

Strategic Innovation and Communication on the Performance of Building Construction Companies in Nairobi Kenya

George Muchangi Ngiri¹, Elias Njagi²

¹Department of Business administration, School of Business, Kenyatta University, Kenya

²Department of Business administration, School of Business, Kenyatta University, Kenya

Abstract

Construction sector has been facing declined in performance despite the immense growth in construction projects. The study sought to examine the influence of strategic innovation and strategic communication on the performance of building construction companies in Nairobi Kenya. The study was informed by diffusion theory of innovation and technology acceptance theory. A descriptive and cross-sectional research design was used while the target population comprised of CEOs drawn from 126 registered building construction companies in Nairobi County. The study used a sample size of 96 CEOs, sampled through a combination of stratified random and purposive sampling techniques. A structured questionnaire was used to collect the data. Prior to main data collection, a pilot study involving 10% of the sample size was conducted with a view to test for reliability and validity. While Cronbach's alpha was used to check for reliability, both face and content validity was checked using subject-matter expert, that this the thesis supervisor, while construct validity will be tested through confirmatory factor analysis. The obtained data was analysed using both descriptive and inferential statistics through Statistical Package for Social Sciences (SPSS) Version 27. The study found that strategic innovation and strategic communication had a positive and significant influence with the performance of building construction companies in Nairobi Kenya. The study concluded that strategic innovation structures efforts around the organizational goals and ensures that all departments of the organization support them. Strategic communication helps organizations focus on and live their purpose, mission and values by aligning expectations, actions and behaviors to business objectives. The study recommended that the organization should align its innovation strategy with the overall business model and its mission, vision, and value proposition. The organization should use great communication tools to make internal communication within its team more effective, meet with employees regularly in order to improve communication and collaboration.

Key Words: Strategic Innovation, Communication, Performance of Building Construction Companies

How to Cite:

Ngiri, G., & Njagi, E. (2022). Strategic Innovation and Communication on the Performance of Building Construction Companies in Nairobi Kenya. *Journal of Applied Humanities and Social Sciences*- ISSN 2791-1594, 1(2), 25–35. Retrieved from <https://doi.org/10.35942/jahss.v1i2.4>

1.0 Introduction

1.1 Background of the Study

In developing economies marked by rapid infrastructural developments, the performance of construction companies is of eminence to economic development and growth not only through their contribution to Gross Domestic Product (GDP) and creation of employment, but also through their contribution to infrastructural development in such important economic sectors as health, education and transport (Ngiri & Njagi, (2022). Price Waterhouse Coopers (PWC) (2021) however reveals in a report that globally, firms in the construction industry is increasingly facing notable hurdles hampering their performance, key among which include the rising material and labor costs, shrinking profit margins, increased competition, shifting consumer demands and labor woes.

Occasioned by the foregoing, construction firms have been seeking to enhance their managerial capabilities to complement their product and service offerings in order to align their business decisions and strategic options with the dynamic market environment. Among the avenues increasingly being employed in this regard is the adoption of strategic leadership. Firms in the construction industry leverage strategic leadership to anticipate, initiate and adopt to changes in both the internal and external environments of a firm, as well as mobilize resources to align the internal environment with dynamism in the external environments to realize superior performance (Price *et al.*, 2019). Accordingly, empirical literature across global, regional and Kenyan contexts (Owusu-Boadi, 2019; Kowo & Akinbola, 2019; Mbaya, 2021; Miriti, 2021) associates strategic leadership with organizational performance, albeit largely in industries other than construction. It thus remains largely unexplored, the effect of

strategic leadership on performance with reference to construction companies.

1.2 Objectives of the Study

1. To determine the influence of strategic innovation on the performance of building construction companies in Nairobi Kenya
2. To find out the influence of strategic communication on the performance of building construction companies in Nairobi Kenya

2.0 Literature Review

2.1 Theoretical Review

This study was anchored on four main theories: contingency theory of leadership, innovation diffusion theory, resource dependence theory (RDT) and technology acceptance theory.

2.1.1 Diffusion Theory of Innovation

Diffusion theory of innovation was first introduced by Rogers (2003). The main assumption of the theory is that organizations exist in an environment where changes occur every time thus being innovative is the only way to house the changes. The theory highlights ways in which organizations can enhance innovation to increase sustainability. Rogers termed innovation as the degree to which organizations come up with new ideas and implement them in order to acquire returns. The model has been used as a system in a lot of research from a wide range of disciplines. Rogers (2003) cited political theory, financial affairs, general well-being, history, training, invention, an correspondences as examples of these orders, and described his hypothesis as a widely used hypothetical system in the field of innovation reception and dispersion (Amurle, 2013).

Rogers (2003) came up with innovation diffusion process which he defined as an activity meant to seek and process information regarding innovation decision making. As cited

by Sampson (2015), Rogers (2003) provides five key assumptions that build innovation process in an organization. The assumptions include knowledge, persuasion, decision, implementation and confirmation. Construction firms' leaders need to persuade the trainers or employees to accept the new innovation ideas at this stage (Waduu & Rugami, 2019). Rogers (2003) states that despite the assumption on knowledge being more cognitive, the persuasion assumption is more effective for managers to impose the changes on the minds of employees. The assumption on decision plays a vital role in determining whether one is ready to adopt the innovation ideas or not. Putting in place these assumptions would make the innovation process in an organization more achievable.

The theory is relevant in the present study as it underpins strategic innovation and how the same influences the performance of construction companies in Kenya. The theory will be informative in this study since it clearly outlines the predicaments of a strategic leader in terms of being strategically innovative. By point in out on the key aspects of innovation, the theory informs the study on how strategic innovation can be operationalized towards assessing the motive, motivation and expectations of a strategic leader.

2.1.2 Technology Acceptance Theory

Acceptance of technology by Davis (1989) was the first to establish a theory to explain the necessity to improve acceptability of the technology used by a company in its operations. Employees who use technology are more likely to oppose the emergence and application of technology, according to Davis (1989), owing to job insecurity arising from new technology substituting their employment, a perceived inability to accept change and a lack of understanding on how to utilize the technology. According to Davis *et al.* (1989), personnel must be well-informed and involved in order to accept technology and make proper use of it.

Technology is critical as a strategic leadership factor in that modern corporate activities are only successful if they are carried out using technology. Certain technology methods are put in place while organizing initiatives for efficacious management, and employees occasionally object. The rejection and/or acceptance of any strategy established by the organization for effectiveness is of great importance to the organizational management and strategic drivers.

The study is also relevant in the present study as it will be used to underpin the strategic communication variable and how the same influences performance of construction companies in Kenya. The study presumes that strategic leaders among construction companies increasingly leverage the various technological advancements to advance their communication and mobilize their human resources to achieve improvements in productivity and realize superior performance.

2.3 Empirical Review

2.2.1 Strategic Innovation and Performance of Construction Companies

Rosli and Sidek (2013) conducted a study in Malaysia to analyze how manufacturing sector SMEs' performance is impacted by innovation, and found that process and product innovations had the greatest impact. In Hassan Industrial City, Jordan, Al-Battaineh (2018) investigated the impact of innovation strategies on SME functional performance. The study randomly selected 160 managers from 20 SME organizations in Hassan Industrial City. The findings revealed that among the four major aspects of innovation focused, three significantly influenced functional performance of the organizations. These three aspects were: product innovation, process innovation and management innovation which significantly influenced the organizational functional performance. On the other hand, Al-Battaineh (2018) found that marketing management as a

factor of innovation did not significantly influence performance of the SME organizations. The study was however conducted in reference to SMES, which is contextually different from the construction industry. The findings may thus not be generalizable to the construction industry that is the focus of this study.

Donkor *et al* (2018) tested the relationships between financial performance, strategic goals and innovative capability of Ghanaian SMEs. The study found that strategic goals have a high positive link with financial performance, based on a sample of 340 SMEs in Ghana. Furthermore, innovative capacity has a powerful, favorable, and extremely important impact on the profitability. Finally, the study discovered that the relationship between financial success and strategic goals is moderated by inventive capability. It was discovered that having a high level of innovative ability combined with a high level of strategic goals boosts financial performance significantly. The study was however not specific to the construction industry and the findings may therefore not be applicable in the present context.

Laban and Deya (2019) examined the effect of strategic innovations on the performance of Information Communication Technology (ICT) firms in Nairobi Kenya. Findings from a survey of 14 ICT companies in the cellular mobile, data, and internet service segments revealed that the highest and most common factor in organizational performance was market innovation, followed by process and product innovation, with organizational innovation having the least impact due to its limited use. It was suggested that ICT firms engage more in research and development to make sure products are released on time, and that market innovation strategies are invested in among ICT companies to achieve higher performance. The study was however focused on ICT firms which is contextually different from the construction

industry. The findings may thus not be generalizable to the construction industry that is the focus of this study.

Kariuki (2019) investigated the impact of strategic innovation on mobile telecommunications firm performance in Kenya. The study discovered that strategic innovation had a beneficial impact on organizational performance. Superior human resource, service, product, and marketing strategies were implemented, resulting in superior organization performance. According to the report, mobile communications companies need to put more investment in research and development in order to be able to innovate and implement more inventive tactics in order to enhance performance. The study was however focused on telecommunication firms which are operationally different from firms in the construction industry. The findings may thus not be generalizable to the construction industry that is the focus of this study.

2.2.2 Strategic Communication and Performance of Construction Companies

In Indonesia, Putri and Syarifuddin (2019) conducted a study to assess with reference to a private university in Indonesia, how performance management system is influenced by strategic communication. Adopting an explanatory case study design, results reveal over the last 3 years, all key performance metrics classified into 4 perspectives: growth and learning, financial, internal business process, and customer have been achieved at or above 100% through strategic systematic communication. The study however assessed strategic communication in relation to performance management system, which is conceptually different organizational performance that is the focus of this study.

In Nigeria, Shonubi and Akintaro (2020) conducted a study on strategic communication and the performance of manufacturing firms. Effective communication was found to be

critical to organizational performance in this study. As a result, it was determined that good research and strategic communication planning are required to support the strategic decision-making process, which is critical to improved performance. The study concluded that, for maximum efficacy and efficiency in performance, managers ought to, before communicating, embrace clear ideas; have a thorough awareness of the human and physical environments; and identify the reasons for communication. The study was however focused on manufacturing firms which are operationally different from firms in the construction industry. The findings may thus not be generalizable to the construction industry that is the focus of this study.

Also in Nigeria, Kelvin-Iloafu (2016) examined the role of good communication in organizational strategic management. It was assessed in the study, how the flow of communication and the efficacy of the entire process influenced firm performance and implementation of the available strategies. A descriptive survey research approach was employed and 130 respondents drawn from randomly selected organizations were surveyed. Although efficient communication ensures organizational success, the study indicates that it is heavily reliant on the pattern or techniques of communication, the efficacy and appropriateness of the channel chosen, and how responsive or approachable superiors are to colleagues, among other aspects. The study was however not specific to the construction industry and the findings may therefore not be applicable in the present context.

In Kenya, Chepkosgei *et al.* (2020) adopted a descriptive research design in their study on the impact of strategic communication on commercial and financial state firms' performance. Strategic communication has an impact on the success of Kenya's Financial and Commercial State Corporations, according to the findings of the study. The head of

communication strategy must start developing policies based on practices to support communication that is strategic so as to improve the dissemination of knowledge within and between various sections of commercial and financial state corporations and, as a result, promote the achievement of set objectives and goals. The study was however focused on state corporations which are operationally different from firms in the construction industry. The findings may thus not be generalizable to the construction industry that is the focus of this study.

3.0 Research Methodology

The study used descriptive research design and cross-section research design. The target population for this study comprised CEOs drawn from 126 building construction companies in Nairobi Kenya as registered by NCA as at 31st December 2021. Preliminary assessment and review of literature reveals that companies are categorized by NCA into NCA 1, NCA 2 and NCA 3 classes employed corporate business practices and structure which are amenable to strategic management. According to NCA (2021), over 60% (126) of contractors under the three classes were located in Nairobi County. As such, Nairobi County formed the study area owing to the high concentration of construction companies in the county relative to the rest of the country and therefore representative. The unit of analysis in the study therefore comprised all the 126 building construction companies registered with NCA under NCA 1, NCA 2 and NCA 3 classes in Nairobi County, findings from which was generalized to the rest of the country. The unit of observation will be the employees in these companies.

This study mainly employed primary data. This is the raw data to be collected from respondents via use of the questionnaires. In the event the staff is busy, the questionnaires will be administered through drop and pick method whereby the respondents is left with

the questionnaire to fill in their convenient time. Prior to data collection, a research permit will be obtained from the National Commission for Science, Technology and Innovation (NACOSTI) as well as an approval from the University which will be attached to the questionnaire. Subsequent, the researcher will make visits and courtesy calls when necessary in order to remind the respondents to fill the questionnaires and in so doing increasing the response rate.

4.0 Data Analysis Results

4.1 Strategic Innovation

The results on descriptive statistics on strategic innovation variable are presented in Table 1.

Table 1: Strategic Innovation

	M	SD
The organization has recently introduced new products in its business model	4.05	0.95
There are new services introduced by the organization to its customers	3.71	1.29
The existing organizational services and activities are redesigned to suit the customer needs and expectations	4.63	0.37
There is frequent research to establish better designs for the company's products	4.28	0.72
The processes in the organization have been improved for efficiency	3.80	1.20
There are new processes brought in the operational framework to enhance effectiveness	4.55	0.45

Aggregate Score	4.17	0.83
-----------------	------	------

Source: Survey Data (2022)

The findings as illustrated in 1 show that the respondents indicated to a large extent that strategic innovation influence the performance of building construction companies in Nairobi Kenya as shown by an aggregate mean score of 4.17 with a low variation of responses at 0.83. The findings concurs Rosli and Sidek (2013) who conducted a study in Malaysia to analyze how manufacturing sector SMEs' performance is impacted by innovation, and found that process and product innovations had the greatest impact.

The respondents indicated to a very large extent that the existing organizational services and activities are redesigned to suit the customer needs and expectations (M=4.63, SD=0.37) and there are new processes brought in the operational framework to enhance effectiveness (M=4.55, SD=0.45). The finding agrees with Donkor *et al.* (2018) who tested the relationships between financial performance, strategic goals and innovative capability of Ghanaian SMEs. The study found that strategic goals have a high positive link with financial performance.

The respondents indicated to a large extent that there is frequent research to establish better designs for the company's products (M=4.28, SD=0.72), the organization has recently introduced new products in its business model (M=4.05, SD=0.95), the processes in the organization have been improved for efficiency (M=3.80, SD=0.20) and there are new services introduced by the organization to its customers (M=3.71, SD=1.29). The results agree with Laban and Deya (2019) study that examined the effect of strategic innovations on the performance of Information Communication Technology (ICT) firms in Nairobi Kenya. Findings from a survey of 14 ICT companies in the cellular mobile, data, and internet service segments revealed that the highest and most

common factor in organizational performance was market innovation.

4.2 Strategic Communication

The results on descriptive statistics on strategic communication variable are presented in Table 2.

Table 2: Strategic Communication

	M	SD
The organization has embraced information technology in its communication framework	4.59	0.41
Modern technology communication devices have been put in place to enhance communication	3.64	1.36
There are systems for giving back feedback to the customers	3.37	1.63
There is a set system for giving feedback to employees' queries and concerns	4.65	0.35
There is a set hierarchy of communication to enhance effective flow of information	4.53	0.47
The information shared in our organization is protected against leakage	4.09	0.91
Aggregate Score	4.15	0.85

Source: Survey Data (2022)

The findings as illustrated in Table 2 show that the respondents indicated to a large extent that strategic communication influence the performance of building construction companies in Nairobi Kenya as shown by an aggregate mean score of 4.15 with a low variation of responses at 0.85. The result is supported by Siam (2020) study that investigated how the link between university organizational performance and strategy execution is impacted by communication strategy in Malaysia. The study discovered that specific plan execution combined with a

specific communication strategy resulted in superior organizational performance using a structural equation model to analyze the data.

The respondents indicated to a very large extent that there is a set system for giving feedback to employees' queries and concerns (M=4.65, SD=0.35), the organization has embraced information technology in its communication framework (M=4.59, SD=0.41) and there is a set hierarchy of communication to enhance effective flow of information (M=4.53, SD=0.47). The results concur with Putri and Syarifuddin (2019) who conducted a study in In Indonesia to assess with reference to a private university in Indonesia, how performance management system is influenced by strategic communication. Adopting an explanatory case study design, results reveal over the last 3 years, all key performance metrics classified into 4 perspectives: growth and learning, financial, internal business process, and customer have been achieved at or above 100% through strategic systematic communication.

The respondents indicated to a large extent that the information shared in our organization is protected against leakage (M=4.09, SD=0.91) and modern technology communication devices have been put in place to enhance communication (M=3.64, SD=1.36). The findings agree with Shonubi and Akintaro (2020) who conducted a study in Nigeria on strategic communication and the performance of manufacturing firms. Effective communication was found to be critical to organizational performance in this study. As a result, it was determined that good research and strategic communication planning are required to support the strategic decision-making process, which is critical to improved performance.

The respondents indicated to a moderate extent that there are systems for giving back feedback to the customers (M=3.37, SD=1.63). This finding contradicts with the findings of Kelvin-Iloafu (2016) study that examined the role of

good communication in organizational strategic management in Nigeria. The study indicated that communication is heavily reliant on the pattern or techniques of communication, the efficacy and appropriateness of the channel chosen, and how responsive or approachable superiors are to colleagues, among other aspects.

4.3 Correlation Analysis

Table 3: Correlation Analysis

		Strategic innovation	Strategic communication
Strategic innovation	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	91	
Communication	Pearson Correlation	.503**	1
	Sig. (2-tailed)	.000	
	N	91	91
Performance	Pearson Correlation	.844**	.652**
	Sig. (2-tailed)	.000	.000
	N	91	91

Source: Survey Data (2022)

Table 3 indicates that the Pearson’s r for the correlation for strategic resource mobilization, strategic human capital development, strategic innovation and strategic communication were 0.666, 0.769, 0.844 and 0.652 respectively. This means that a change in every individual variable would lead to a positive change on the performance of construction companies. In addition, all the variables had a very strong correlation with the performance of construction companies.

5.0 Conclusions and Recommendations

5.1 Conclusions

The study concluded that strategic innovation structures efforts around the organizational goals and ensures that all departments of the organization support them. The organization is capable of monitoring the progress and making agile adjustments throughout the process. The strategic innovation strategy enables the integration of processes and further development. The innovation strategy helps the organizations to strategically expand their operations by introducing new tools and processes systematically as part of their cultures.

The study concluded that strategic communication helps organizations focus on and live their purpose, mission and values by aligning expectations, actions and behaviors to business objectives. Strategic communication makes the organization to easily reach a larger audience even if they are at a longer distance. Customers are much less likely to leave as these interactions will be meaningful to them and it increases the customer experience, leading to them having better feelings towards the company overall.

5.2 Recommendations

The study recommended that the organization should align its innovation strategy with the overall business model and its mission, vision, and value proposition. The organization should make specific choices and consciously decide on a set of activities that are different from those of competitors in order to provide unique value to customers. Carry out a logical thinking about the future and make decisions that increase its chances of success. The innovation strategy should be both creative and scientific, and involve making and testing hypotheses.

The study recommended that the organization should use great communication tools to make internal communication within its team more effective, meet with employees regularly in order to improve communication and

collaboration. The organization should keep morale of its employees high and motivation strong through recognizing individual and team achievements publicly. Give clear instructions through providing detailed instructions for every task or project either through email, a project management tool, video chat or all of the above.

References

1. Al-Battaineh, M. (2018). Effect of Innovation Strategies on the Functional Performance of Smes Organizations in (Hassan Industrial City). *International Journal of Business and Management Invention (IJBMI)*, ISSN (Online), 2319-8028.
2. Chepkosgei, R.K., Mwangi, J. K. & Kinyua, G. M. (2020). Effect of Strategic Communication on Performance of Financial and Commercial State Corporations in Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(9), 27-38
3. Chinowsky, P. S., & Meredith, J. E. (2020). Strategic management in construction. *Journal of Construction Engineering and Management*, 126(1), 1-9.
4. Davis, F. (1989) Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quarterly*, 13, 319-340. <https://doi.org/10.2307/249008>
5. Donkor, J., Donkor, G.N.A., Kankam-Kwarteng, C. & Aidoo, E. (2018). Innovative capability, strategic goals and financial performance of SMEs in Ghana, *Asia Pacific Journal of Innovation and Entrepreneurship*, Vol. 12 No. 2, pp. 238-254. <https://doi.org/10.1108/APJIE-10-2017-0033>
6. Kariuki, J. N. (2019). *The Effect Of Strategic Innovation On Performance Of Mobile Telecommunication Firms In Kenya*. Unpublished Thesis, University of Nairobi
7. Kelvin-Iloafu, L. E. (2016). The Role of Effective Communication in Strategic Management of Organizations. *International Journal of Humanities and Social Science Vol. 6*, No. 12; 93-99
8. Kowo, S. A., & Akinbola, O. A. (2019). Strategic leadership and sustainability performance of small and medium enterprises. *Ekonomicko-manazerske spektrum*, 13(1), 38-50.
9. Laban, O. M., & Deya, J. (2019). Strategic Innovations and the Performance of Information Communication Technology Firms in Nairobi Kenya. *International Journal of Academic Research in Progressive Education and Development*, 8(2), 1–24.
10. Mafundu, R. H. & Mafini, C. (2019). Internal constraints to business performance in black-owned small to medium enterprises in the construction industry. *The Southern African Journal of Entrepreneurship and Small Business Management*, 11(1): 10.
11. Mbaya, J.M. (2021). *Strategic Leadership and Performance Of Small And Medium-Sized Dairy Processing Firms in Kenya*. Unpublished Masters Thesis, Kenyatta University
12. Miriti, J. B. (2021). *Strategic Leadership, Strategy Execution And Organizational Performance: A Survey Of Savings And Credit Cooperatives in Kenya*. Unpublished Masters Thesis, Kenya Methodist University

13. Ngiri, G., & Njagi, E. (2022). Influence of Strategic Resource Mobilization on the Performance of Building Construction Companies in Nairobi Kenya. *International Journal of Business Management, Entrepreneurship and Innovation*, 4(2), 69-78.
<https://doi.org/10.35942/jbmed.v4i2.271>
14. Owusu-Boad, B. Y. (2019). *The Role of Strategic Leadership in the Profitability of Large Organizations*. Unpublished Masters Thesis, Waldne University
15. Price, A. D. F., Ganiev, B. V., & Newson, E. (2019). Changing strategic management practice within the UK construction industry. *Strategic Change*, 12(7), 347-366
16. PWC (2021). Embracing a new era in engineering and construction. Available at <https://www.pwc.com/gx/en/industries/engineering-construction.html>. Accessed on 11th April, 2022
17. Putri, Y. & Syarifuddin, R. (2019). A Study of Strategic Communication in Supporting the Performance Management System: A Case at an Indonesian Private University. *Advances in Social Science, Education and Humanities Research*, 150(9): 266-262
18. Rahman, N., Othman, M., Yajid, M., Rahman, S., Yaakob, A., Masri, R., ... & Ibrahim, Z. J. M. S. L. (2018). Impact of strategic leadership on organizational performance, strategic orientation and operational strategy. *Management Science Letters*, 8(12), 1387-1398.
19. Rogers EM (2003). *Diffusion of innovations*. 5th ed. New York (NY): Free Press; 2003
20. Rosli, M and Sidek, S., (2013). The Impact of Innovation on the Performance of Small and Medium Manufacturing Enterprises: Evidence from Malaysia. *Journal of Innovation Management in Small & Medium Enterprise*, Vol. 2013 (2013), Article ID 885666, DOI: 10.5171/2013.885666
21. Shonubi, A.O. & Akintaro, A.A, (2020). The Impact Of Effective Communication On Organizational Performance. *International Journal of Social Sciences and Humanities Invention*, 3(3): 1021
22. Tek, A., & Deya, J. (2020). Influence of Strategic Leadership on Implementation of Environment and Natural Resources Strategies In Nakuru County, Kenya. *International Journal of Academic Research in Business and Social Sciences*. 10(9), 542-563.
23. Waduu, D., & Rugami, M. (2019). Total Quality Management Practices and Performance of Commercial Banks in Kilifi Town, Kenya. *International Journal of Current Aspects*, 3(VI), 1-15.
<https://doi.org/10.35942/ijcab.v3iVI.75>

This is an open-access article published and distributed under the terms and conditions of the



[Creative Commons Attribution 4.0 International License](#) of United States unless otherwise stated. Access, citation and distribution of this article is allowed with full recognition of the authors and the source. Copyright, content ownership and liability for content herein remain with the authors.

The article is published by Journal of Applied Humanities and Social Sciences, ISSN 2791-1594, an internationally peer-reviewed journal. For details of the journal, visit www.jahss.com. We publish quality articles prepared in a verifiable and acceptable ethical standard.



Journal of Applied Humanities and Social Sciences