

**STRATEGIC LEADERSHIP AND PERFORMANCE OF REGISTERED
CONSTRUCTION COMPANIES IN NAIROBI CITY COUNTY, KENYA**

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DECLARATION

This research project is my original work and has not been submitted previously to any examination body, university or college for an academic award.

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This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

I dedicate this work to my entire family for their continued support from the start of course work up to where I am now. I could not have made it this far without their moral support and companionship.

ACKNOWLEDGEMENT

I first take this opportunity to thank God for taking care of me in the entire course work. It has not been easy but through His Mercies, I have been able to make it this far. Secondly, I wish to sincerely thank my Project Supervisor, Dr. Elias Njagi for his guidance and exceptional advice from start of this journey. The entire team of Lectures at Kenyatta University also played a key role in shaping my path by providing guidance and advice. Lastly, my sincere thanks goes to my family members who have stood with me through moral support despite their busy schedule.

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ABBREVIATIONS AND ACRONYMS

BORAQS:	Board of Registration of Architects and Quantity Surveyors
ERB:	Engineers Registration Board
FDI:	Foreign Direct Investments
HRD:	Human Capital Development
ICT:	Information Communication Technology
IT:	Information Technology
KAM:	Kenya Association of Manufacturers
NCA:	National Construction Authority
NCC:	National Construction Corporation
NEMA:	National Environment Management Authority
PPDA:	Public Procurement and Disposal Act
RDT:	Resource Dependence Theory
TAM:	Technology Acceptance Theory
NCA 1:	National Construction Authority Building Category 1
NCA 2:	National Construction Authority Building Category 2
NCA 3:	National Construction Authority Building Category 3

OPERATIONAL DEFINITION OF TERMS

- Construction Companies:** These are the companies that are involved in value addition and development of the infrastructure such as roads, houses, dams among others. Building construction companies deals with building residential and commercial houses.
- Human Capital Development:** This is the process of enhancing the available skills and competences in the organization through training, empowerment and motivation of the employees.
- Performance:** It is the level at which the organization is able to achieve its intended goals in terms of enhancing revenues, profits and meeting the customer expectations.
- Strategic Communication:** This is the process of effectively and sufficiently sharing information with the appropriate parties in and out of the organization.
- Strategic Innovation:** It is the process of developing new products/services, bringing in new processes and improving the existing products and processes for effectiveness and efficiency.
- Strategic Leadership:** This is the ability of a leader to develop strategic goals and objectives by identifying skills and competences appropriate and adequate resources and provide methods of information sharing and

strategies for developing new products and services so as to enhance organizational performance.

Strategic Resource Mobilization: It is the process of identifying and planning in the use of the resources such as finances required to steer the operations of a company into success

ABSTRACT

In the modern business era, companies across industries are striving to enhance their performance by among other avenues, strategically aligning their leadership to the dynamic global market. Particularly in developing economies marked by rapid infrastructural developments, construction companies are reportedly adopting strategic leadership in an effort to remain competitive with fast advancing building technologies, rising costs of raw materials and shifting consumer demands. In the country however, the sector has been facing declined in performance despite the immense growth in construction projects. This project thus sought to assess the influence of strategic leadership on the performance of building construction companies in Nairobi Kenya. Specifically, the study sought to examine the influence of strategic resource mobilization, strategic human capital development, strategic innovation and strategic communication on the performance of building construction companies in Nairobi Kenya. The study was informed by contingency theory, resource dependence theory, 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 was 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 data was presented in frequency tables and pie charts for easier of interpretation. The study found that strategic resource mobilization, strategic human capital development, 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 resource mobilization is critical to any organization because it ensures the continuation of the organization's service provision to clients and supports organizational sustainability. Strategic human capital development enables the organization to bring their overall objectives into better alignment with the actions of their employees. 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 behaviours to business objectives. The study recommended that the organizations should put in place clearly identifiable structures and arrangements with primary responsibility for resource mobilization for the systematic implementation of the resource mobilization strategy/policy, monitoring and regular updates. The organization's human resource department must identify how to align its activities with the firm's strategic goals. 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.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In an era of fast-paced technological innovation, digitalization, increasing competition and shifting customer preferences, the survival, competitiveness and performance of firms across industries depend on their capabilities to align internal resources with external market requirements (Klynveld Peat Marwick Goerdeler (KPMG), 2019). Particularly 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 (Deloitte, 2020). PriceWaterhouseCoopers (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 labour costs, shrinking profit margins, increased competition, shifting consumer demands and labour 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 (Mafundu & Mafini, 2019). Among the avenues increasingly being employed in this regard is the adoption of strategic leadership (Chinowsky & Meredith, 2020). Firms in

the construction industry leverage strategic leadership to anticipate, initiate and adapt 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 the globe, 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.

Effective strategic leadership is considered as a major ingredient for the successful performance of any organization operating in the ever dynamic and complex environment of the 21st century. Nawaz, Shareef and Ikram (2019) observe that the Pakistani Construction Industry has always been of economic and social significance to the country. In contrast to the prospective share of Pakistani construction in the local and global economic market, conversely, the development of the sector has not been at par with the market demands. Farooqui, Ahmed and Lodi (2020) observe that with the recent rapid economic growth of the country, Pakistan now offers a growing market for the construction industry. The Government of Pakistan has responded to this opportunity by planning extensive infrastructure expansion programs.

The construction industry is an essential contributor to the economic growth of many countries. In the construction industry, construction performance is the measure of the quality of projects delivered to clients. The performance is greatly influenced by various

issues in South African construction industry (Windapo & Cattell, 2018). According to Skeepers and Mbohwa (2021) South African construction industry is considered by wide-ranging subcontracting; provisional and uncertain employment as well as deprived working circumstances. South Africa generally, there is a lack of documented facts regarding job opportunity for labours as well as construction professionals in the industries within the construction segment. Universally many studies have been done all indicating that the construction industry has performance difficulties in most countries.

Kenya has a well-established construction industry that comprises of businesses mainly involved in the construction of commercial and residential buildings, engineering structures and affiliated trade services (Ndaiga, 2019). The industry is a major contributor to the Gross Domestic Product (GDP) thus it plays a leading role in determining the economic growth. Megha and Rajiv (2017) observe that despite the industry being a great contributor to the economy, the Kenyan construction industry is faced with huge challenges ranging from oligopolistic and monopolistic tendencies to unfair competition and substandard work especially amongst the small and medium-sized contractors.

1.1.1 Organizational Performance

Defined as an organization's actual performance compared to preset goals and objectives, organizational performance has direct implications to economic growth and development in a country (Kumar & Kushwaha, 2020). Desirable organizational performance implies that the organization sustainably contributes to employment creation, revenue generation to the economy, improves the quality of life of its employees and their dependents and generally adds value to an economy through the provision of goods and/or services

(Duarte *et al.*, 2021). Organizational performance is therefore a useful tool for economic progression in both developed and developing economies. Attaining and sustaining superior organizational performance is a vital aspect of business management, as it is not only directly tied to the organization's long-term sustainability, but also economic progression. It is on the foregoing basis that organizations, the world over, are continuously striving to improve and sustain superior organizational performance (Burja, 2021).

Organizational performance is multi-dimensional and can be measured using both financial and non-financial metrics (Kering *et al.*, 2020). Non-financial performance metrics comprise such indices as corporate social responsibility, innovation and satisfaction of customer (Parkitna & Sadowska, 2019). Metrics of performance that are financial in nature comprise of income statement or balance sheet aspects such as profitability, profitability ratios, solvency, market value ratios, liquidity, leverage ratios, liquidity proportions and asset management ratios (Duarte *et al.*, 2021). Metrics of performance that are financial in nature may further comprise of shifts in expense categories, growth in sales and market proportion (Tsiriktsis, 2019). A metric that is most frequently utilized in assessing performance financially is profitability as gauged by return on investment (RoI) or return on asset (RoA) (Kumar & Kushwaha, 2020). In this study, organizational performance was measured in terms of efficiency, market share and customer satisfaction.

Globally, construction companies continue to register mixed performance. In the last five (5) years prior to the Coronavirus Disease-2019 (COVID-19), that significantly affected

economic activities in the year 2020, construction companies had been experiencing notable declines in performance (PWC, 2021). The building construction production in the European Union (EU) for instance fell by an average of 2.8% throughout the 5 years. The largest decreases by country in performance in the construction industry were realized in Poland (5.5%), Spain (6.2%) and Belgium (6.5%). The highest increases were on the other hand realized in Czechia (6.2%), Romania (23.1%), Sweden and Slovenia (2.9%) (Deloitte, 2020). In contrast, a majority of the best performing companies in terms of revenue concentrated in China, Japan, the United States (US) and United Kingdom (UK) (PWC, 2021). According to Deloitte's (2020) Global Powers of Construction (GPoC) report, even among the best performing markets however, performance growth has been marginal, increasing in 2019 by 5%, with double-digit increases recorded only in 10 groups.

Regionally, Sub-Saharan Africa (SSA) continues to fair poorly in terms of performance of the construction industry by global metrics. SSA has for instance received an overall score of -0.24 on Deloitte's (2019) Construction Project Momentum Index that gives an evaluation of the construction project pipeline's health at every development stage, from launch to completion. That score puts Sub-Saharan Africa in last place out of 11 regions, and is a decrease on its score from January 2022 (0.25) when it ranked in 10th place. Within Sub-Saharan Africa, the problems in the construction sector are most significant in Nigeria, which scores just -0.91 in the index. The situation in Ethiopia, however, is somewhat better with a score of 1.01 (KPMG, 2022).

In Kenya, evidence exists that the performance of construction projects is subpar. Project cost and time performance has for instance been estimated to be bad to the point that over 70% of projects begun are expected to rise in time by more than 50% (Deloitte, 2020). Regionally, with regard to infrastructural projects, Tanzania has levelled up to Kenya, with both countries having 51 projects in 2019. (OECD, 2020). Tanzania's total contribution of project value was 41.2 percent (US\$60.3 billion), making it the greatest contributor to East Africa's total project value, surpassing Kenya. In the pipeline, Kenya's Lamu Port-South Sudan-Ethiopia-Transport (LAPSSSET) Corridor Program, is among the highest valued infrastructure projects representing for only 24.6 percent (US\$36 billion) of the overall project value in the region (KPMG, 2022).

1.1.2 Strategic Leadership

Goldman (2019). Defines strategic leadership as a company's ability to anticipate, imagine, and preserve flexibility while also empowering others to establish a strategic opportunity and a sustainable future. Strategic leadership is also defined by Heinen *et al.* (2019) as the capacity of a seasoned senior leader with wisdom and vision to design and execute strategies and make meaningful decisions in a strategic environment that is turbulent, ambiguous, complicated, and uncertain. Irtaimh (2020) argues that when effective, strategic leadership helps develop organization goals and then drives performance to ensure that the goals are achieved. Strategic leaders ought to have the capability to invent and re-invent reasons for the survival of the organization. The leader ought to be able to monitor both how well the company is continuously adding value as well as changes within and without the organization that jeopardize the organization's

current standing or bring forth new opportunities for value addition (Maarten & Mikhail, 2020).

Strategic leadership is characterized by a set of acts that add to the successful implementation of strategies by the firm for desirable organizational outcomes (Mapetere *et al.*, 2019). These actions include resource mobilization, human capital development, innovation and communication. Strategic leaders' most significant role is to successfully mobilize the firm's portfolio of resources, which are divided into human capital, financial capital, organizational culture and social capital (Norzailan *et al.*, 2021). Building human capital is also critical to good strategic leadership execution. As a result, strategic leaders must gain the abilities necessary to assist in the development of human capital in their duties and responsibilities (Maarten & Mikhail, 2020). Strategic leaders ought to also be in touch with the dynamic innovation and technological landscape, giving strategic direction with regard to innovation, digitalization and the utilization of the slew of significant technological advancements taking place in the current competitive scene. Communication is also a critical element of strategic leadership, whereby strategic leaders (Ruben, 2019).

Globally, strategic leadership has been linked to various organizational and business outcomes across a myriad of industries (Norzailan *et al.*, 2021). In the Netherlands, Phipps and Burbach (2020) attributes the superior financial performance recorded among manufacturing firms in the country, to effective strategic direction. In Turkey, Bilginođlua and Yozgatb (2018) report that most of the leading firms have embraced a strategic leadership-based management styles as a way of ensuring effective and efficient

operations through adequate resource mobilization and commitment towards the goals of the firm. In Slovenia, Greenberg (2021) reports that among a majority of service firms, strategic plans were negatively and significantly influenced by a lack of strategic leadership. In contrast, firms that embraced strategic leadership practices in the implementation of strategic plans recorded better performances.

Regionally, strategic leadership has widely been termed as an adaptable aspect of organizational management. In Nigeria, Palladan *et al.* (2020) attributed the competitiveness of tertiary firms in Nigeria to strategic leadership; while in Ghana, Zakari *et al.* (2019) link strategic leadership to the improved market share for a total of nine (9) Ghanaian banks which made up 60% of the market share in the banking sector with varied origins for instance private-domestic, public-domestic, and multinational banks. Lesotho, Chaka *et al.* (2019) observes that the reduction in corruption cases and slugging in land administration services to strategic leadership demonstrable through transparency, access to land information, reliability, performance, and cost-effectiveness.

In Kenya, strategic leadership has been a subject of concern among researchers with most researchers assessing strategic leadership through human capital development and communication. Kamundia and Kombo (2021) indicate that a strategic leader focuses on enhancing the human skills through motivation, training and rewarding. These aspects align to being transformational and transactional, which are key qualities of a leader determined to enhance organizational success. Simiyu, Wanyama, and Aliata (2022) allude that strategic leadership is the ability of organizational leaders to have the interests of the organization through pushing for the vision and focusing on the development of

key skills among the employees. The authors consider development of human capital as on way through which strategic leaders operationalize the vision of the organizations to stir effectiveness. While addressing strategic leadership in Kenyan non-profit organizations, Kitonga (2017) consider human capital development as one of the fundamentals of strategic leadership. Kitonga contends that argue that training and development are key practices that make a leader strategic, through which an organization is able to achieve its goals and objectives.

Grounded on the review, it can be deduced that strategic leadership is best addressed in terms of resource mobilization, strategic human resource development, strategic innovation and strategic communication. These four aspects have been highly upheld by previous studies to be essential elements of strategic leadership that stir the organizational performance. This study addressed strategic leadership using human capital development, strategic communication, strategic innovation and resource mobilization.

Agarwala (2018) observe that in current global market, companies are composed by competitors, regardless of industry. To develop a competitive advantage, it is important that firms truly leverage on the workforce as a competitive weapon. A strategy for improving workforce productivity to drive higher value for the firms has become an important focus. Delaney and Huselid (2019) observe that Firms seek to optimize their workforce through comprehensive human capital development programmes not only to achieve business goals but most important is for a long term survival and sustainability. To accomplish this undertaking, firms will need to invest resources to

ensure that employees have the knowledge, skills, and competencies they need to work effectively in a rapidly changing and complex environment.

Fulk and Boyd (2019) observe that all organizations rely on communication for their basic functioning. Communication is used to transfer information to their audience about the organizations' mission and vision, policies, and procedures, tasks and duties, and various activities within the company. According to Roberts and O'Reilly (2019) effective communication enhances organizational relationship and minimizes strikes and lockouts. Organizational purposes and goals are sometimes defeated when communication is not effective. However, wastes and costly mistakes have been made due to gaps in communication. Therefore, lack of effective communication is one of the major reasons that can lead to confusion and poor planning in many organizations.

Hakeem (2017) indicates that the success of innovation depends on owned resources (human, equipment, technology, information, etc.) and the ability of the organization to manage these resources. Innovation is hypothesized as one possible mechanism by which organizations can gain a competitive advantage in the marketplace through unique organizational resources. The critical role of innovation in the development of a company and its contribution on the economic growth of firms has been widely documented. Gagnon and Dragon (2019) stressed the fact that encouraging firms to innovate will lead to a better economic performance of firms in terms of market and financial performance. Thus, policy that promotes innovation may help fostering growth and competitiveness among business, specific regions and in the economy at large.

Mobilization of resources applies to all tasks engaged in obtaining fresh and adequate capital for the organization and effective use and maximization of established resources (McCarthy & Zald, 2014). Walsh (2017) states that resource mobilization is vital to every company as it assures the continuity of the service offered by the company to clients and allows the organization to enhance and extend its resources at present. A company needs multiple resources to work, such as financial capital, human resources, facilities, furniture and skills. Therefore, mobilization of resources allows for improvement and scale-up of products and services the organization currently provides and management of timeline changes, scope changes and overall urgency in implementing organizational programs.

1.1.3 Construction Industry in Kenya

Kenya's construction industry dates back in the colonial era. The first major projects featured in the construction industry include the construction of the rail line and construction of staff quarters and dwelling areas for the white settlers. The biggest share of the industry has been run by Europeans and Asians who were the main contractors and designers in the Kenya's construction industry (Kaniaru, 2014). Very few African contractors were allowed to run the industry and only participated as the subordinates of the Indians and Europeans. According to K'akumu (2007), this slowed the local growth of the industry since the foreign contractors only focused on urban areas and meeting the growing demand would not be ascertained.

In the early 1972, National Construction Corporation (NCC) was formed with the main aim of liberalizing the construction industry and includes more African players in the industry. This saw an increased number of African contractors who eventually had a big

stake in the sector. The NCC however did not leave to see its dream as it collapsed in the year 1988 (NCA, 2020). Most contractors started operating as individual players with minimal regulations. In the year 2011, however, a National Construction Act was passed by the National Assembly which saw the birth of the National Construction Authority. The Authority came into full action in 2014. Since then, the industry has seen tremendous growth with increased formalization, policing, and liberalization. The industry has expanded to have a wide range of stakeholders which according to NCA (2016) are categorized into 4 main groups, that is consultants (designers and supervisors), investors (developers), suppliers/manufacturers and contractors (implementers).

Individuals, major corporations, states, and local governments are all examples of developers. Contractors range in size from sole proprietorships to multinational companies (Hassin & Abdelnasor, 2016). It is believed that the execution of construction works will enhance with the formation of the new National Construction Authority for the administration of the construction sector, as professionals will be engaged in the actual management of construction enterprises. The Board of Registration of Architects and Quantity Surveyors (BORAQS), the Engineers Registration Board (ERB), the National Environmental Management Authority, the Public Health Act Cap 242, and the Public Procurement and Disposal Act 2005 all regulate the building construction industry in Kenya. Each Authority or Board specifies the roles and responsibilities of the professions it supervises or regulates. Some of them outline the training and qualifications that practitioners who are licensed under the applicable Act must have. Environmental audit experts (under NEMA), Quantity Surveyors and Architects (under

BORAQS), Engineers (under ERB), and others make up the supervision and quality control level of the building construction sector.

According to NCA (2018), the construction companies in Kenya have continually declined in terms of performance, with most of the firms formed while focusing on particular projects, without a business continuity plan after the targeted projects are complete. This has made the collapse rate of the construction companies high, but this fails to be easily realized due to increased registration of new companies replacing those that exit the market as well as continued growth of the construction industry. In the last 10 years, the sector has improved by over 35% (Kenya Association of Manufacturers (KAM), 2019), but the number of construction companies have remained stagnant across categories, including residential, commercial and infrastructural construction firms. This is proof that the expansion and performance of these firms has not been replicating the growth in the sector in terms of projects, thus raising a question on whether the leadership of the construction companies has been strategic enough to stir the performance of the sector.

1.2 Statement of the Problem

The problem warranting the present study is two-fold. These include a practice gap occasioned by dismal performance among construction companies in Kenya (NCA, 2018; KAM, 2020); and a contextual gap occasioned by empirical literature (Owusu-Boadi, 2019; Kowo & Akinbola, 2019; Mbaya, 2021; Miriti, 2021) associating strategic leadership with organizational performance, albeit largely in industries other than construction.

Firstly, despite the recent tremendous growth of the construction sector in Kenya over the past 10 years characterized by increase in road network, Foreign Direct Investments (FDI) in the real estate and increase in high-end apartments (KAM, 2020), the local construction companies have been recording declining performance and losing the market share to incoming foreign companies and other small-scale players in the sector. KAM (2017) report recorded a surge in construction projects across the country being undertaken by foreign companies while local construction companies losing over 35% of their market share. A report by the Ministry of Transport, Infrastructure, Housing Urban Development (2019) reported that most of Kenyan construction companies had reported low rate of project completion with over 40% of the companies recording stalled projects and inability to complete the projects within the specified timeframes and budget. According to Kamakua (2019), while there are large construction companies in the country, mega construction projects are constructed by the international foreign organizations. The National Construction Authority – NCA (2018) reported that over 29% of the authorised construction companies had stopped annual renewal of their licenses for over 2 years, an indication that these companies were inactive.

Titus and Cheruiyot (2019) study examined the influence of strategic leadership on organizational performance of tea estate companies in Nandi County, Kenya and The study found out that the most significant factor in influencing performance in Tea estate companies in Nandi County is visionary leadership, followed by inspirational leadership, transformational leadership and managerial leadership respectively. However, the study context was Naindi County. A study by Alhyasat and Sharif (2018) examined the

relationship between strategic leadership and organization performance and found a positive relationship between strategic leadership and organization performance. However, the study context was Jordan industrial estates company. Wakhisi (2021) study investigated the effect of strategic leadership on organization performance of state-owned sugar manufacturing firms in Western Kenya and the study established a statistically significant correlation between strategic leadership and organization performance of state-owned sugar manufacturing firms in Western Kenya. However, the respondents were purposively selected thus leading to a methodological gap. Therefore, this study sought to investigate the influence of strategic leadership on performance of building construction companies in Nairobi Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The main objective of the proposed study was to assess the influence of strategic leadership on performance of building construction companies in Nairobi Kenya.

1.3.2 Specific Objectives

The following specific objectives provided guidance to the study:

1. To examine the influence of strategic resource mobilization on the performance of building construction companies in Nairobi Kenya
2. To assess the influence of strategic human capital development on the performance of building construction companies in Nairobi Kenya
3. To determine the influence of strategic innovation on the performance of building construction companies in Nairobi Kenya

4. To find out the influence of strategic communication on the performance of building construction companies in Nairobi Kenya

1.4 Research Questions

The following research questions also provided guidance to the study:

1. To what extent does strategic resource mobilization influence performance of building construction companies in Nairobi Kenya?
2. How does strategic human capital development influence the performance of building construction companies in Nairobi Kenya?
3. How does strategic innovation on the performance of building construction companies in Nairobi Kenya?
4. To what extent does strategic communication influence the performance of building construction companies in Nairobi Kenya?

1.5 Significance of the Study

The study aimed at establishing the influence of strategic leadership on the performance of building construction companies in Nairobi County. The study results would be significance to a number of parties such as policy makers, management of the construction firms, other public and private institutions as well as future researchers and academicians. The findings would benefit these parties in various ways as herein stipulated.

The findings from this study would be valuable to the building construction industry's management in Kenya. In Kenya's economy, the sector is among the essential industries.

Through the findings, the management would learn the essence of employing appropriate leadership in the operations of the companies. The management of these firms has the mandate of sourcing for the best skills and competencies which could be attained through human capital development and mobilizing the appropriate resources for the companies' operations. The study would expound on how a strategic leader should employ the key tactics to have these hence the management would borrow a leaf from the findings.

The findings from the study would inform the regulatory body (National Construction Authority) on how to involve the companies and support their key strategic leadership approaches so as to improve their competitive edge. For the NCA to achieve its mandate, it ought to also be at the forefront of enhancing the effectiveness and efficiency of the construction firms thro spearheading strategic leadership. The findings would be valuable to policy makers who regulate and legislate on how the construction industry should be mandated. Through the findings, the policy makers would gain an understanding on key mandates that should be acquitted to the leadership of the construction firms from the regulatory perspective. The government of the day ought to make key decisions that are strategic and focused on supporting the success of the construction industry. The findings from this study would inform the government agencies on the key strategic areas to focus on in reforming the construction industry and where the key players in this industry require more assistance for their sustainability.

The study would be significant in contributing to the existing theory and literature. Strategic leadership is an aspect of strategic management that has and still continues to receive attention from academicians across the globe. This is because strategic leadership remains an integral prospect of business performance and competitiveness thus

researchers ought to explore and contextualize different aspects of the concept and how it affects business performance. The study would fill the existing gaps in strategic leadership and its influence in the building construction sector in Kenya. The study points out the main aspects of strategic leadership and how they affect firm competitiveness and in this case, future scholars would identify the main aspects of strategic leadership hence major their studies on those that are more significance. The scholars would also identify gaps from this study and seek to fill them in their future works.

1.6 Scope of the Study

The aim of this study was to assess how strategic leadership influences the performance of building construction firms in Nairobi Kenya. The study content scope of the study was on four key strategic leadership aspects. These included: human capital development, strategic innovation, strategic communication, and strategic resource mobilization. These four factors have been highly recommended by previous scholars both locally and internationally to address the concept of strategic leadership. The study focused on the building construction industry in Kenya. The specific locale of the study was Nairobi County. This is the Kenya's capital city and the heart of Kenya's largest building construction projects as well as the hub of the country's construction sector where most of the construction firms in Kenya are located. There were a total of 129 construction firms in Nairobi County (Kenya Gazette Notice No. 8630 of 24th August 2021). These were the units of analysis for the study. The investigation took two months to complete. This allowed ample time for analysis and data collection.

1.7 Limitations of the Study

Respondents' unwillingness to reveal data related to the organization could limit the study's scope. But, the respondents were assured that any data given is treated with utmost secrecy and would not be shared with third parties. Respondents' hectic schedules could have an impact on the data collection process. To address this, questionnaires were emailed to respondents, who were asked to return them to the researcher's email address once they have completed them.

1.8 Organization of the Study

The proposed research was divided into five sections. The first chapter covers the background of the study, the statement of the problem, the research objectives and the research questions. The chapter also highlights the significance and study scope. Chapter Two capture the literature review, which comprises of empirical review of the literature, the theoretical framework and the conceptual framework. The third Chapter cover the methodology which is used in carrying out the actual study. The targeted population, research design, sampling and data collection techniques is captured in chapter three. The chapter also highlights the pre-test of the research instrument as well as data analysis techniques. Chapter Four contain results while the fifth chapter highlight the results summary, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review on the impact of strategic leadership on performance is presented in this chapter. The information acquired from other researchers who have undertaken similar research in the same field of study or in different fields but with the same approach is summarized in this chapter. A theoretical review, research gap summary, empirical review and conceptual framework are presented in this chapter.

2.2 Theoretical Review

A theory, according to Saunders et al. (2016), is a set of assumptions in which a person gives precise opinions on an observed reality in terms of how it does things or behaves. This study will be anchored on four main theories: contingency theory of leadership, innovation diffusion theory, resource dependence theory (RDT) and technology acceptance theory.

2.2.1 Balanced Score Card Model

Balanced score card model as propounded by Kaplan and Norton (1996) is a performance management frame work that links strategy with day-to-day operations. It provides a holistic view of the enterprise based on the business objectives. The balance score card concept contend that this approach provides a powerful means for translating a firm's vision and strategy into a tool that effectively communicates strategic intent and motivates performance against established strategic goals. The balance score card model is a management system that enables organizations to clarify their vision and strategy and

translate them into action. According to Malina and Selto (2015) balance score card model links performance measures by looking at a business's strategic vision from four different perspectives: financial, customer, innovation and learning, and internal business process.

Feltham and Xie (2017) observe that organizations that have a defined core business and a strategic plan to meet their customer objectives tend to be leaders within their industry. The key to organizational success and growth is the ability to translate organizational strategy into operational terms and the ability to measure performance and achievement of strategic objectives. According to Hoque and James (2016) the use of scorecard models in particular, entails a reconsideration of the traditional corporate management style, and a move away from reliance on purely financial measures as a basis for strategy development. It may be argued that the scorecard attempts a genuine marketing orientation by ensuring a co-operative organizational framework exists, which will ensure customer value.

The relevance of this model is that organizations use balance score card to align their business activities with their vision and strategy. It measures the current future financial and operational measures of an organization. The success of any organization depends on its unique and dynamic interaction with the internal and external environment to formulate and adjust its strategy in order to achieve its goals. Therefore, both financial and non-financial aspects of organizations have to be effectively and efficiently monitored and evaluated by the management.

2.2.2 Contingency Theory of Leadership

Woodward (1958) was the first to popularize the contingency theory of leadership, but it has since undergone numerous refinements and evaluations, making it one of the most well-known theories of leadership. The theory focuses on organizational leadership and how executives can be global leaders with leadership capabilities in various business areas. The notion proposes that a leader's leadership skills and tactics are influenced by the scenario in which he or she finds themselves (Robbins, Judge, & Campbell, 2010).

According to the notion, leadership traits and practices that work in one organization or sector may not necessarily work in another organization or sector, or in a different time period. This is due to shifting circumstances such as technological improvements, market changes, environmental vitality, and organizational size changes. In this light, when a leader is attempting to deal with a various organizations than the one with which he or she was previously associated, or when organizational management requires changes, the leader must embrace changes in management styles as well in order to handle and cope with the changes coming (Aver & Cadez, 2009). Most firms according to Robbins et al. (2010), expand over time, while others adopt new operational procedures in response to changes in technology and innovation. As a result, in order for a manager to assure the success of such an organization, he or she must adopt new leadership practices as well as adjust the business's management direction.

The theory anchors the present study as it underpins both the strategic leadership and performance variables. It will be utilized to understand how strategic leaders among construction companies adapt to dynamism in the global market to assure superior

performance. The study presumes that strategic leaders are needed in construction organizations to align institutions with global changes and to improve performance by delivering decision-making, strategic direction and employee involvement..

2.2.3 Resource Dependence Theory

Pfeffer and Salancik (1978) popularized the RDT theory in an effort to identify the requirement for resources within the organization to influence performance and growth. According to the principle, businesses rely on resources to maintain their operations running smoothly. As a result, organizations must seek out these resources to make sure that their operations are sustained (Yeo, 2013). Resources are the foundation of power for any institution (Ullah, 2013). As a result, the organization must seek out these resources and make them available to its operations..

Even independent organizations, according to Pfeffer and Salancik (1978), will take resources for part of their operations at a certain point, and so must have some contact with the companies in their context. Smerek and Denison (2007) claim that power and resources go together and that any company seeking to be powerful would eventually seek to curve a powerful image through resources.

The theory is of relevance to the present study as it underpins three variables in the study, including strategic resource mobilization, strategic human capital development and strategic communication variables and how the same influence the performance of construction companies in Kenya. Construction enterprises, according to the report, require resources in order to succeed and be geared toward achieving the intended aim.

This implies that, in order for organizations to effectively improve their productivity, they must enhance their marketing, awareness creation and offering services that are exemplary, they ought to have sufficient resources with regard to human capital, finances and communication infrastructure.

2.2.4 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. As cited by Perla, Tonetti, and Waugh (2015), Rogers termed innovation as the degree to which organizations come up with new ideas and implement them in order to acquire returns (Syverson, 2011). 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, and 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; Jagdeep and Singh, 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 (Buera & Oberfield,

2015). 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.

2.2.5 Technology Acceptance Theory

Acceptance of technology 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 (Thong, Hong & Tam, 2012). 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

Empirical study helps interrogate and review previous literature on the study area so as to identify how other scholars handled the problem in other perspectives (Rudestam & Newton, 2015). Through empirical review, the research gaps are identified in the study. In this study, empirical review is herein covered and this is systematically done per variables.

2.3.1 Strategic Human Capital Development and Performance

Bontis and Fitzenz (2020) sought to find out the consequences of management of human capital on business and economic outcomes. A total of 25 financial services companies

in Canada and California were chosen for this investigation. Revenue factor, human capital return on investment, income factor, and expense factor were the four metrics used in the study to assess human capital performance. Human capital, according to the study, has a direct impact on intellectual capital assets, which will result in stronger financial outcomes per employee. Employees' educational levels and overall happiness have a favourable impact on the development of human capital. It was thus concluded that human capital development has a direct impact on firm performance. The study was however focused on financial services companies which are operationally different from construction firms, and the findings may not be generalizable to the construction industry that is the focus of this study.

Hamadamin and Atan (2019) studied how the long-term viability of competitive advantage is influenced by the impact of methods of strategic human resource management. The study surveyed a total of 600 respondents drawn from universities in Iraq's Erbil City. The results revealed that there was a linear and positive relationship between strategic human resource management and sustainability of competitive advantages among the universities. It was further revealed that strategic HRM influences positively development of human capital and employees' commitment to the companies; both employees' commitment and development of human capital's influence partial mediate the sustainable competitiveness and strategic HRM practices linkage. The study was however focused on sustainable competitive advantage which is conceptually dissimilar from performance of organizations. The findings may thus not be generalizable to the construction industry that is the focus of this study.

Marimuthu *et al.* (2021) conducted a desktop review of development of human capital and how it impacts performance of firm with reference to economics that are developing. Financial and non-financial variables were used to assess firm performance in the study. The study's findings suggest that there is reasonable evidence to show that infusing 'human capital development' into businesses fosters innovation and improves company performance. The outcomes of the study also clearly demonstrate that the incorporation of human capital has a favourable impact on financial success. The study thus concludes that companies should develop some effective plans, particularly with regard to investing in a variety parts of human capital, because this not only directs organizations to achieve improved performance, but it also guarantees that firms stay competitive in the long run. The study was however not specific to the construction industry, findings of which may not be applicable in the present study context.

Seleim *et al.* (2019) investigated the link between performance of organizations and human capital in Egyptian software firms. Human capital indicators were found to have a favourable relationship with organizational performance. These factors, like as attendance at training and teamwork practices, tended to produce superstar performers, who's increased output might be translated into improved organizational results. Dooley (2020), who discovered a large positive association between the competence of software engineers and the volume of market dominance in Egypt, backed this up. The study was however focused on software developers which are operationally different from construction firms, and the findings may not be generalizable to the construction industry that is the focus of this study.

Also in Kenya, Fareed *et al.* (2016) analysed the effect of developing human capital on sustainable competitive advantage. The authors also looked at how a high-performance work system and organizational culture play a role in the link between long-term competitive advantage and development of human capital. The study focused on telecommunication sector in Kenya and surveyed 40 human resource managers from the top telecommunication companies in Pakistan. The findings revealed that human capital development through training, rewarding and motivation significantly added to the competitive advantage that is sustainable among the telecommunication companies. The study was however focused on sustainable competitive advantage which is conceptually dissimilar from performance of organizations. The findings may thus not be generalizable to the construction industry that is the focus of this study.

Gitau (2014) assessed in Kenya's telecommunications business, effective human resource management plays a key part in gaining a competitive advantage. The study surveyed senior management from 4 telecommunication companies in Kenya. The findings revealed that the employee selection process, employee training and development, staffing and compensation had a significant influence of organizational competitiveness. According to Gitau, the most suitable practices must be chosen in accordance with the strategy and result to factors that promote the approach. The study was however focused on both sustainable competitive advantage and the telecommunication industry which is both conceptually and contextually dissimilar from performance of organizations and the construction industry. The findings may thus not be generalizable to the construction industry that is the focus of this study.

2.3.2 Resource Mobilization and Performance of Construction Companies

In Pakistan, Shuja and Abbasi (2021) carried out an examination of resource mobilization's impact on management of business continuity with reference to the banking sector. Sampling 274 commercial banks, the study's findings and conclusions show that mobilization of resources is a useful tool for executing crisis management, catastrophe, and business continuity plans. In the event of risk, disaster, or emergencies, organizational resource mobilization entails arranging, obtaining, and planning such resources as workforces, technical systems, equipment, and their services which are needed and required for serving the most vulnerable or affected location so as to manage a disaster or crisis and ensure business operations and smooth recovery. The study was however focused on both business continuity management and the banking industry which is both conceptually and contextually dissimilar from performance of organizations and the construction industry. The findings may thus not be generalizable to the construction industry that is the focus of this study.

In Switzerland, Mala (2019) investigated the role of resource mobilization among community-based organizations (CBOs) in improving local communities' livelihoods. The study indicated that in soliciting resources, the first significant strategic decision that Non-Governmental Organizations (NGOs) make is whether to place emphasis on financial resources, material resources, or people resources. Because NGOs are typically reliant on outside financing, financial resource mobilization takes precedence, but mobilizing community and volunteer resources is also a technique that keeps an NGO connected to its community roots. The study did not however link resource mobilization

to organizational performance, and the findings may therefore not be generalizable to the present context.

In the Democratic Republic of Congo, Chishugi (2019) examined the impact of resource mobilization on the long-term viability of a number of local non-governmental organizations in the Bukavu District. It was revealed from the results that from the selected NGOs, mobilization of resources and local NGO sustainability in Bukavu are significantly related. The study was however focused on sustainability of local NGOs which is both conceptually and contextually dissimilar from performance of organizations and the construction industry. The findings may thus not be generalizable to the construction industry that is the focus of this study.

In Kitui County's Tseikuru Sub-county, Kyunyu (2019) investigated the impact of resource mobilization techniques on CBO performance. The findings of a survey of 186 CBO officials found that over 33% of respondents said that if children have to go long distances or miss school to get water for their families, it has a detrimental impact on their education, physical and mental development. The study was however focused on community based organizations which are operationally different from construction firms, and the findings may not be generalizable to the construction industry that is the focus of this study. The study was however conducted in reference to CBOs, which are both contextually, and operationally dissimilar from performance of organizations and the construction industry. The findings may thus not be generalizable to the construction industry that is the focus of this study.

2.3.3 Strategic Innovation and Performance of Construction Companies

Rosli and Sidek (2021) 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. Similarly, Löfsten (2020) looked on the link between business performance and product innovation processes, focusing on technology firms that are medium-sized in Sweden. Because sales are generally driven by employment, the findings revealed that creative procedures lead to sales and possibly even employment in the firms. The study was however conducted in reference to SMES in the manufacturing sector, 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.

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, favourable, 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 using. 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.

2.3.4 Strategic Communication and Performance of Construction Companies

Siam (2020) investigated how the link between university organizational performance and strategy execution is impacted by communication strategy in Malaysia. Organizational degree of analysis and communication strategy was identified as independent variables. The communication technique was specifically tested as a moderator. There were 236 total responders, all of whom work in Palestine's higher education institutions. 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. Finally, the findings have important implications for practice and theory in implementing service-based institutions' strategies, such as universities. The study was however focused on universities 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.

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.

2.4 Summary of Research and Knowledge Gaps

Table 2.1: Summary of the Research and Knowledge Gaps

Author & Year	Topic	Findings	Research/Knowledge Gaps	Focus of the Proposed Study
Bontis and Fitzenz (2020)	Impact of human capital management on economic and business outcomes	Human capital directly impacts assets of intellectual capital, resulting in increased financial outcomes per staff.	The study was focused on financial services companies which are operationally different from construction firms. The study also narrowly focused on financial measures of performance	The proposed study addresses these gaps by investigating how the development of human capital impacts performance of construction firms; both monetary and non-monetary measures of performance are also explored
Hamadamin and Atan (2019)	How the long-term viability of competitive advantage is influenced by the impact of methods of strategic human resource management	There was a linear and positive relationship between strategic human resource management and sustainability of competitive advantages among the universities	The study was focused on sustainable competitive advantage which is conceptually dissimilar from performance of organizations.	The proposed study addresses this gap by investigating the influence of strategic resource mobilization on the performance of building construction companies in Nairobi Kenya
Marimuthu <i>et al.</i> (2021)	With reference to developing economies, development of human capital and its influence on performance of companies	Consideration of human capital has a favorable impact on monetary performance	The study was not specific to the construction industry, findings of which may not be applicable in the present study context; the study was also desktop in design, hence not context specific	The proposed study addresses this gap by adopting a descriptive design to assessing how development of human capital influences performance of construction firms in Kenya
Seleim <i>et al.</i> (2019)	Link between performance of organizations and human capital in Egyptian software firms	Human capital indicators were found to have a favorable relationship with organizational performance	The study was however focused on software developers which are operationally different from construction firms	The proposed study addresses this gap by investigating the influence of strategic human capital development on the performance of building construction companies in Nairobi Kenya
Shuja and Abbasi (2021)	Resource mobilization's impact on management of business continuity with	Mobilization of resources is a useful tool for executing crisis management, catastrophe, and	The study was however focused on both business continuity management and	The proposed study addresses this gap by focusing on the performance of building

Author & Year	Topic	Findings	Research/Knowledge Gaps	Focus of the Proposed Study
	reference to the banking sector	business continuity plans	the banking industry which is both conceptually and contextually dissimilar from performance of organizations and the construction industry	construction companies in Nairobi Kenya
Mala (2019)	Role of resource mobilization among community-based organizations (CBOs) in improving local communities' livelihoods	The study indicated that in soliciting resources, the first significant strategic decision that Non-Governmental Organizations (NGOs) make is whether to place emphasis on financial resources, material resources, or people resources	The study did not however link resource mobilization to organizational performance, and the findings may therefore not be generalizable to the present context	The proposed study addresses this gap by focusing on the performance of building construction companies in Nairobi Kenya
Al-Battaineh (2018)	Impact of innovation strategies on SME functional performance	among the four major aspects of innovation focused, three significantly influenced functional performance of the organizations	The study was however conducted in reference to SMES, which is contextually different from the construction industry	The proposed study addresses this gap by investigating the influence of strategic innovation on the performance of building construction companies in Nairobi Kenya
Laban and Deya (2019)	Effect of strategic innovations on the performance of Information Communication Technology (ICT) firms in Nairobi Kenya	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	The study was however focused on ICT firms which is contextually different from the construction industry	The proposed study addresses this gap by investigating the influence of strategic innovation on the performance of building construction companies in Nairobi Kenya
Chishugi (2019)	The impact of mobilization of resources on the long-term viability of a few local NGOs in Bukavu.	In Bukavu, there is a strong link between mobilization of resources and the long-term viability of local NGOs.	The study was however focused on sustainability of local NGOs which is conceptually dissimilar from performance of organizations; the context of the study was also NGOs	The proposed study addresses this gap by focusing on performance of construction firms in Kenya, as measured by both financial and non-financial measures

Author & Year	Topic	Findings	Research/Knowledge Gaps	Focus of the Proposed Study
			which are operationally different from construction firms	
Siam (2020)	Link between university organizational performance and strategy execution is impacted by communication strategy in Malaysia	specific plan execution combined with a specific communication strategy resulted in superior organizational performance using a structural equation model to analyze the data	The study was however focused on universities which are operationally different from firms in the construction industry	The proposed study addresses this gap by focusing on performance of construction firms in Kenya, as measured by both financial and non-financial measures
Kariuki (2019)	The impact of strategic innovation on the performance of Kenyan mobile telecommunications companies	The impact of strategic innovation on performance of organizations is good.	The study was focused on telecommunication firms which are operationally different from firms in the construction industry	The proposed study addresses the contextual gap by assessing the effect of human capital development on performance of construction firms in Kenya
Chepkosgei <i>et al.</i> (2020)	The impact of strategic communication on the performance of state-owned financial and commercial enterprises	The performance of Kenya's Commercial and Financial State Corporations is influenced by strategic communication.	The study measured performance through service delivery aspects; the context of the study was also state corporations which are operationally different from construction firms	The proposed study focuses on performance of construction firms in Kenya, as measured by both financial and non-financial measures

Source: Author (2022)

2.5 Conceptual Framework

According to Kothari (2014), the conceptual framework provides the link between the factor and resultant variables. Creswell (2013) noted that a conceptual framework provides a graphical or diagrammatic presentation of the link between variables in a study. The conceptual model for this study is as indicated in Figure 2.1.

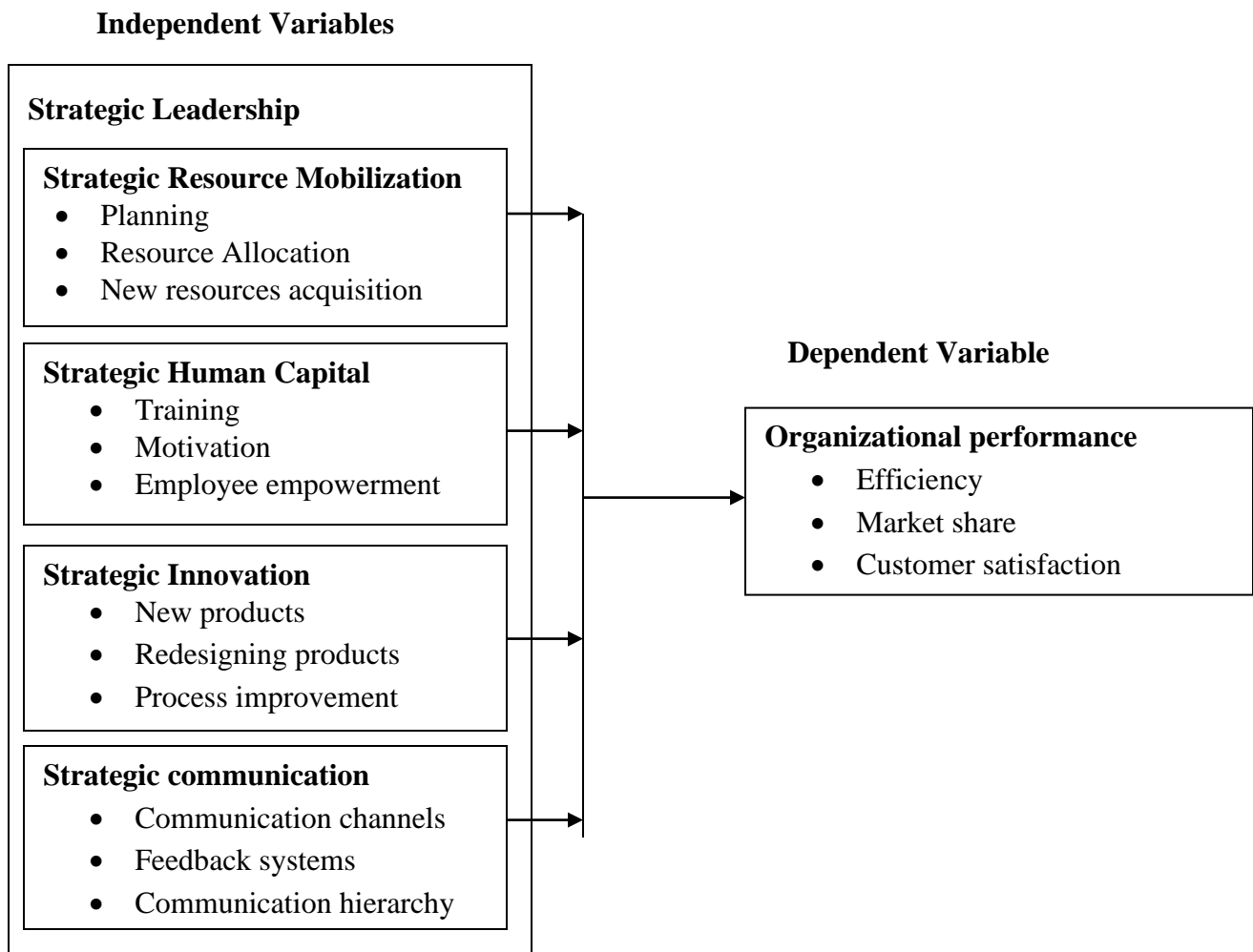


Figure 2.1: Conceptual Framework

Source: Researcher (2022)

Figure 2.1 shows the relationship between variables whereby the independent variables include; strategic resource mobilization, strategic human capital, strategic innovation and strategic communication. The dependent variable is the organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The proposed methodology and design for carrying out the study are examined in this chapter. As a result, the researcher determines the methods and strategies for data gathering, analysis and processing in this part. This chapter covers the following subtopics: research design, sample size, target population, sampling methodologies, data collecting, and instrumentation, reliability testing, and processing data.

3.2 Research Design

Zikmund (2003) defines a research design as a master plan that specifies the techniques and procedures for collecting and analysing desired information. The proposed study used descriptive and cross-section research design. Descriptive research includes surveys and fact finding enquiries of different kinds and it is a description of the state of affairs as it exists currently. It is useful in obtaining information concerning the population being under study (Cooper & Schindler, 2003). On the other hand, cross-sectional research design upholds the survey of the population in same period of time thus it enabled this study to determine the strategic leadership aspects among the construction companies. The design was suitable to the study because presents a defined characteristics that limit the size and scope of the work and the goal is to look for a meaningful result within an expected boundary.

3.4 Target Population

According to Kothari (2005), the target population is the group of persons or things that the researcher intends to use in his or her investigation. On the other hand, according to Cohen, Manion, and Morrison (2007), a target population is the specific proportion of the entire population that can be narrowed to achieve research objectives. The target population for this study comprised of CEOs drawn from 126 building construction companies in Nairobi City County 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 agreeable 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 City County, findings from which was generalized to the rest of the country. The unit of observation were the employees of these companies.

Table 3.1 Target Population

Category of construction companies	Number of building construction firms	Number of CEOs	Percentage
NCA1	40	40	31.75
NCA2	47	47	37.30
NCA3	39	39	30.95

Total	126	126	100
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Source: Registered Construction Companies in Nairobi City County, Kenya Report of 2022

3.5 Sampling Procedure and Sample Size

A sampling formula by Hosmer and Lemeshow (1989) and Yamane (1967) was used to establish the appropriate sample size for the study. The formula has been extensively used in both local and international studies due to its ability to give a sample size that is considered to effectively represent the target population as well as free from biasness and statistically accurate (Mwebia, 2014; Kernelo, 2016).

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size

N= sample population (126)

e = acceptable error (the precision level at 0.05)

$$n = \frac{126}{1+126 (0.05)^2}$$

$$n= 95.8 = 96 \text{ respondents}$$

The equation gives a sample size of 96 CEOs who were randomly sampled from the building construction firms in Nairobi Kenya, who were sampled by a combination of stratified proportionate random sampling in addition to purposive sampling techniques. To this end, the unit of analysis that is companies registered under NCA 1, NCA 2 and NCA 3 classes formed the strata from which the construction companies was randomly sampled. Individual respondents were then purposively selected within the sampled

building construction companies. In this regard, the study sought to gather information from 96 representatives of the companies particularly CEOs. The purposive sampling method where the person who was the CEOs deemed to be more knowledgeable on the leadership of the company was selected. These could hold titles across the selected companies. The sample was distributed as per Table 3.2.

Table 3:2 Sample Size Distribution

Category of Construction Companies	Number of CEOs selected	Sample Size	Percentage
NCA1	30	30	31.25
NCA2	36	36	37.50
NCA3	30	30	31.25
Total	96	96	100

Source: Author (2022)

3.6 Data Collection Tools

Weller et al. (1998) describes data collection as the process of preparing and collecting data for the purpose of obtaining information to keep on record, to make decisions about important issues and to pass information onto others. This study utilized a semi-structured questionnaire to collect data from the respondents. According to Kothari (2008), questionnaires are objective than interviews because they gather responses in a standardized way. The questionnaire uploaded to the survey monkey and the link sent to the respondents via email. This was in line with the COVID-19 measures of reducing physical interactions through use of ICT

3.7 Data collection Procedures

This study mainly employs 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 were 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 was obtained from the National Commission for Science, Technology and Innovation (NACOSTI) as well as an approval from the University which was attached to the questionnaire. The researcher made subsequent visits and courtesy calls when necessary to remind the respondents to fill the questionnaires and in so doing increasing the response rate.

3.8.1 Validity and Reliability of Research Instruments

3.8.1.1 Pilot Study

According to Creswell (2010), a pilot study is the preliminary study carried out to establish the feasibility of the research instrument through which a way is created for the main study. A pilot test ensures that the research instrument meets the criteria in terms of reliability and validity to give the expected results as far as answering the research questions is concerned. Similarly, a pilot study was conducted to study to test reliability and validity of research instruments. This was done using 10% of the sample size. Since the sample size was 100, the pilot study therefore was done using 10 respondents which is the 10% of the sample size.

3.8.1.2 Validity of the Research Instruments

Validity is seen as the level at which items in the questionnaires are appropriate and accurate in attaining what it is meant to measure (Orodho, 2005). There are three types of

validity; content, criterion and construct validity. Content validity refers to the extent to which the items on a test are fairly representative of the entire domain the test seeks to measure. In this study, content validity was evaluated by involving the supervisor as the research expert to rate the questionnaire items based on their relevance and representativeness to the content domain. To produce valid results, the content of the questionnaires was ensured that they covered all relevant parts of the subject it aimed to measure. Criterion validity measures how well one measure predicts an outcome for another measure. If there is a high correlation, this gave a good indication that the test was measuring what it was intended to measure. Construct validity involves the assessment of the degree to which a measure correctly measures its targeted variable. Evaluation of construct validity required that the correlations of the measure be examined in regard to variables that are known to be related to the construct. The questionnaire included only relevant questions that measure known indicators of the variables.

3.8.1.3 Reliability of the Research Instruments

Abbott and McKinney (2013) define reliability as the internal consistency of a research instrument. This is the ability of a research instrument to repeatedly give the same results after a test and retest process. Cronbach's Coefficient Alpha approach was used to test the reliability of the research instrument. The Cronbach's alpha shows the extent to which an instrument is able to internally give consistent results after a repeated test. The coefficients range from 0 to 1. The threshold of the Cronbach's alpha is 0.70. Any variable that has a Cronbach's alpha coefficient of less than 0.70 is deemed to be unreliable (Cronbach, 1952; George & Mallery, 2003; Myers, Well & Lorch, 2010). The results of reliability tests are provided in Table 3.3.

Table 3.3: Results of Reliability Tests

Variable	Chronbach Alpha Value (α)
Strategic resource mobilization	0.851
Strategic human capital development	0.756
Strategic innovation	0.823
Strategic communication	0.710
Performance	0.774
Aggregate Score	0.783

Source: Pilot Study (2022)

The results in Table 3.3 shows that the respective Cronbach alpha values of strategic resource mobilization, strategic human capital development, strategic innovation, strategic communication and performance were 0.851, 0.756, 0.823, 0.710 and 0.774 respectively. This shows that the average alpha coefficient for every individual variable was way above 0.7. George and Mallery (2003) provided the rule of thumb for assessing the Cronbach's Alpha value for a dichotomous or Likert scale instrument. The Cronbach's Alpha has a value between 0 and 1. The closer the Cronbach's Alpha values to 1, the greater the internal consistency of the item within the scale. According to George and Mallery (2003), Cronbach's Alpha value above 0.90 indicates excellent internal consistency, above 0.80 is good, above 0.70 is acceptable, above 0.60 is questionable, above 0.50 is poor, and below 0.50 is unacceptable. Therefore, it can be concluded that the overall 0.783 alpha value obtained was acceptable.

3.9 Data Analysis and Presentation

Data analysis was carried out through editing, coding and classification. The latest version of SPSS (version 25) was used in analysing the data. The quantitative data in the questionnaire was assigned codes. This used to generate frequency tables, charts, graphs

and histograms which are easily interpretable and thus making the findings profound. Multiple linear regression model was used to establish the statistical link between the independent and dependent variables.

The regression model to be used for the study is as shown:

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

Where Y is the dependent variable, X₁, X₂, X₃ and X₄ are the independent variables. β_1 , β_2 , β_3 and β_4 are the coefficients of the independent variables. The independent variables are:-

X ₁	Strategic resource mobilization
X ₂	Strategic human capital development
X ₃	Strategic innovation
X ₄	strategic communication
Y	Performance of construction companies
ϵ	Error term
β_0	Constant
$\beta_1 - \beta_4$	Coefficients

3.9.1 Operationalization and Measurement of the Variables

The variables of the study were operationalized and measured as shown in Table 3.3 below.

Table 3.4: Operationalization of Variables

Variable	Nature	Indicators	Operationalization	Measurement Scale
Strategic Resource Mobilization	Independent Variable	● Planning	The practice of considering the activities necessary to achieve a specific goal	Likert Scale of 1-5
		● Resource Allocation	Assigning and managing assets in a way that helps an organization achieve its strategic objectives	
		● Resources Acquisition	This is the procedure for collecting project facilities, team members, equipment, supplies, materials, and other requirements to accomplish project work/tasks.	
Strategic Human Capital Development	Independent Variable	● Training	This refers to activities such as teaching and learning that are carried out with the primary goal of assisting an organization’s members in acquiring and applying knowledge.	Likert Scale of 1-5
		● Motivation	This is the method for starting, guiding, and maintaining goal-oriented behaviour.	
		● Employee Empowerment	A management concept that emphasizes the significance of giving people the freedom to choose and act on their own decisions..	
Strategic Innovation	Independent Variable	● New Products	Goods that have not been in the production line.	Likert Scale of 1-5
		● Redesigning Products	This is the process of coming up with a different form of goods/ products within the production line.	

Variable	Nature	Indicators	Operationalization	Measurement Scale
		<ul style="list-style-type: none"> ● Process Improvement 	This is the act of enhancing the current way of doing things by introducing new and better ways that brings about efficiency and effectiveness.	
Strategic Communication	Independent Variable	<ul style="list-style-type: none"> ● ICT 	Information technology introduced to enhance and improve communication.	Likert Scale of 1-5
		<ul style="list-style-type: none"> ● Feedback Systems 	This the process of ensuring that information is well passed, interpreted, understood and action taken.	
		<ul style="list-style-type: none"> ● Communication Hierarchy 	This is the process of ensuring that there is a clear channel through which information is passed from end to end.	
Performance of construction companies	Dependent Variable	<ul style="list-style-type: none"> ● Efficiency 	This is the capacity to complete a task with minimal energy, effort, or waste.	Likert Scale of 1-5

Source: Author (2022)

3.10 Ethical Considerations

The kind of topics that social scientists research, as well as the methods employed to acquire valid and reliable data, raise ethical concerns. Owing to the problem's nature, the methods of data collecting, and the types of people who were research participants, ethical considerations were important in this study. Participants were made aware about the study's purpose and were given the option of participating or not participating (consent). There is broad agreement among scholars that research involving human subjects should be conducted with the subjects' informed consent (Lim, 2016). As a result, the researcher made certain that participants are aware that their participation is entirely optional at all times. The introduction letter from the University and the research authorization from the National Commission for Research and Innovation (NACOSTI) was attached to the questionnaire in order to enhance the confidence of the respondents in taking part in the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

The chapter presents the background information of the respondents, findings of the analysis based on the research objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study.

4.2 Response Rate

The study administered 96 questionnaires. The following is the response represented in Table 4.1.

Table 4.1: Response Rate

Category	Frequency	Percentage
Response	91	94.79
Non response	5	5.21
Total	96	100

Source: Survey Data (2022)

Table 4.1 shows a response rate of 91(94.8%) and a non-response rate of 5(5.2%). Baruch and Holtom (2014) recommend that a response rate of greater or equal to 80% is sufficient for data analysis. This therefore meant that the overall response rate obtained was appropriate for the study.

4.3 Background Information

On the background information of the respondents, the researcher was interested in knowing the representation of NCA class of the respondents, their line of construction projects, number of branches, the length of a company in operation and the length of work at the company.

4.3.1 Respondents' NCA Class

The study sought to find the respondents' NCA class. The findings are presented in Table 4.2.

Table 4.2: Respondent's NCA Class

Category	Frequency	Percentage
NCA 1	28	30.77
NCA 2	34	37.36
NCA 3	29	31.87
Total	91	100

Source: Survey Data (2022)

As presented in Table 4.2, majority 34(37.4%) of the respondents were from NCA 2 class registered companies, followed by those from NCA 3 at 29(31.9%) and 28(30.8%) from NCA class 1. This means that the respondents NCA class was mostly from NCA 3. Therefore, it can be concluded that the construction companies engaged respondents from a well reputable and well established contractors.

4.3.2 Respondents' Line of Construction Projects

The study sought to find out the respondents' line of construction projects. The findings are presented in Table 4.3.

Table 4.3: Respondents' Line of Construction Projects

Project type	Frequency	Percentage
Residential	17	18.68
Commercial	13	14.29
Industrial	28	30.77
Infrastructure	33	36.26
Total	91	100

Source: Survey Data (2022)

The results as presented in Table 4.2 shows that majority 33(36.3%) of the respondents' line of construction projects was infrastructure, 28(30.8%) industrial, 17(18.7%) residential and 13(14.3%) commercial. This means that majority of the respondents engaged had much involved in industrial type of the projects.

4.3.3 Respondents' Company Branches

The study sought to find out the respondents company branches in operation. The findings are presented in Table 4.4.

Table 4.4: Respondents' Company Branches

Branches	Frequency	Percentage
Only 1	7	7.69
Between 2 to 4	14	15.38
Between 5 to 7	16	17.58
Between 8 to 10	19	20.88
Above 10	35	38.46
Total	91	100

Source: Survey Data (2022)

The results as indicated in Table 4.4 show that majority 35(38.5%) of the respondents had the number of company branches ranging between 5 to 7, 19(20.9%) between 2 to 4, 16(17.6%) between 8 to 10, 14(15.4%) above 10 and 7(7.7%) only 1. This indicates that majority of the respondents were from well established companies with more than 5 branches.

4.3.4 Respondents' Length of Work

The study sought to find out the respondent's length of work at the company. The findings are presented in Table 4.5.

Table 4.5: Respondents' Length of Work

Years	Frequency	Percentage
Less than 1	6	6.6
1 - 5	16	17.6
6 - 10	47	51.6
Over 10	22	24.2
Total	91	100

Source: Survey Data (2022)

The results as presented in Table 4.5 show that majority 47(51.6%) of the respondents had worked with the company for a period ranging from 6 to 10 years, 22(24.2%) for a period of over 10 years, 16(17.6%) between 1 to 5 years and 6(6.6%) less than 1. This was an indicator that the respondents had a diverse work experience meaning that the respondents had better understanding of the environment at their workplace, what the company expects from them and that they had experienced more opportunities in developing their competencies and acquiring skills related to their work.

4.4 Results of Descriptive Statistics

4.4.1 Strategic Resource Mobilization and Performance of Construction Companies

The study sought to find out the effect of strategic resource mobilization on the performance variable are presented in Table 4.6.

Table 4.6: Strategic Resource Mobilization

	M	SD
All projects are allocated sufficient financial resources	3.29	1.71
All projects are allocated sufficient human capital	3.76	1.24
All projects are allocated sufficient material and technological resources	4.36	0.64
The organization has developed a plan on how to use the available resources	4.57	0.43
Roper budgeting is carried out to ensure effective use of the available resources	3.19	1.81
Resources are adequately allocated to the various activities in the organization	4.62	0.38
There are procedures of allocating resources to the sections of the organization	3.42	1.58
The organization has set a framework for acquiring new resources	3.76	1.24
External sources of resources are set by the organization to ensure effective flow of resources	4.66	0.34
Aggregate Score	3.96	1.04

Source: Survey Data (2022)

The findings as illustrated in Table 4.6 show that the respondents indicated to a large extent that strategic resource mobilization influence the performance of building construction companies in Nairobi Kenya as shown by an aggregate mean score of 3.96 with a low variation of responses at 1.04. This finding concurs with the findings of Shuja and Abbasi (2021) study on the resource mobilization's impact on management of business continuity with reference to the banking sector. The study found that in the

event of risk, disaster, or emergencies, organizational resource mobilization entails arranging, obtaining, and planning such resources as workforces, technical systems, equipment, and their services which are needed and required for serving the most vulnerable or affected location so as to manage a disaster or crisis and ensure business operations and smooth recovery.

The respondents indicated to a very large extent that external sources of resources are set by the organization to ensure effective flow of resources ($M=4.66$, $SD=0.34$), resources are adequately allocated to the various activities in the organization ($M=4.62$, $SD=0.38$) and that the organization has developed a plan on how to use the available resources ($M=4.57$, $SD=0.43$). The findings agree with Mala (2019) study that investigated the role of resource mobilization among community-based organizations (CBOs) in improving local communities' livelihoods In Switzerland. The study indicated that in soliciting resources, the first significant strategic decision that Non-Governmental Organizations (NGOs) make is whether to place emphasis on financial resources, material resources, or people resources.

The respondents indicated to large extent that all projects are allocated sufficient material and technological resources ($M=4.36$, $SD=0.64$), all projects are allocated sufficient human capital and the organization has set a framework for acquiring new resources ($M=3.76$, $SD=1.24$) respectively. The results agree with Chishugi (2019) study that examined the impact of resource mobilization on the long-term viability of a number of local non-governmental organizations in the Bukavu District. It was revealed from the results that from the selected NGOs, mobilization of resources and local NGO sustainability in Bukavu are significantly related.

The respondents indicated to moderate extent that there are procedures of allocating resources to the sections of the organization (M=3.42, SD=1.58), all projects are allocated sufficient financial resources (M=3.29, SD=1.71) and proper budgeting is carried out to ensure effective use of the available resources (M=3.19, SD= 1.81). The results are in contrary to Kyunyu (2019) study that investigated the impact of resource mobilization techniques on CBO performance in Kitui County's Tseikuru Sub-county. The findings of a survey of 186 CBO officials found that over 33% of respondents said that if children have to go long distances or miss school to get water for their families, it has a detrimental impact on their education, physical and mental development.

4.4.2 Strategic Human Capital Development

The results on descriptive statistics on strategic human capital development variable are presented in Table 4.7.

Table 4.7: Strategic Human Capital Development

	M	SD
The employees in our organization are adequately trained on work-related matters	3.67	1.33
There are frequent training sessions in the organization intended at enhancing the skills among the workforce	4.51	0.49
The organization fully supports employee training and development	3.97	1.03
There are frequent rewards on the performance of employees to enhance motivation	4.77	0.23
The organization recognizes the good work by the employees	3.53	1.47
The organization empowers the employees through programmes that develop their career	4.41	0.59
Aggregate Score	4.14	0.86

Source: Survey Data (2022)

The findings as illustrated in Table 4.7 show that the respondents indicated to a large extent that strategic human capital development influence the performance of building construction companies in Nairobi Kenya as shown by an aggregate mean score of 4.14 with a low variation of responses at 0.86. The findings are consistent with Bontis and Fitzenz (2020) study that sought to find out the consequences of management of human capital on business and economic outcomes and the study found that human capital development has a direct impact on firm performance.

The respondents indicated to a very large extent that there are frequent rewards on the performance of employees to enhance motivation (M=4.77, SD=0.23) and there are frequent training sessions in the organization intended at enhancing the skills among the workforce (M=4.51, SD=0.49). The findings agree with Hamadamin and Atan (2019) who studied how the long-term viability of competitive advantage is influenced by the

impact of methods of strategic human resource management and the results revealed that there was a linear and positive relationship between strategic human resource management and sustainability of competitive advantages among the universities.

The respondents indicated to large extent that the organization empowers the employees through programmes that develop their career (M=4.41, SD=0.59), the organization fully supports employee training and development (M=3.97, SD=1.03), the employees in our organization are adequately trained on work-related matters (M=3.67, SD=1.33) and that the organization recognizes the good work by the employees (M=3.53, SD=1.47). The findings are in line with the Marimuthu et al. (2021) who conducted a desktop review of development of human capital and how it impacts performance of firm with reference to economics that are developing and the study's findings suggest that there is reasonable evidence to show that infusing 'human capital development' into businesses fosters innovation and improves company performance.

4.4.3 Strategic Innovation

The results on descriptive statistics on strategic innovation variable are presented in Table 4.8.

Table 4.8: 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	4.28	0.72

company's products		
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 Table 4.6 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 (2021) 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.

4.4.4 Strategic Communication

The results on descriptive statistics on strategic communication variable are presented in Table 4.9.

Table 4.9: 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 4.9 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 finding 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.

4.4.5 Performance of Construction Companies

The results on descriptive statistics on performance of construction companies variable are presented in Table 4.10.

Table 4.10: Performance of Construction Companies

	M	SD
The company has been posting increased sales revenue in the recent past	4.06	0.94
The annual profits of the company have been on a positive increase in the last five years	3.64	1.36
The company has been recording improved return on investment on all its projects	4.56	0.44
The company has been recording project completion within the set timeframe	3.49	1.51
The company has been recording project completion within the set budget	4.60	0.40

The company has been recording project completion within the predetermined staff capacity	3.86	1.14
The company has been recording project completion within the set material requirements	3.74	1.26
Aggregate Score	3.99	1.01

Source: Survey Data (2022)

The findings as illustrated in Table 4.10 show that the respondents indicated to a large extent that strategic leadership influence the performance of building construction companies in Nairobi Kenya as shown by an aggregate mean score of 3.99 with a low variation of responses at 1.01. The respondents also indicated to a very large extent that the company has been recording project completion within the set budget (M=4.60, SD=0.40) and the company has been recording improved return on investment on all its projects (M=4.56, SD=0.44). In Turkey, Bilginoğlua and Yozgatb (2018) report that most of the leading firms have embraced a strategic leadership-based management styles as a way of ensuring effective and efficient operations through adequate resource mobilization and commitment towards the goals of the firm.

The respondents indicated to a large extent that the company has been posting increased sales revenue in the recent past (M=4.06, SD=0.94), the company has been recording project completion within the predetermined staff capacity (M=3.86, SD=1.14), the company has been recording project completion within the set material requirements (M=3.74, SD= 1.26) and The annual profits of the company have been on a positive increase in the last five years (M=3.64, SD=1.36). Zakari *et al.* (2019) link strategic leadership to the improved market share fo a total of nine (9) Ghanaian banks which

made up 60% of the market share in the banking sector with varied origins for instance private-domestic, public-domestic, and multinational banks.

The respondents indicated to a moderate extent that the company has been recording project completion within the set timeframe ($M=3.49$, $SD=1.51$). This finding disagree with Kamundia and Kombo (2021) who indicate that a strategic leader focuses on enhancing the human skills through motivation, training and rewarding. These aspects align to being transformational and transactional, which are key qualities of a leader determined to enhance organizational success.

4.5 Results of Inferential Statistics

Correlation analysis was carried out to establish if there are possible connections between variables. The findings are presented in Table 4.11.

4.5.1 Correlation Analysis

Table 4.11: Correlation Analysis

		Strategic resource mobilization	Strategic human capital development	Strategic innovation	Strategic communication	Performance
Strategic resource mobilization	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	91				
Strategic human capital development	Pearson Correlation	.323**	1			
	Sig. (2-tailed)	.000				
	N	91	91			
Strategic innovation	Pearson Correlation	.706**	.759**	1		
	Sig. (2-tailed)	.000	.000			
	N	91	91	91		
Communication	Pearson Correlation	.143*	.465**	.503**	1	
	Sig. (2-tailed)	.044	.000	.000		
	N	91	91	91	91	
Performance	Pearson Correlation	.666	.769**	.844**	.652**	1
	Sig. (2-tailed)	.000	.001	.000	.000	
	N	91	91	91	91	91

Source: Survey Data (2022)

Table 4.11 indicates that the correlation of strategic resource mobilization was 0.666 with a p-value 0.000 which was less than 0.05 indicating that there is strong positive linear relationship between strategic resource mobilization and performance. The correlation coefficient for strategic human capital development and performance was found to be 0.769 demonstrating that these variables had a very strong positive linear relationship. Similarly, the correlation coefficient for strategic innovation and communication on performance was 0.844 and 0.652 respectively confirming that there was a strong positive linear relationship between these variables.

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. This means that a change in independent variable would lead to a positive and significant on the dependent variable.

4.5.2 Regression Analysis

The following is the output for the regression analysis, with significant importance on the R^2 . The result of regression analysis is shown in Table 4.12.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.768 ^a	.837	.834	.266

a. Predictors: (Constant), Strategic resource mobilization, strategic human capital development, strategic innovation, strategic communication

Source: Survey Data (2022)

The adjusted R^2 , also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables.

The result on adjusted R^2 indicates that those independent variables that were studied that included; strategic resource mobilization, strategic human capital development, strategic innovation and strategic communication explain 83.4% of the performance of construction companies as represented by the adjusted R^2 . This therefore means that other factors not included in this study contributes to 16.6% of the performance of construction companies.

Table 4.13: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	99.853	4	24.963	52.4	.000 ^a
Residual	6.737	92	.073		
Total	106.590	96			

a. Predictors: (Constant), Strategic resource mobilization, strategic human capital development, strategic innovation, strategic communication

b. Performance

Source: Survey Data (2022)

Since the significance value, .000a is less than 0.05, reflected significance of the model a clear show that how strategic resource mobilization, strategic human capital development, strategic innovation and strategic communication influenced the performance of construction companies. The F statistics computed at a 5% level of relevance was 52.4 with a p-value of 0.000 which was above statistical mean value at 24.963. This shows that the model could be used for further statistical analysis.

Table 4.14: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.729	.139		5.244	.000
Strategic resource mobilization	.504	.081	4.201	6.222	.003
Strategic human capital development	.704	.082	2.063	8.585	.000
Strategic innovation	.648	.083	1.303	7.807	.001
Strategic communication	.844	.088	3.434	9.591	.000

a. Performance

Source: Survey Data (2022)

From the above regression model, holding all the independent variables studied constant, performance of registered construction companies in Nairobi Kenya, would be 0.729. In addition, a unit increase in strategic resource mobilization would lead to the increase in the performance of registered construction companies in Nairobi Kenya by a factor of 0.504. A unit increase in strategic human capital development would lead to the increase

in the performance of registered construction companies in Nairobi Kenya by a factor of 0.704. A unit increase in strategic innovation would lead to the increase in the performance of registered construction companies in Nairobi Kenya by a factor of 0.648 and a unit increase in strategic communication would lead to the increase in the performance of registered construction companies in Nairobi Kenya by a factor of 0.844.

Therefore, the resulting regression equation was as follows:

$$Y = 0.729 + 0.504X_1 + 0.704X_2 + 0.648X_3 + 0.844X_4$$

Where Y = Performance of construction projects

X_1 = Strategic resource mobilization

X_2 = Strategic human capital development

X_3 = Strategic innovation

X_4 = Strategic communication

4.5.3 Analysis of Objectives

4.5.3.1 Objective One

The first research objective sought to examine the influence of strategic resource mobilization on the performance of building construction companies in Nairobi Kenya. The study established that the regression coefficient of strategic resource mobilization was 0.504 with a p-value of $0.003 > 0.005$. This indicated that strategic resource mobilization had a positive statistical significance influence on performance on building construction companies in Nairobi Kenya. The results agree with Chishugi (2019) study that examined the impact of resource mobilization on the long-term viability of a number of local non-governmental organizations in the Bukavu District. It was revealed from the

results that from the selected NGOs, mobilization of resources and local NGO sustainability in Bukavu are significantly related.

4.5.3.2 Objective Two

The second research objective sought to assess the influence of strategic human capital development on the performance of building construction companies in Nairobi Kenya. The study established that the regression coefficient of strategic human capital development was 0.704 with a p-value of $0.000 > 0.005$. This indicated that strategic human capital development had a positive statistical significance influence on performance on building construction companies in Nairobi Kenya. The findings are consistent with Bontis and Fitzenz (2020) study that sought to find out the consequences of management of human capital on business and economic outcomes and the study found that human capital development has a direct impact on firm performance.

4.5.3.3 Objective Three

The third research objective sought to determine the influence of strategic innovation on the performance of building construction companies in Nairobi Kenya. The study established that the regression coefficient of strategic innovation was 0.648 with a p-value of $0.001 > 0.005$. This indicated that strategic innovation had a positive statistical significance influence on performance on building construction companies in Nairobi Kenya. 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.

4.5.3.4 Objective Four

The fourth research objective sought to find out the influence of strategic communication on the performance of building construction companies in Nairobi Kenya. The study established that the regression coefficient of strategic communication was 0.844 with a p-value of $0.000 > 0.005$. This indicated that strategic innovation had a positive statistical significance influence on performance on building construction companies in Nairobi Kenya. The finding agrees 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.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter highlights the summary, conclusions, recommendations and suggestions for further studies.

5.2 Summary of the Study

The study general objective was to assess the influence of strategic leadership on performance of building construction companies in Nairobi Kenya. The study specifically examined the influence of strategic resource mobilization, strategic human capital development, strategic innovation and strategic communication on the performance of building construction companies in Nairobi Kenya. The questionnaires were used in collecting primary data. Analysis of data was done using descriptive statistics and regression analysis. The following is the summary of the findings:

The first research objective sought to examine the influence of strategic resource mobilization on the performance of building construction companies in Nairobi Kenya. The study found that strategic resource mobilization had a positive and significant influence with the performance of building construction companies in Nairobi Kenya. External sources of resources are set by the organization to ensure effective flow of resources, resources are adequately allocated to the various activities in the organization, the organization has developed a plan on how to use the available resources and that all projects are allocated sufficient material and technological resources.

The second research objective sought to assess the influence of strategic human capital development on the performance of building construction companies in Nairobi Kenya. The study revealed that strategic human capital had a positive and significant influence with the performance of building construction companies in Nairobi Kenya. There are frequent rewards on the performance of employees to enhance motivation, there are frequent training sessions in the organization intended at enhancing the skills among the workforce and that the organization empowers the employees through programmes that develop their career.

The third research objective sought to determine the influence of strategic innovation on the performance of building construction companies in Nairobi Kenya. The study established that strategic innovation had a positive and significant influence with the performance of building construction companies in Nairobi Kenya. The existing organizational services and activities are redesigned to suit the customer needs and expectations, there are new processes brought in the operational framework to enhance effectiveness and that there is frequent research to establish better designs for the company's products.

The fourth research objective sought to find out the influence of strategic communication on the performance of building construction companies in Nairobi Kenya. The study established that strategic communication had a positive and significant influence with the performance of building construction companies in Nairobi Kenya. There is a set system for giving feedback to employees' queries and concerns, the organization has embraced information technology in its communication framework and there is a set hierarchy of communication to enhance effective flow of information.

5.3 Conclusion of the Study

The study concluded that strategic resource mobilization is critical to any organization because it ensures the continuation of the organization's service provision to clients and supports organizational sustainability. Strategic resource mobilization allows for improvement and scale-up of products and services the organization currently provides. Strategic resource mobilization ensures that funding is available for the implementation of the organizational strategies and the related programmes.

The study concluded that strategic human capital development enables the organization to bring their overall objectives into better alignment with the actions of their employees. It fosters a collaborative working environment that drives the organization towards performance excellence, acquire and retain valuable human capital in the form of employees who will strive towards fulfilling the organization's main objectives. It also creates a solid basis for the development of the human resource strategy and the redesign of core human resource processes and collects many inputs during all planning sessions that can be used as an input to strategic thinking in the human resource department.

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.

5.4 Recommendations of the Study

The study recommended that the organizations should put in place clearly identifiable structures and arrangements with primary responsibility for resource mobilization for the systematic implementation of the resource mobilization strategy/policy, monitoring and regular updates. The organization should have a strategy that helps in allocating resources where they are most needed, and ultimately lead to comprehensive programme delivery and broad impact.

The study recommended that the organization's human resource department must identify how to align its activities with the firm's strategic goals. Strategic human resource management may only become really useful if it is employed in a manner that is congruent with what the firm is trying to achieve. The human resource managers should design a proper communication and change implementation plan. They should also balance the development of human capital in the organization while focusing on critical business targets.

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.

5.5 Suggestions for Further Studies

The regression model results show that other factors not studied in this research contribute 16.6% of the performance. Therefore, the study suggests that other studies can be carried out that focus on those factors that were not considered in the study. The study focused on the performance of building construction companies in Nairobi Kenya. Therefore, there is need to carry out a study that focus on building construction companies in other Counties apart from Nairobi County.

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APPENDICES

Appendix I: Letter of Introduction

George Muchangi Ngiri
Kenyatta University
P.O Box 43844-00100
Nairobi-Kenya

To Whom It May Concern

Dear Sir/Madam,

RE: DATA COLLECTION FOR ACADEMIC RESEARCH

I am a Kenyatta University postgraduate student, conducting an investigation on "Strategic Leadership and Performance of Registered Construction Companies in Kenya".

The purpose of this letter is to request you to complete the questionnaire attached. The information you provide will be kept strictly confidential, and your name or the name of your company will never be mentioned directly. The data will only be used strictly for academic purposes.

Please accept my sincere gratitude for your time and assistance.

Yours Faithfully,

George Muchangi

Mobile Number: 0720 969 039

Appendix II: Questionnaire

Instructions:

Please take your time to read each question. Please tick or fill in the appropriate box to answer all of the questions. All answers will be handled with utmost discretion.

Section A: Background Information

1. NCA Class

NCA 1 []

NCA 2 []

NCA 3 []

2. Which line of construction projects is your company specialized in?

Residential []

Commercial []

Industrial []

Infrastructure []

Other (Specify).....

3. How many branches does your company operate?

Only 1 []

2 – 4 []

5 – 7 []

8 – 10 []

Above 10 []

4. For how long has the company been on operation?

Less than 1 year []

1-5 years []

6-10 years []

Over 10 years []

5. For how long have you been working at the company?

Less than 1 year []

1-5 years []

6-10 years []

Over 10 years []

Section B: Strategic Resource Mobilization

6. Kindly rate the extent to which you agree with the following statements on a scale of 1-5 where “1 = Not at all, 2 = Small extent, 3 = Moderate extent, 4 = Large extent, 5 = Very large extent”

Statement	1	2	3	4	5
All projects are allocated sufficient financial resources					
All projects are allocated sufficient human capital					
All projects are allocated sufficient material and technological resources					
The organization has developed a plan on how to use the available resources					
Roper budgeting is carried out to ensure effective use of the available resources					
Resources are adequately allocated to the various activities in the organization					
There are procedures of allocating resources to the sections of the organization					
The organization has set a framework for acquiring new resources					
External sources of resources are set by the organization to ensure effective flow of resources					

Section C: Strategic Human Capital Development

7. Kindly rate the extent to which you agree with the following statements on a scale of 1-5 where “1 = Not at all, 2 = Small extent, 3 = Moderate extent, 4 = Large extent, 5 = Very large extent”

Statement	1	2	3	4	5
The employees in our organization are adequately trained on work-related matters					
There are frequent training sessions in the organisation intended at enhancing the skills among the workforce					
The organization fully supports employee training and development					

Statement	1	2	3	4	5
There are frequent rewards on the performance of employees to enhance motivation					
The organization recognizes the good work by the employees					
The organization empowers the employees through programmes that develop their career					

Section D: Strategic Innovation

8. Kindly rate the extent to which you agree with the following statements on a scale of 1-5 where “1 = Not at all, 2 = Small extent, 3 = Moderate extent, 4 = Large extent, 5 = Very large extent”

Statement	1	2	3	4	5
The organization has recently introduced new products in its business model					
There are new services introduced by the organization to its customers					
The existing organizational services and activities are redesigned to suit the customer needs and expectations					
There is frequent research to establish better designs for the company’s products					
The processes in the organization have been improved for efficiency					
There are new processes brought in the operational framework to enhance effectiveness					

Section E: Strategic Communication

9. Kindly rate the extent to which you agree with the following statements on a scale of 1-5 where “1 = Not at all, 2 = Small extent, 3 = Moderate extent, 4 = Large extent, 5 = Very large extent”

Statement	1	2	3	4	5
The organization has embraced information technology in its communication framework					
Modern technology communication devices have been put in place to enhance communication					
There are systems for giving back feedback to the customers					
There is a set system for giving feedback to employees’ queries and concerns					

There is a set hierarchy of communication to enhance effective flow of information					
The information shared in our organization is protected against leakage					

Section F: Performance Of Construction Companies

10. Kindly rate the extent to which you agree with the following statements on a scale of 1-5 where “1 = Not at all, 2 = Small extent, 3 = Moderate extent, 4 = Large extent, 5 = Very large extent”

Statement	1	2	3	4	5
The company has been posting increased sales revenue in the recent past					
The annual profits of the company have been on a positive increase in the last five years					
The company has been recording improved return on investment on all its projects					
The company has been recording project completion within the set timeframe					
The company has been recording project completion within the set budget					
The company has been recording project completion within the predetermined staff capacity					
The company has been recording project completion within the set material requirements					

**Appendix III: List of Registered Building Construction Companies in Nairobi
Kenya**

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
1.	17637/B/0515	324176	AEA Limited	30417	Nairobi	NCA1	Building Works
2.	57250/B/0420	324975	Atlas Fuels Limited.	104030	Nairobi	NCA1	Building Works
3.	58287/B/0620	334459	Brimark And Company Limited	10156	Nairobi	NCA1	Building Works
4.	57793/B/0620	327703	Britind Industries Limited	39822	Nairobi	NCA1	Building Works
5.	57469/B/0520	325601	Capital Construction Company Limited	00100	Nairobi	NCA1	Building Works
6.	1701/B/1114	234934	Dallo Holdings Limited	30179-00100	Nairobi	NCA1	Building Works
7.	30759/B/0417	331455	Devdhan Enterprises Limited.	38806	Nairobi	NCA1	Building Works
8.	16073/B/0215	325353	Devshibha i and Sons Limited	38806-00623	Nairobi	NCA1	Building Works
9.	39496/B/0318	331953	Digilab Engineering Limited	66772-00800	Nairobi	NCA1	Building Works
10.	29196/B/0117	325624	Emeshh Builders	Nilkant h Nagar Society	Nairobi	NCA1	Building Works
11.	55149/B/0320	236955	Ever Forgarden Company Limited'	25389-00100	Nairobi	NCA1	Building Works
12.	57697/B/0520	326244	Ever Forgarden Company Limited,	25389-00100	Nairobi	NCA1	Building Works
13.	2585/B/0314	325493	Flooring and	79762-00200	Nairobi	NCA1	Building Works

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
			Interiors Limited				
14.	57581/B/0520	325893	Frabo And Company Limited	78449	Nairobi	NCA1	Building Works
15.	55433/B/0120	233863	Grapestone Limited	25389-00100	Nairobi	NCA1	Building Works
16.	55430/B/0120	233847	Greatwall Enterprises Limited.	19968-00202	Nairobi	NCA1	Building Works
17.	47497/B/0119	334814	Grid Construction Limited	66709	Nairobi	NCA1	Building Works
18.	57606/B/0520	325966	Hua Rui Company Limited	61759	Nairobi	NCA1	Building Works
19.	56344/B/0320	236676	Justnice Limited.	79246-00200	Nairobi	NCA1	Building Works
20.	53477/B/1019	326636	K B Sanghani and Sons Limited,	39404-00623	Nairobi	NCA1	Building Works
21.	56134/B/0220	235763	Kenfeng Engineering Limited	10397-00100	Nairobi	NCA1	Building Works
22.	37213/B/0118	237557	Map Property Management	43099-00100	Nairobi	NCA1	Building Works
23.	54545/B/1219	325156	Maranatha Property Consult Limited..	7979	Nairobi	NCA1	Building Works
24.	57901/B/0620	328846	Marutee Construction Limited,	240-00623	Nairobi	NCA1	Building Works
25.	40999/B/0518	234486	Miliki Development Company Limited	2104 - 00200	Nairobi	NCA1	Building Works
26.	57300/B/0420	325129	Miracle Construction	31519-00100	Nairobi	NCA1	Building Works

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
			Company Limited.				
27.	57586/B/0520	325904	Modern Precast (K) Limited	41-006	Nairobi	NCA1	Building Works
28.	12446/B/1014	331547	Nel Enterprises Limited	311370 0600	Nairobi	NCA1	Building Works
29.	55648/B/0220	234402	Oasis Development Company Limited	458- 00100	Nairobi	NCA1	Building Works
30.	23359/B/0416	329923	Oasis Technical And Consulting Limited	24315- 00100	Nairobi	NCA1	Building Works
31.	58137/B/0620	332203	Paksa Construction Limited.	59902- 00100	Nairobi	NCA1	Building Works
32.	44218/B/0918	325772	Partex Investment Limited	5-00610	Nairobi	NCA1	Building Works
33.	38713/B/0318	331444	Paschal Construction Limited	2699- 00200	Nairobi	NCA1	Building Works
34.	56991/B/0420	324235	Petreshah Kenya Limited	494- 00606	Nairobi	NCA1	Building Works
35.	57934/B/0620	329093	Rhombus Concrete Limited	15570- 00100	Nairobi	NCA1	Building Works
36.	57610/B/0520	325975	Seyani Brothers and Company (Kenya) Limited	60070- 00200	Nairobi	NCA1	Building Works
37.	58251/B/0620	333796	Staroot Company Limited	25050	Nairobi	NCA1	Building Works
38.	8338/B/0314	331450	Stepal Builders	66844- 00800	Nairobi	NCA1	Building Works

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
			Co. Limited				
39.	8477/B/0314	236410	Swiss Grade Consult Limited	79246 - 00200	Nairobi	NCA1	Building Works
40.	56743/B/0320	297405	Tanad Transporters Limited	71426-00622	Nairobi	NCA1	Building Works
41.	57984/B/0620	330001	African Boreholes Initiative Limited	64360-00620	Nairobi	NCA2	Building Works
42.	57653/B/0520	326114	Alhamduu Enterprises Limited...	499	Nairobi	NCA2	Building Works
43.	14483/B/1114	312823	Allan Bauhman Contractors	10741 - 00100	Nairobi	NCA2	Building Works
44.	14220/B/1114	325003	Almacruf Contractors Limited	13776-00100	Nairobi	NCA2	Building Works
45.	11647/B/0814	235209	Amkon Construction Limited	34103 00100	Nairobi	NCA2	Building Works
46.	48055/B/0219	326059	Astronea Construction Limited	394	Nairobi	NCA2	Building Works
47.	32014/B/0717	236559	Bajaj Construction Limited	23250-00100	Nairobi	NCA2	Building Works
48.	52615/B/0919	327531	Bakkaal Builders and Supplies Limited	8112-00610	Nairobi	NCA2	Building Works
49.	22174/B/0116	324116	Benris Investments Limited	3867-00100	Nairobi	NCA2	Building Works
50.	56505/B/0320	244122	Brick And Mortar Investments	31980 - 00600	Nairobi	NCA2	Building Works

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
			t Limited				
51.	56073/B/0220	235595	Daedilus Enterprises Limited.	Naivasha Road	Nairobi	NCA2	Building Works
52.	35680/B/1117	329988	Dalton Enterprises East Limited	103771-00101	Nairobi	NCA2	Building Works
53.	57563/B/0520	325846	Dika Construction And Engineering Limited	28570-00100	Nairobi	NCA2	Building Works
54.	15844/B/0215	329147	Donfins Investments Limited	1660-00100	Nairobi	NCA2	Building Works
55.	36123/B/1217	236601	Dukana Investment Company Limited	13432-00100	Nairobi	NCA2	Building Works
56.	19186/B/0815	325486	Ebenezer Commercial Works Limited	18539-00100	Nairobi	NCA2	Building Works
57.	12784/B/0716	324993	Eladi Construction Limited	47-60700	Nairobi	NCA2	Building Works
58.	55420/B/0120	233813	Elicon General Contractors Limited	21853-00400	Nairobi	NCA2	Building Works
59.	45531/B/1118	325998	Ewoi Building and Contractors Limited	19216 - 00100	Nairobi	NCA2	Building Works
60.	15385/B/0115	269709	Frejed Engineering Services Limited	60617-00200	Nairobi	NCA2	Building Works
61.	57030/B/0420	324337	Gobol Engineering	58018-00200	Nairobi	NCA2	Building Works

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
			International Limited.				
62.	3026/B/1014	333448	Gragab Agencies Limited	6594-00300	Nairobi	NCA2	Building Works
63.	57592/B/0520	325918	Hamzafahad General Supplies (K) Limited.	42015	Nairobi	NCA2	Building Works
64.	58026/B/0620	330381	Hansard Contractors Limited	5780-00610	Nairobi	NCA2	Building Works
65.	22115/B/0116	234512	Hashit Construction And General Supplies Limited	352-00610	Nairobi	NCA2	Building Works
66.	56399/B/0320	236823	Haston Construction Company Limited	19000-00100	Nairobi	NCA2	Building Works
67.	33301/B/0318	326287	Haze Connect Limited	13022	Nairobi	NCA2	Building Works
68.	3766/B/0314	236934	Jedy General Contractors Limited	65088-00618	Nairobi	NCA2	Building Works
69.	4397/B/0620	328803	Kenmas Contractors and Suppliers Limited	49027-00100	Nairobi	NCA2	Building Works
70.	23179/B/0316	330871	Laguno Construction Company Limited	62945-00200	Nairobi	NCA2	Building Works
71.	57989/B/0620	330049	Mainstay Pacific Limited	44621-00100	Nairobi	NCA2	Building Works
72.	48677/B/0319	244898	Mcfinely	62945-	Nairobi	NCA2	Building

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
			Healthcare Limited.	00200			Works
73.	57787/B/0620	327659	Micol Limited.	Phoenix House	Nairobi	NCA2	Building Works
74.	51226/B/0719	326656	Naliye Agency Limited	7456-00610	Nairobi	NCA2	Building Works
75.	6801/B/0214	325084	Pekals Limited	54767-00100	Nairobi	NCA2	Building Works
76.	23378/B/0416	234867	Perfection Point Limited	26508-00100	Nairobi	NCA2	Building Works
77.	56080/B/0220	235614	Phenix Logistques Centre Limited	6398 City Square	Nairobi	NCA2	Building Works
78.	7051/B/0214	291924	Prime Quantifiers Limited	12068-00100	Nairobi	NCA2	Building Works
79.	47956/B/0219	327468	Reliant Solutions Limited	62660	Nairobi	NCA2	Building Works
80.	57627/B/0520	326027	Rerkuno Limited	27674-00506	Nairobi	NCA2	Building Works
81.	52270/B/0919	325605	Shenzhen International Company Limited	62831	Nairobi	NCA2	Building Works
82.	35184/B/1117	326214	Starhotech Suppliers Limited	5780 - 00100	Nairobi	NCA2	Building Works
83.	10067/B/0214	324433	Taxan Investments Limited	9569 - 00610	Nairobi	NCA2	Building Works
84.	8802/B/0320	235913	Toddy Civil Engineering	30382-0001100	Nairobi	NCA2	Building Works
85.	33431/B/0917	231744	Tymtrack Limited	39979 - 00623	Nairobi	NCA2	Building Works
86.	24277/B/0616	326079	Waaso Construction Limited	105452-00101	Nairobi	NCA2	Building Works
87.	33101/B/0917	326669	White Span	13669	Nairobi	NCA2	Building Works

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
			Enterprises Limited				
88.	56995/B/0420	324244	Al Mazid Holdings Limited	7333	Nairobi	NCA3	Building Works
89.	56582/B/0320	252787	Alhamduu Enterprises Limited.	499	Nairobi	NCA3	Building Works
90.	58156/B/0620	332434	Apex Construction And Logistics Limited	100506-00101	Nairobi	NCA3	Building Works
91.	55122/B/0120	325419	Bakath Enterprises Limited	30353	Nairobi	NCA3	Building Works
92.	57194/B/0420	324825	Costruttrici Co Limited	0	Nairobi	NCA3	Building Works
93.	57930/B/0620	329363	Eribet Fairdeal Supplies Limited	11625 – 00100	Nairobi	NCA3	Building Works
94.	58110/B/0620	331478	F And A Trading Co Limited	885	Nairobi	NCA3	Building Works
95.	56383/B/0320	236781	Fortpelee Construction Company Limited	31206-00600	Nairobi	NCA3	Building Works
96.	25045/B/0816	251298	Glenn Steam Engineering Works Limited	00100	Nairobi	NCA3	Building Works
97.	55598/B/0220	234274	Golmi (E.A) Limited	11968-00400	Nairobi	NCA3	Building Works
98.	55844/B/0220	234970	Greencare Limited.	60714	Nairobi	NCA3	Building Works
99.	55439/B/0120	233877	Hodhan Agencies Company Limited.	106300	Nairobi	NCA3	Building Works
100.	32539/B/0817	258286	Innovative	22152-	Nairobi	NCA3	Building

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
			Constructi on Limited	00100			Works
101.	46506/B/1218	325131	Jawabutech Company Limited	865-00100	Nairobi	NCA3	Building Works
102.	42508/B/0718	331864	Joleen Traders Limited	73859-00200	Nairobi	NCA3	Building Works
103.	12562/B/0914	325536	Jonesa Enterprises Limited	6490-00200	Nairobi	NCA3	Building Works
104.	38819/B/0318	236109	Ka Virginia Holdings Limited	19492-00100	Nairobi	NCA3	Building Works
105.	57589/B/0520	325908	Kagwachi Enterprises Limited.	65082-00618	Nairobi	NCA3	Building Works
106.	4279/B/0214	232352	Karura Engineering Works Limited	3023-00100	Nairobi	NCA3	Building Works
107.	56369/B/0320	236754	Kifaru Properties Limited	2044-00621	Nairobi	NCA3	Building Works
108.	55362/B/0120	233683	Kilali Trading Limited.	17323-00100	Nairobi	NCA3	Building Works
109.	33009/B/0917	329618	Kioga (K) Limited.	8458 – 00200	Nairobi	NCA3	Building Works
110.	56509/B/0320	244134	La Cie Investments Limited	758 – 00618	Nairobi	NCA3	Building Works
111.	55702/B/0220	234556	Larnaca Investments Limited	64551	Nairobi	NCA3	Building Works
112.	44429/B/0918	324832	Leafroad	77883-00100	Nairobi	NCA3	Building Works
113.	55638/B/0220	234369	Marken International Agencies Limited	73524 – 00200	Nairobi	NCA3	Building Works
114.	55607/B/0220	234300	Motech Enterprise	6853-00100	Nairobi	NCA3	Building Works

S/No	Registration No.	Cert No.	Contractor Name	Address	County	Category	Class
			s Limited.				
115.	10056/B/0214	325933	Mowens Agencies	4315-00100	Nairobi	NCA3	Building Works
116.	57944/B/0620	329158	Neom Construction Limited	14427-00100	Nairobi	NCA3	Building Works
117.	55121/B/0120	232926	Nimex Limited	6471-00100	Nairobi	NCA3	Building Works
118.	6764/B/0320	236762	Patronics Services Limited	18245-00500	Nairobi	NCA3	Building Works
119.	55701/B/0220	234553	Peniam Investments Limited	64551	Nairobi	NCA3	Building Works
120.	57420/B/0520	325461	Pestol Africa Limited	7238-00100	Nairobi	NCA3	Building Works
121.	57545/B/0520	325795	Ragos Trading Company Limited	27674-00200	Nairobi	NCA3	Building Works
122.	7189/B/0716	335064	Raken Limited	19704-00202	Nairobi	NCA3	Building Works
123.	46421/B/1118	234278	Sedna Enterprises Limited	Box 3181-00200	Nairobi	NCA3	Building Works
124.	15178/B/0115	330290	Smartcon Contractors and Suppliers Company	26084-00504	Nairobi	NCA3	Building Works
125.	58222/B/0620	333333	Super Golan and Son Co Limited	976-00518	Nairobi	NCA3	Building Works
126.	40487/B/0518	236641	Transcity International Trading Limited	6622-00300	Nairobi	NCA3	Building Works

Source: Kenya Gazette Notice No. 8630 (24th August 2021)

Appendix IV: Research Authorization



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Website: www.ku.ac.ke

Internal Memo

FROM: Dean, Graduate School

DATE: 22nd August, 2022

TO: George Muchangi Ngiri
C/o Business Administration Dept.

REF: D53/OL/CTY/39378/2017

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 17th August, 2022 approved your Research Project Proposal for the MBA Degree Entitled, "Strategic Leadership and Performance of Registered Construction Companies in Nairobi City County, Kenya".

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

A handwritten signature in blue ink, appearing to read 'Annbell Mwaniki'.

ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. Elias Njagi
C/o Department of Business Administration
Kenyatta University

AM/m

Appendix V: Nacosti Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 618530	Date of Issue: 26/August/2022
RESEARCH LICENSE	
	
This is to Certify that Mr.. GEORGE MUCHANGI of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: STRATEGIC LEADERSHIP AND PERFORMANCE OF REGISTERED CONSTRUCTION COMPANIES IN NAIROBI KENYA for the period ending : 26/August/2023.	
License No: NACOSTI/P/22/19995	
618530 Applicant Identification Number	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
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