi. The study findings indicated that, to enhance the independence of the internal audit function, internal auditors should report to the board or the audit committee and that internal audit staff be dismissed after the approval

of the audit committee. The study findings concluded that internal audit function plays a significant role in enhancing good corporate governance, the Board and management should offer the necessary support, appreciate the increasing status and role of internal audit in promoting good corporate governance practices.

Tomasic and Fu (2005) undertook a study on governance in Australia's and China's government-owned companies. Descriptive survey design was used and the data was cross-sectional. The study findings established that government-owned companies are often torn between pursuing contradictory goals unlike private corporations whose directors perform their functions in the company's interests as a whole, Parastatals merely serve the interests of one stakeholder group, the politicians, president or ministers.

METHODOLOGY

Descriptive research design was used in the study. Descriptive research seeks to obtain information that describes existing phenomena Kothari (2012). The population of the study was 187 chief procurement officers drawn from the state owned enterprises as per List of Kenyan State Corporations 2017. The study used stratified random sampling technique where the subjects were selected in such a way that the existing subgroups in the population were more or less reproduced in the sample Kombo & Tromp (2013). This study used primary data for statistical analysis. This study used questionnaires as data collection tools. Qualitative and quantitative techniques was used in the data analysis. Content analysis was done, while descriptive analysis such as mean, frequencies and percentages was used to analyze the data. Data was organized and interpreted on account of concurrence to objectives using assistance of the computer package, statistical package for social scientists (SPSS) version 22, to communicate research findings. The regression model was as below;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where;

Y= Asset Disposal Practices

β_0 =Constant

X_1 = Disposal Planning

X_2 =Staff Competency

X_3 = Ethical Procedure

X_4 = Disposal Process Review

$\beta_1, \beta_2, \beta_3, \beta_4$ = Regression co-efficient

ϵ =Error

β_0 represents the constant

$\beta_1, 2, 3, 4$ are regression coefficients

FINDINGS

Descriptive Statistics

The study set out to establish the determinants of implementation of asset disposal practices in state owned enterprises. To this end, four variables were conceptualized as components of implimentation of asset disposal practices in state owned enterprises. These included; disposal planning, staff competency, ethical procedure and disposal process.

Disposal planning

The first objective of the study was to examine the influence of disposal planning on implementation of asset disposal practices in state owned enterprises in Kenya. The respondents were asked to indicate to what extent disposal planning influenced the implementation of asset disposal practices in state owned enterprises in Kenya. Results indicated that majority of the respondents 46% agreed that it was effective, 41% said that it was very effective, 8% said it was ineffective, somehow effective was at 5%.

The respondents were also asked to comment on statements regarding disposal planning influence on implementation of asset disposal practices in state owned enterprises in Kenya. The responses were rated on a likert scale and the results presented in table 1 below. It was rated on a 5 point Likert scale ranging from; 1= strongly disagree to 5= strongly agree. The scores of 'strongly disagree' and 'disagree' have been taken to represent a statement not agreed upon, equivalent to mean score of 0 to 2.5. The score of 'neutral' was taken to represent a statement agreed upon, equivalent to a

mean score of 2.6 to 3.4. The score of 'agree' and 'strongly agree' was taken to represent a statement highly agreed upon equivalent to a mean score of 3.5 to 5.

The result revealed that majority of the respondents with a mean of (3.86) agreed with the statement that Asset disposal committee affect the implementation of asset disposal practices. The measure of dispersion around the mean of the statements was 0.928 indicating the responses were varied.

The result revealed that majority of the respondents as indicated by a mean of (3.85) agreed with the statement that Verification of disposal recommendations enhance the achievement of value for money in the organization. The standard deviation for the statement was 0.883 showing a variation. The result revealed that majority of the respondent (3.83) agreed with the statement Process disposal influence the quality of goods purchased in the

organization. The results were varied as shown by a standard deviation of 0.906.

The result revealed that majority of the respondents as shown by a mean of (4.47) indicated that they agreed with the statement that Disposal planning reduces the cost of disposal in the firm. The responses were varied as measured by standard deviation of 0.501.

The result revealed that majority of the respondents with a mean of (4.44) indicated that they agreed with the statement that Verification of disposal recommendations affects the implementation of asset disposal practices. The responses were varied as measured by standard deviation of 0.656.

The average response for the statements on disposal planning was 4.19. The findings agree with Montanheiro, (2008) that a good disposal planning is necessary for the implementation of asset disposal practices.

Table 1: Disposal Planning

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Asset disposal committee affect the implementation of asset disposal practices	1.50%	1.50%	36.80%	29.30%	30.80%	3.86	0.928
Verification of disposal recommendations enhance the achievement of value for money in the organization	0.80%	2.30%	36.10%	33.10%	27.80%	3.85	0.883
Process disposal influence the quality of goods purchased in the organization	1.50%	1.50%	36.80%	32.30%	27.80%	3.83	0.906
Disposal planning reduces the cost of disposal in the firm	0.00%	0.00%	0.00%	52.60%	47.40%	4.47	0.501
Verification of disposal recommendations affects the implementation of asset disposal practices	1.50%	0.00%	0.00%	49.60%	48.90%	4.44	0.656
Average						4.09	0.775

Staff Comptency

There was also need to examine the influence of staff competency on implementation of asset disposal practices in state owned enterprises in

Kenya. The respondents were also asked to comment on statements regarding staff competency influence on implementation of asset disposal practices in state owned enterprises in

Kenya. Results showed that 49% of respondents indicated it was effective, 36% that it was very effective, 9% ineffective while 6% somehow effective.

The result revealed that majority of the respondent (4.56) agreed with the statement that Procurement staffs adequately qualified in disposal matters. The responses were varied as shown by a standard deviation of 0.499. The result revealed that majority of the respondent (4.48) agreed with the statement that Procurement staffs have many years of experience. The responses were varied as shown by a standard deviation of 0.502. The result revealed that majority of the respondent (4.39) agreed with the statement that Procurement staffs are members of professional bodies. The responses

were varied as shown by a standard deviation of 0.672.

The result further revealed that majority of the respondent (4.44) agreed with the statement that Procurement staffs are trained on all procurement regulations and procedures. The responses were varied as shown by a standard deviation of 0.742. The result further revealed that majority of the respondent (4.51) agreed with the statement that Procurement staffs adequately qualified in procurement matters. Responses were varied as shown by a standard deviation of 0.502. The average response for the statements on staff competency was 4.48. The findings agree with Mwaengo (2012) that staff competency is necessary for the implementation of asset disposal practices in state owned cooperation.

Table 2: Staff Competency

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Procurement staffs adequately qualified in disposal matters.	0.00%	0.00%	0.00%	44.40%	55.60%	4.56	0.499
Procurement staffs have many years of experience	0.00%	0.00%	0.00%	51.90%	48.10%	4.48	0.502
Procurement staffs are members of professional bodies.	0.00%	2.30%	3.80%	46.60%	47.40%	4.39	0.672
Procurement staffs are trained on all procurement regulations and procedures.	1.50%	1.50%	1.50%	42.90%	52.60%	4.44	0.742
Procurement staffs adequately qualified in procurement matters.	0.00%	0.00%	0.00%	48.90%	51.10%	4.51	0.502
Average						4.48	0.483

Ethical Procedure

There was also need to assess the influence of ethical procedure on implementation of asset disposal practices among state owned enterprises in Kenya as the third objective. The respondents were asked to comment on extent of ethical procedure influence on implementation of asset disposal practices among state owned enterprises in Kenya. Results indicated that majority of the respondents 50% agreed that it was effective, 42% said that it was very effective, 4% said it was somehow effective and ineffective at 4%.

The respondents were asked to indicate their levels of agreement on statements regarding value for money. The results in table 3 revealed that majority of the respondent (4.14) agreed with the statement that Professional codes ensure employees neither engage in, nor give the appearance of engaging in, dishonest or unethical actions. The responses were varied as shown by the standard deviation of 0.818.

The result revealed that majority of the respondent (3.87) agreed with the statement that Professional codes training and seminars are regularly conducted to increase awareness on ethical

behavior. The measures of dispersion around the mean were 0.783. The result revealed that majority of the respondent (3.86) agreed with the statement that Supplier codes are circulated regularly to the suppliers to ensure compliance with regulation during their service provision time. The measures of dispersion around the mean were 0.955.

The result revealed that majority of the respondent (3.98) agreed with the statement that Public purchasers comply with the rules since perceive that the entity is accountable to the government. The measures of dispersion around the mean were 0.802. The result revealed that majority of the respondent (3.82) agreed with the statement that Officials who have access to very confidential

and/or market sensitive information use it to the benefit of some bidders.

The measures of dispersion around the mean were 1.029. The result revealed that majority of the respondents as shown by a mean of (4) indicated that they agreed with the statement that Lack of accountability is believed to increase the possibilities for (un)deliberate non-compliance. The responses were varied as measured by standard deviation of 0.816. The average response for the statements on ethical procedure was 3.94. The findings agree with Lakomy-Zinowik (2017) that Ethics are the moral principles or values that guide officials in all aspects of their work.

Table 3: Ethical procedure

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Professional codes ensure employees neither engage in, nor give the appearance of engaging in, dishonest or unethical actions.	0.00%	0.00%	27.10%	31.60%	41.40%	4.14	0.818
Professional codes training and seminars are regularly conducted to increase awareness on ethical behavior	0.00%	0.00%	37.60%	37.60%	24.80%	3.87	0.783
Supplier codes are circulated regularly to the suppliers to ensure compliance with regulation during their service provision time	0.00%	6.80%	33.10%	27.80%	32.30%	3.86	0.955
Public purchasers comply with the rules since perceive that the entity is accountable to the government.	0.00%	0.00%	33.10%	36.10%	30.80%	3.98	0.802
Officials who have access to very confidential and/or market sensitive information use it to the benefit of some bidders.	3.80%	3.80%	29.30%	33.10%	30.10%	3.82	1.029
Lack of accountability is believed to increase the possibilities for (un)deliberate non-compliance.	0.00%	0.00%	33.10%	33.80%	33.10%	4.00	0.816
Average						3.945	0.731

Disposal process

The last objective of the study was to determine the influence of disposal process on the implementation of asset disposal practices in state enterprises in Kenya. The respondents were asked to indicate to what extent did disposal process influenced the implementation of asset disposal practices in state enterprises in Kenya. Results indicated that majority of the respondents 48% agreed that it was very effective, 44% said that it was effective, 5% said it was ineffective, while somehow effective was at 3%.

The respondents were also asked to comment on statements regarding disposal process influence on implementation of asset disposal practices in state owned enterprises in Kenya. The respondents were asked to indicate descriptive responses for disposal process. The result in table 4 revealed that majority of the respondents as indicated by a mean of (3.98) indicated that they agreed with the statement that Disposal evaluation is fundamentally important in the implementation of asset disposal practices. The responses were varied as measured by standard deviation of 0.83.

The result revealed that majority of the respondents as shown by a mean of (3.9) indicated that they agreed with the statement that Disposal process review is vital in the implementation of asset disposal process. The responses were varied as measured by standard deviation of 0.815. The result revealed that majority of the respondents with a mean of (4.05) indicated that they agreed with the statement that Compliance with the prescribed methods of disposal facilitates reduction of cost in the disposal process. The responses were varied as measured by standard deviation of 0.847. The result revealed that majority of the respondents (4.46) indicated that they agreed with the statement that Disposal process is critical in enhancing the organizational objective and goals. The responses were varied as measured by standard deviation of 0.5. The average response for the statements on disposal process was 4.09. The findings agree with Marques (2011) that exemplary disposal process is necessary for the effective implementation of asset disposal practices in state enterprises in Kenya.

Table 4: Disposal Process

Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	SD
Disposal evaluation is fundamentally important in the implementation of asset disposal practices	0.00%	0.00%	35.30%	31.60%	33.10%	3.98	0.83
Disposal process review is vital in the implementation of asset disposal process.	0.00%	0.00%	38.30%	33.10%	28.60%	3.9	0.815
Compliance with the prescribed methods of disposal facilitates reduction of cost in the disposal process	0.00%	0.00%	33.10%	28.60%	38.30%	4.05	0.847
Disposal process is critical in enhancing the organizational objective and goals	0.00%	0.00%	0.00%	54.10%	45.90%	4.46	0.5
Average						4.09	0.748

Inferential Statistics

Correlation Analysis

Correlation analysis was used to determine both the significance and degree of association of the

variables and also predict the level of variation in the dependent variable caused by the independent variables. The results of the correlation analysis are summarized in Table 5.

Table 5: Summary of Pearson's Correlations

Correlations		Disposal planning	Staff competency	Ethical procedure	Disposal process	Implementation of asset disposal practices
Disposal planning	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	110				
Staff competency	Pearson Correlation	.558**	1			
	Sig. (2-tailed)					
	N	110	110			
Ethical procedure	Pearson Correlation	.532**	.546**	1		
	Sig. (2-tailed)					
	N	110	110	110		
Disposal process	Pearson Correlation	.570**	.845**	.613**	1	
	Sig. (2-tailed)					
	N	110	110	110	110	
Implementation of asset disposal practices	Pearson Correlation	.737**	.698**	.727**	.715**	1
	Sig. (2-tailed)	0	0	0	0	
	N	110	110	110	110	110

** Correlation is significant at the 0.05 level (2-tailed).

The correlation summary shown in Table 5 indicated that the associations between each of the independent variables and the dependent variable were all significant at the 95% confidence level. The correlation analysis to determine the association between disposal planning and implementation of asset disposal practices in state owned enterprises in Kenya, Pearson correlation coefficient computed and tested at 5% significance level. The results indicate that there was a positive relationship ($r=0.737$) between disposal planning and implementation of asset disposal practices in state owned enterprises in Kenya. In addition, the researcher found the relationship to be statistically significant at 5% level ($p=0.000, <0.05$).

The correlation analysis to determine the relationship between staff competency and implementation of asset disposal practices in state

owned enterprises in Kenya, Pearson correlation coefficient computed and tested at 5% significance level. The results indicated that there was a positive relationship ($r=0.698$) between staff competency and implementation of asset disposal practices in state owned enterprises in Kenya. In addition, the researcher found the relationship to be statistically significant at 5% level ($p=0.000, <0.05$).

The correlation analysis to determine the relationship between ethical procedure and implementation of asset disposal practices in state owned enterprises in Kenya, Pearson correlation coefficient computed and tested at 5% significance level. The results indicate that there was a positive relationship ($r=0.727$) between ethical procedure and implementation of asset disposal practices in state owned enterprises in Kenya. In addition, the

researcher found the relationship to be statistically significant at 5% level ($p=0.000, <0.05$).

The correlation analysis to determine the relationship between disposal process and implementation of asset disposal practices in state owned enterprises in Kenya, Pearson correlation coefficient computed and tested at 5% significance level. The results indicate that there was a positive relationship ($r=0.715$) between disposal process and implementation of asset disposal practices in state owned enterprises in Kenya. In addition, the researcher found the relationship to be statistically significant at 5% level ($p=0.000, <0.05$).

Regression Analysis

In this study multivariate regression analysis was used to determine the significance of the relationship between the dependent variable and all the independent variables pooled together. Regression analysis was conducted to find the proportion in the dependent variable (implementation of asset disposal practices in state owned enterprises in Kenya) which can be predicted from the independent variables (disposal planning, staff competency, ethical procedure and disposal process). Table 6 presented the regression

coefficient of independent variables against dependent variable. The results of regression analysis revealed there was a significant positive relationship between dependent variable and the independent variable.

The independent variables reported R value of 0.796 indicating that there was perfect relationship between dependent variable and independent variables. R-Square is a commonly used statistic to evaluate model fit. R^2 is 1 minus the ratio of residual variability. The adjusted R^2 , also called the coefficient of multiple determinations, is the percentage of the variance in the dependent explained uniquely or jointly by the independent variables. The coefficient of determination also called the R^2 was 0.634. R^2 value of 0.634 means that 63.4% of the corresponding variation in implementation of asset disposal practices in state owned enterprises in Kenya can be explained or predicted by (disposal planning, staff competency, ethical procedure and disposal process) which indicated that the model fitted the study data. The results of regression analysis revealed that there was a significant positive relationship between dependent variable and independent variable at ($\beta = 0.634, p=0.000 <0.05$).

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.796 ^a	0.634	0.622	0.203452

a) Predictors: (Constant), Disposal planning, staff competency, ethical procedure and disposal process.

b) Dependent Variable: implementation of asset disposal practices in state owned enterprises in Kenya

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.167	4	2.292	45.84	.000 ^b
	Residual	5.298	105	0.050		
	Total	14.465	109			

a) Predictors: (Constant), disposal planning, staff competency, ethical procedure and disposal process.

b) Dependent Variable: implementation of asset disposal practices in state owned enterprises in Kenya.

The significance value is 0.000 which was less than 0.05 thus the model is statistically significance in predicting how disposal planning, staff competency, ethical procedure and disposal process influence implementation of asset disposal practices in state

owned enterprises in Kenya. The F critical at 5% level of significance was 25.65. Since F calculated which can be noted from the ANOVA table above is 45.84 which is greater than the F critical (value =25.65), this shows that the overall model was

significant. The study therefore established that; disposal planning, staff competency, ethical procedure and disposal process influence implementation of asset disposal practices in state owned enterprises in Kenya. These results agree

with Jooste (2011) results which indicated a positive and significant influence of disposal planning, staff competency, ethical procedure and disposal process on implementation of asset disposal practices in state owned enterprises in Kenya.

Table 8: Coefficients of Determination

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	1.967	0.218		9.022	0.000
Disposal planning	0.358	0.049	0.568	7.327	0.000
Staff competency	0.132	0.056	0.152	2.364	0.004
Ethical procedure	0.121	0.032	0.27	3.835	0.001
Disposal process	0.15	0.05	0.074	3.000	0.002

a) Predictors: (Constant), disposal planning, staff competency, ethical procedure and disposal process.

b) Dependent Variable: implementation of asset disposal practices in state owned enterprises in Kenya.

The research used a multiple regression model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y= implementation of asset disposal practices in state owned enterprises in Kenya

β_0 = Constant coefficient

X_1 = Disposal planning

X_2 = Staff competency

X_3 = Ethical procedure

X_4 = Disposal process

ϵ = Random error term

The regression equation is;

$$Y = 1.967 + 0.358X_1 + 0.132X_2 + 0.121X_3 + 0.05X_4$$

The regression equation above established that taking all factors into account (disposal planning, staff competency, ethical procedure and disposal process) constant at zero, implementation of asset disposal practices in state owned enterprises in Kenya was an index of 1.967.

The study found that a unit increase in disposal planning will lead to a 0.358 increase in the implementation of asset disposal practices in state owned enterprises in Kenya. The P-value was 0.000 and hence the relationship was significant since the p-value was lower than 0.05.

The findings presented also shows that taking all other independent variables at zero, a unit increase

in staff competency will lead to a 0.132 increase in the implementation of asset disposal practices in state owned enterprises in Kenya. The P-value was 0.004 which is less 0.05 and thus the relationship was significant.

In addition, the study found that a unit increase in ethical procedure will lead to a 0.121 increase in the implementation of asset disposal practices in state owned enterprises in Kenya. The P-value was 0.001 and thus the relationship was significant. The study also found that a unit increase in disposal process will lead to a 0.05 increase in implementation of asset disposal practices in state owned enterprises in Kenya. The P-value was 0.002 and thus the relationship was significant.

CONCLUSIONS AND RECOMMENDATIONS

Based on the study findings, the study concluded that implementation of asset disposal practices in the state owned enterprises can be improved by disposal planning, staff competency, ethical procedure and disposal process. First, in regard to disposal planning, the regression coefficients of the study show that it has a significant influence on the implementation of asset disposal practices in the state owned enterprises. This implied that increasing levels of embracing disposal planning by a unit would increase the levels of implementation

of asset disposal practices in the state owned enterprises. This showed that disposal planning has a positive influence on implementation of asset disposal practices in the state owned enterprises in Kenya.

In regard to the second objective, the regression coefficients of the study show that it has a significant influence on implementation of asset disposal practices in the state owned enterprises.

This implied that increasing levels of staff competency by a unit would increase the levels of implementation of asset disposal practices in the state owned enterprises. This shows that staff competency has a positive influence on implementation of asset disposal practices in the state owned enterprises. With regard to ethical procedure, the regression coefficients of the study show that it has a significant influence on implementation of asset disposal practices in the state owned enterprises. This implies that increasing levels of ethical procedure by a unit would increase the implementation of asset disposal practices in the state owned enterprises. This shows that ethical procedure has a positive influence on implementation of asset disposal practices in the state owned enterprises.

Lastly, in regard to disposal process, the regression coefficients of the study showed that it has a significant influence on implementation of asset disposal practices in the state owned enterprises. This implies that increasing levels of disposal process by a unit would increase the levels of implementation of asset disposal practices in the state owned enterprises. This showed that disposal process has a positive influence on implementation of asset disposal practices in the state owned enterprises. Drawing on this research, lack of disposal planning, staff competency, ethical procedure and disposal process is leading to poor implementation of asset disposal practices in the state owned enterprises.

The study recommended that in order to ensure that state corporations have better implementation

of asset disposal practices they should focus more on embracing existing disposal planning so as to ensure that plans are recognized and the current and future risks including changes in service demands and delivery methods, and changes in the level of available resources are identified on time.

Concerning staff competency, there is need for state corporations to always recruit competent staff with the skills and the capacity to perform specifications, this is because a person's skill is a function of both knowledge and the particular strategies used to apply knowledge.

In relation to ethical procedure, the state corporations must ensure that Public purchasers comply with the rules since perceive that the entity is accountable to the government. With regard to the last objective, it would be constructive for state corporations to invest more in disposal evaluation since it is critical in enhancing the organizational objective and goals. The study recommends that heads of procurement in the state corporations should ensure that they strictly follow right procedures in the disposal of assets.

Suggestions for Further Research

The study was a milestone for further research in the field of asset disposal practices in Africa and particularly in Kenya. The findings demonstrated the important aspects of determinants of implementation of asset disposal practices to include; disposal planning, staff competency, ethical procedure and disposal process. The current study obtained an R^2 of 63.4% and should therefore be expanded further in future in order to include other aspects of the may as well have a positive significance to implementation of asset disposal practices in the state owned enterprises. Existing literature indicates that as a future avenue of research, there is need to undertake similar research in other institutions in Kenya and other countries in order to establish whether the explored aspects or determinants herein can be generalized to implementation of asset disposal practices.

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