
**INSTITUTIONAL FACTORS IN STRATEGY IMPLEMENTATION OF YAGPO
REGISTERED CONSTRUCTION FIRMS IN NAIROBI COUNTY**

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Abstract

During this era of severe competition, organizations have to strive in order to remain competitive within any industry. Strategic planning and proper implementation can be used as a tool for achieving organization goals, thus is important to critically examine the determinants of strategy implementation. The Youth Access to Government Procurement Opportunities is an affirmative action programme launched by the government to economically empower youth among other vulnerable groups. Other targeted groups include women and Persons with Disabilities. This is possible through the implementation of the Presidential Directive that 30% of government procurement opportunities be set aside specifically for these enterprises. The main aim of this study was to establish the institutional factors in strategy implementation of YAGPO registered construction firms in Nairobi County. Specifically, the study attempted to determine the effect of innovation and leadership on performance of YAGPO registered construction firms in Nairobi County, Kenya. This research was descriptive in nature and employed empirical survey method in assessing the institutional factors in strategy implementation of YAGPO registered construction firms in Nairobi County. The target population of interest in this study consisted of owner managers of youth owned construction firms in Nairobi County. According to records from the AGPO website, there were 1319 youth owned enterprises in Nairobi County registered with Youth Access to Government Procurement Opportunities Program (YAGPO). The sample size was therefore, 127 Youth Owned Construction firms in Nairobi County. Data collected was analyzed, summarized, and interpreted accordingly with the aid of descriptive statistical techniques. The study asserted that innovation and leadership have a statistically significant effect on strategy implementation of YAGPO registered construction firms in Nairobi County. The study recommended that the construction firms should implement cloud-based project management platforms that allow real-time collaboration among teams, subcontractors, and clients. These platforms improve communication and transparency. The study also recommended that the construction firms should clearly articulate the strategic vision and objectives.

Keywords: *Innovation, Leadership, Strategy Implementation, Construction Firms*

INTRODUCTION

Strategy management has generally had positive effects on the organization's performance in the 2000s (Hitt, Hoskisson & Ireland, 2021; Bambang, Arvand, & Ahmad, 2014). Strategy implementation is not only the biggest issue facing business today; it is something that nobody has explained satisfactorily. Other disciplines have no shortage of accumulated knowledge and literature, (Bossidy, Charan, & Burck, 2021). Strategy implementation has scarce literature and this makes it a topic of interest to scholars, especially in developing countries. Strategy provides direction and guide for an organization in achieving its mission (Zaribaf & Bayrami, 2010). Similarly, Thompson (2013) and Amollo (2012) describe strategy as competition between different organizational parameters, such as opportunities, skills and resources. Athapaththu (2016) pointed out that strategy is a pattern of decisions that involve the formulation of goals and plans to achieve those goals that give the company a strategic advantage over the challenges of the business environment.

Globally, firms have developed viable strategy implementation mechanisms that enhance organizational performance so as to attain the millennia goals for research and development (Beard, 2009). In the United States (US), corporations have enhanced their performance by implementing their mission and vision through developing a stakeholder-focused strategy that focuses on all the elements of the market in which they operate (Akhtar, Arif, Rubi, & Naveed, 2011). This has led to high organizational performance among these firms making them highly competitive globally. Strategy implementation in the global arena has taken different approaches and contexts. Schaap (2006) looked at strategy implementation in the gaming industry in Nevada, United States of America, touching on communication up and down, organization structure, shared attitudes and values in the organization. Further, strategy implementation plans must be vividly developed, tasks for individuals highlighted with explicit time frames, and persons responsible for task completion identified for the proper strategy implementation.

In Africa, firms in South Africa and Nigeria are at the helm of organizational performance due to their magnificent strategy implementation that conforms to the needs of their stakeholders (Omutoko, 2009). In South Africa for instance, the government has realized the need to enhance proper assessment mechanisms to facilitate strategic implementation in cor. Similarly, firms within Nigeria, which are among the fastest growing institutions of modern times, have invested heavily on strategy implementation through proper mechanisms that aid the attainment of desired goals without arousing significant conflict of interests from the stakeholders involved leading to a high organizational performance (Omutoko, 2019).

In Kenya, adequate research on the influence of strategy implementation on performance is yet to be widely evident because most firms are still recuperating from poor organizational performance. Additionally, the continuous expansion of firms has adversely affected strategy implementation because limited resources used in implementing the organizational strategies have to be shared with the new institutions making the resources scarcer (Omutoko, 2019). These institutions also face challenges in their strategy implementation due to the unpredictable nature of the interests from stakeholders affecting their long run performance. It is upon this basis that this study found its foundation and examined the determinants of strategy implementation of YAGPO registered firms in Nairobi County, Kenya.

Statement of the Problem

In today's global competitive environment which is complex, dynamic, and largely unpredictable. A lot of thinking has gone into the issue of how strategies are best implemented so as to deal with the unprecedented level of change in the economy. Therefore, assessing the success rate of strategy implementation becomes crucial for practitioners and researchers alike with an aim of conducting and evaluating different factors that will ensure successful implementation (Acur & Englyst, 2021). Strategy implementation is imperative for the success of an organization. Making a strategy work or implementing it throughout the organization is, however, not an obvious process. Essentially, a good strategy is necessary to help in good execution efforts (Mintzberg, Ahlstrand & Lampel, 2018).

According to youth unemployment statistics, 60% of Kenya's population is under the age of 35, while the rate of Kenyan unemployment is roughly 40%, with youth accounting for an estimated 64% of unemployed Kenyans (KNBS, 2022). According to National Treasury statistics, all Ministries set aside Ksh. 21,382,976,758 for awards to Youth, Women, and People with Disability firms in the 2015/2016 fiscal year. Tenders of Ksh 9,553,656,259 were granted from this amount, representing 44.68% of the performance contract targets. Furthermore, throughout the fiscal year, all ministries, the State Law Office, the Judicial Service Commission, and the Parliamentary Service Commission spent Ksh 210,185,874,908 on procurement. This means that special categories received 4.45% of overall procurement cost, as opposed to the statutory minimum of 30%. The East African Communities, Labour and Social Protection Ministry granted a total of Ksh 63,998,539 against a total procurement spend of Ksh 963,692,885, representing 6.64% of the total procurement spend. This not only violates the 2015 Public Procurement and Disposal Act, but also jeopardizes the success of the youth empowerment program.

Researches have been conducted on implementation of strategy, though several researches have aimed at YAGPO registered firms in Nairobi County. Mehmet, Robert and Ibrahim (2013) researched on factors that influence the process of implementation of strategy and its results in the banks of Saudi Arabia. They discovered that the personnel and process factors, together with project factors, influenced the results of implementation of strategy greatly in the banks of Saudi Arabia. Abdullah et al. (2017) identification of implementation of strategy that influence aspects and their impacts on performance in UK and revealed that organizations are supposed to incorporate mature policies, competencies, principles, capabilities, business and culture partnerships because they are of influence to the implementation of strategy. Rajasekar (2014) on factors that affect successful implementation of strategy in a service sector pointed out that leadership, communication, control mechanisms and organizational structure did affect the implementation of strategy process. Ekom (2016) focused on the impact of structure on strategy implementation among firms in Nigeria. A conclusion was reached that the Centralized structure results to slow speed of implementing a strategy whereas Specialization structure improves implementation of strategy.

Locally, Mugambi (2017) looked at factors that affect implementation of strategy at Trademark East Africa and made a conclusion that a company's success in a competitive and turbulent business atmosphere comprised: proper workers' training, sufficient financial support, structure of an organization and democratic management style that were important in successful implementation of strategy. Mukhalasie (2014) conducted research on factors that affect

implementation of strategy in the Kenya Commercial Bank and pointed out that the processes of an organization and structure of an organization are of influence to implementation of a strategy. Structure is supposed to be considered in order to give the employee room for participating and feel included in the implementation process of a strategy. None of the researches above targeted telecommunications industry in Kenya; therefore, this research aimed at filling the gap through focusing on the determinants of strategy implementation of YAGPO registered construction firms in Nairobi County.

Objectives of the Study

- i. To establish the influence of innovation on strategy implementation of YAGPO registered construction firms in Nairobi County, Kenya.
- ii. To evaluate the influence of leadership strategy implementation of YAGPO registered construction firms in Nairobi County, Kenya

Theoretical Framework

Institutional Theory

Institutional theory focuses on in-depth and tough elements of social structure, as illustrated by North (1991). It looks into the steps that structures, as well as rules, norms, schemes, routines are put in force as dependable guidelines for collective behavior. Meyer, 2007; Scott, 2001) noted that practices in organizations give rise to structures displayed by stances, policies and procedures. Institutions are regulations of the game or man-made limitation that inform human involvement. Rules can be formal or informal.

Scott, (1995) indicated that Institutional theory grasps that firms can attain environmental support when they adopt legitimate environmental features to their institution. Clemens and Cook (1999) on the other hand believed that organizations have control over policy and political activities in the institution. In this theory, institutions are requisite due to the bounded rationality of human nature, information asymmetry and high transaction costs in all exchange activities (Scott & Meyer, 2007). Ideally it gives preference to the procedures through which structures, as well as norms, routines and schemes are put in place as reliable guidelines to social conduct. The concept gives preference to the firm's influence to the surrounding and its subjective as well as regulative structures that envelope the firms. The theory elaborates the impact of such structures to the actions in the firm's surroundings. The structures ensured that actions, cultures and routines were stable and legitimate to constrained action. Institutional Theory explains the manner in which organizations come to existence, how they interacted with the communities and firms how institutions underwent change after a period of time (Scott, 2004).

Resource Based View Theory

The RBV theory is a managerial framework used to determine strategic resources in an organization with potential to gain a competitive advantage over rival firms. Barney's (1991) work has been widely cited as the pillar for the RBV theory development, which focusses on management's attention to the firm's internal resources in an effort to utilize them effectively and efficiently to deliver a superior competitive advantage. The model assumes that the firm is heterogeneous in respect to the strategic resources it controls within an industry and secondly that the resources are not perfectly mobile across the organizations. Four empirical indicators of the resources for a potential firm to sustain a competitive advantage are; value, rareness, imitability and substitutability (Barney, 1991). The humans form the critical resource in an organization to which their development is key in the RBV theory. According to Jurevicius

(2013), the supporters of this view, it more prudent that organizations look from the inside to find the source of competitive advantage rather than looking at competitive environment for it.

The firm's success is a function of various factors (internal and external) which are a source of its sustainable competitive advantage. This perspective perceives the organizational resources to be the greatest determinants of strategy management and implementation. It argues that implementations are likely to succeed if there exists a high degree of connectivity between the already available resources and the processes to be instituted (Kimencu & Ragui, 2014). The theory supports the need for proper leadership and communication so as to ensure strategy implementation in the construction firms. The unique human touch in business processes is monumental in achieving the intended outcome. This RBV theory acts as a beacon for understanding the effects of the different resources, tangible and non-tangible within the YAGPO registered construction firms and their influence on its performance.

Empirical Framework

Mabrouk and Mamoghli (2020) state the reasons that drive new product development as mentioned by most business persons include growth in the corporation, diversification, and the search for increased competitiveness. They also add that the main goal for developing new products is to explore other new opportunities since new products enhance the firms' survival in the long run growth. These three studies focused on one aspect of innovation (product) and this is different from the current study that focuses on technological innovations.

Nwokah, Ofoegbu and Elizabeth (2019) did a study on the variables of product development such as the quality of the product mix which showed a positive correlation to corporate performance variables of sales volume, customer loyalty and profitability. Neely (2012) turnover in terms of sales for firms embracing innovation was faster than firms that do not embrace innovation. They found that there exists a significant association between the innovative sales share and the firm's change in sales turnover.

Chesbrough (2020) found that the effects of innovation were reflected in higher levels of products, better standards of products as well as process-oriented outcomes such as improved production flexibility and increased production capacity. Nwokah et al., (2019) and Chesbrough (2020) focused on one aspect of product innovation while the current study focuses on four different aspects of technological innovations. Although Neely (2002) focused on innovation, the dependent variable in that study was sales volume while the current study focuses on different measures of firm performance. Firm performance is said to be the outcome that is achieved when a firm meets its goals (Wladawsky-Berger, 2018).

Conventionally, the variation in firm's performance is linked to business structure (Ruttan, 1984). The neo-classical economic theory however sees business growth as the process of achieving the minimum point of the average cost. Ruttan (1984) came up with a theory that was resource-based where a business's performance is reliant on the firm resources and abilities the business has to source sustainable market competitive advantages and argues that for firms to grow, they must be able to mobilize, access and position resources.

Hill and Utterback (2019) mentioned that the driver of change and development in societies that are associated with increasing levels of employment growth had a strong export market position, productivity, trade and improvement in the quality of life and trade. The technological innovation process however comes with some complexities in the process of interacting with industrial factors; studies on the concept have proven to be difficult. However, Lall (1980)

stressed that technological innovation is mostly being undertaken in the developing country's modern sectors especially those that have been in the manufacturing industry for long and with broad-based capital good sectors. These innovations bring change in a variety of ways including increased efficiency and productivity from the simplicity of learning through practicing, advancements in design, construction and management of advanced industrial processes.

According to Cater and Pucko (2020), although a well-formulated strategy, a strong and operational pool of skills, and human capital are particularly important resources for strategy success, lowly leadership is one of the key obstacles in successful strategy execution. Lorange (1998) contended that the chief executive officer (CEO) and top managers must highlight the various interfaces inside the organization. One main challenge in successful strategy implementation is safeguarding employees' buy-in and directing their competences and business understanding in the direction of the new strategy. Therefore, the necessity for effective leadership outweighs any other aspect.

Beer and Eisenstat (2020) addressed this concern from a different perspective; they proposed that in the deficiency of effective leadership, conflicting priorities will result poor synchronization because employees will doubt the top management prefers to evade potentially threatening and humiliating circumstances. Coordination of events, streamlining of processes, lining up the organizational structure, and keeping staffs motivated and committed to strategy execution are main responsibilities of the leadership.

Matthias and Sascha (2018) acknowledged the role of the board, which is to ensure steadiness among resource provision, processes, and the firm's envisioned strategy. Beer and Eisenstat (2000) referred to poor harmonization across functions and insufficient down-the-line leadership skills and developments killers of strategy execution.

Supporting an effective organizational culture is the role highlighted. Culture offers the context inside which strategies are formulated and implemented. Shaped over the life of a company, culture echoes what the firm has learned across time through its responses to the constant challenges of survival and growth.

Conceptual Framework

This conceptual frame was used to show the association between the predictor and the dependent variable.

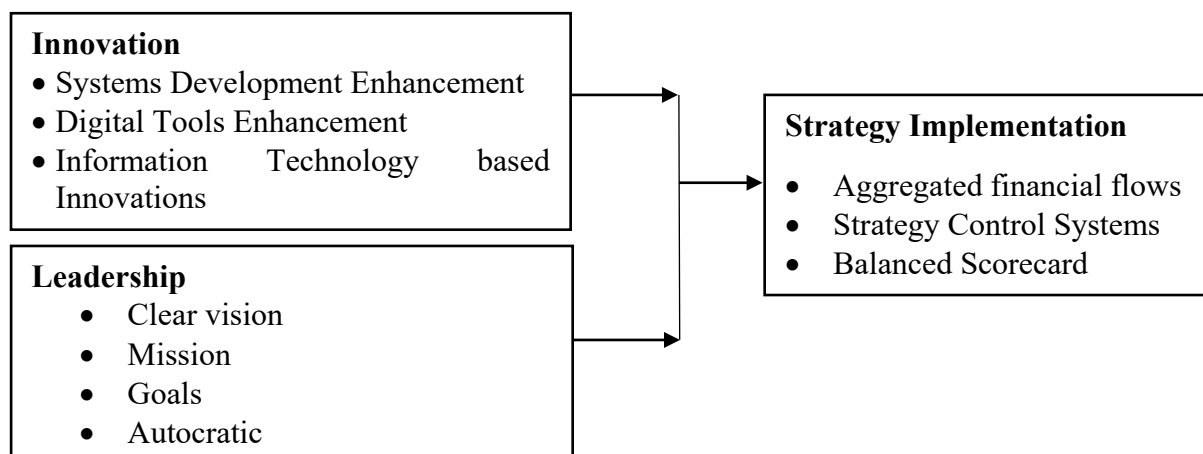


Figure 1: Conceptual Framework

METHODOLOGY

This research was descriptive in nature and employed empirical survey method in assessing the institutional factors of strategy implementation in YAGPO registered construction firms. The target population of interest in this study consisted of owners and managers of youth owned constructions in Nairobi County. According to records from the AGPO website, there were 1319 youth owned enterprises in Nairobi County registered with Youth Access to Government Procurement Opportunities Program (YAGPO). The study used a stratified random sampling technique. Since the population of the study (1319 firms) was less than 10000, Kothari's formula was used in order to draw the required sample size from the targeted population.

$$n = \frac{Z*Z*p*q + (ME)ME}{(ME)ME + (Zp*p+q)/N}$$

The sample size was therefore 127 Youth Owned Construction firms in Nairobi County. Questionnaires was administered using drop and pick method. Data collected was analyzed, summarized, and interpreted accordingly with the aid of descriptive statistical techniques such as total score and simple percentage. In the process of data analysis, the researcher used descriptive and statistical analysis with the help of the SPSS Ver. 26 computer package to analyze the data. Regression model was used to analyze relationship between the predictor and dependent variables.

FINDINGS

Response Rate

The study targeted 127 directors of youth owned constructions firms in Nairobi County. Of the questionnaires issued, 111 filled in and returned the questionnaires making a response rate of 87%. This response rate was satisfactory to make conclusions for the study. Weisberg, Krosnick & Bowen (2006) recommended a response rate of 70%. According to Mugenda and Mugenda (2008), a response rate of 50 percent is adequate for analysis and reporting; a rate of 60 percent is good and a response rate of 70 percent and over is excellent. Based on the assertion, the response rate was considered to be excellent.

Descriptive Statistic

Innovation on Strategy Implementation

The study respondents were requested to show their level of agreement with the statements in relation to innovation on strategy implementation. The results are shown in table 1 as shown below.

Table 1: Innovation on Strategy Implementation

Innovation	Mean	Std. Deviation
Technological innovations contribute to positive turnover and growth in the firm	4.3558	.78961
The organization frequently adds new capabilities to an existing system	4.1395	.94065
The organization is connected with an intranet	3.3953	.62257
The organization is connected with an extranet	4.0000	1.04654
The organization has an efficient customer relationships management system	4.1628	1.06749
Electronic data interchange is widely practiced in the organization	3.9476	0.84654

Based on the analysis of findings, majority of the respondents agreed with statements relating to innovation and strategy implementation. It was established from the analysis that most respondents strongly agreed (M=4.3558, S.D= 0.7896) on the statement; technological innovations contribute to positive turnover and growth in the firm. It was also established that a significant number of the respondents strongly agreed (M=4.1395, S.D= 0.94065) that the organization frequently adds new capabilities to an existing system. Also noted from the analysis of the findings was that a significant number of the respondents agreed (M=3.3953, S.D=0.62257) that the organization is connected with an intranet. A significant number of the respondents agreed (M=4.000, S.D=1.04654) that the organization is connected with an extranet. Additionally, some of the respondents agreed (M=4.1628, S.D=1.06749) that the organization has an efficient customer relationships management system. The study also found out that a majority of the respondents agreed that electronic data interchange is widely practiced in the organization. This was based on the mean calculated of 3.9476. The standard deviation calculated of 0.84654 indicated uniformity in the responses from the respondents. From the findings, it was clear that innovation has a significant bearing on strategy implementation of YAGPO registered construction firms in Nairobi County.

Leadership on Strategy Implementation

The respondents were requested to show their level of agreement with the statements in relation to leadership and strategy implementation. The results are as shown in table 2

Table 2: Leadership on Strategy Implementation

	Mean	Standard deviation
Effective leaders provide a clear sense of direction and purpose for the entire organization	4.1395	.94065
Leadership helps align the efforts of various teams and departments with the strategic objectives.	4.1628	1.0674
Good leaders inspire and motivate their teams to work towards the strategic goals	4.7674	.47994
Leaders make timely and informed decisions to resolve issues, allocate resources, and adapt the strategy when necessary.	3.3953	.62257
Effective leaders establish accountability mechanisms, ensuring that individuals and teams are held responsible for their contributions to strategy implementation.	4.0223	.51243

From the findings in the SPSS analysis, majority of the respondents agreed (M=4.975, S.D = 0.650) that effective leaders provide a clear sense of direction and purpose for the entire organization. A significant number of the respondents also strongly agreed (M=4.1628, S.D = 1.0674) to the statement; Leadership helps align the efforts of various teams and departments with the strategic objectives. The study also noted that a majority of the respondents strongly agreed (M= 4.7674, S.D= 0.47994) that good leaders inspire and motivate their teams to work towards the strategic goals. Also noted from the analysis of findings was that majority of the respondents agreed that leaders make timely and informed decisions to resolve issues, allocate resources, and adapt the strategy when necessary. This was seen true by the mean calculated of 3.3953. The standard deviation calculated of 0.62257 indicated uniformity in the responses. The

study also noted that a majority of the respondents agreed (M= 4.0223, S.D= 0.51243) that effective leaders establish accountability mechanisms, ensuring that individuals and teams are held responsible for their contributions to strategy implementation.. From the findings, it was clear that leadership had a significant influence on strategy implementation in the YAGPO registered construction firms.

Strategy Implementation

The respondents were requested to show their level of agreement with the statements in relation to strategy implementation. The results are as shown in table 3

Table 3: Strategy Implementation

	Mean	Standard Deviation
Our organization effectively achieves the set annual financial and strategic objectives	3.907	1.191
Our organization achieves timely execution of plans (completion of projects) on its various projects	4.441	1.0305
Our organization efficiently implements plans (completes projects) for its various projects (within cost estimates)	3.976	1.101
Our organization through each programme consistently and on a timely basis satisfies all the set benchmarks and milestones	4.18	1.044
Our organization does not compromise on quality of services offered to customers.	3.882	0.901
The organization meets the targets within each performance period	4.041	0.830

Source, Author (2023)

Based on the responses from the respondents, it was established from the analysis that most respondents strongly agreed (M=3.907, S.D= 1.191) on the statement; Our organization effectively achieves the set annual financial and strategic objectives. It was also established that a significant number of the respondents strongly agreed (M=4.441, S.D= 1.0305) that the organization achieves timely execution of plans (completion of projects) on its various projects. Also noted from the analysis of the findings was that a significant number of the respondents agreed (M=3.976, S.D=1.101) that the organization efficiently implements plans (completes projects) for its various projects (within cost estimates). Also noted from the findings was that majority of the respondents conceded that the organization through each programme consistently and on a timely basis satisfies all the set benchmarks and milestones. This was seen true by the mean calculated of 4.18. The standard deviation calculated of 1.044 indicated uniformity in the responses from the respondents. From the findings, majority of the respondents conceded (M=3.882, S.D=0.901) the organization does not compromise on quality of services offered to customers. Also noted from the findings was that a majority of the respondents conceded that the organization meets the targets within each performance period. This was seen true by the mean calculated of 4.041. The standard deviation calculated of 0.830 indicated uniformity in the responses from the respondents.

Inferential Analysis

The study sought to determine the ANOVA used to present regression model significance. The findings are presented in Table 4.

Table 4: Model Validity

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	3.152	2	1.576	38.801	.000 ^b
	Residual	4.428	108	.041		
	Total	7.58	110			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Innovation, Leadership

The study sought to investigate the multiple regression model whether it was valid or not. The F statistics was used to determine the model validity. The study found out that the model was valid $F_{(2, 108)} = 38.801$, $P < 0.001$. Therefore, this implies that the predictor variables are good in explaining variation in strategy implementation of YAGPO registered construction firms in Nairobi County.

Table 5: Model's Goodness of Fit Statistics

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.630	.614	.202

The coefficient of determination as measured by the R-square (R^2) (63.0%) shows that the predictor variables explain 63.0% of the total variation. This implies that the stochastic disturbance error term (ϵ) covers 37.0%.

Table 6: Multiple Regression Variable Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.772	.702		3.951	.000
Innovation (X_1)	.225	.106	.136	2.124	.036
Leadership (X_2)	.062	.027	.134	2.305	.023

a. Dependent Variable: Strategy Implementation (Y)

X_1 was found to be statistically significant and positively related to Y ($\beta_1 = 0.225$, $P = .036$).

X_2 was found to be statistically significant and positively related to Y ($\beta_2 = 0.062$, $P = .023$).

The study established a strong positive correlation between innovation and strategy implementation. The study findings were in line with Kotler (2013) who in his study of the association between innovation and performance, by examining Sony Company, showed that the market share for a front runner in innovation expanded significantly by way of offering many new products to clients. The study were also seen corroborate with Gerstenfield and Wortzel (2017) whose results also showed that all the technological innovations whether internet-enabled or non-internet-enabled product contributed to positive turnover and growth in employment. Additionally, it showed that higher profitability is mostly the result of the innovative activity of the firm.

The study also established that holding other factors constant, a unit increase in leadership would lead to a 0.883 unit increase in strategy implementation of YAGPO registered construction firms. The study findings were in line with Mapetere et al, (2012) who found that relatively low

leadership participation in strategy implementation led to unfinished strategy success in the organization studied. The findings were also in line with Ireland and Hitt (2015) emphasize exploiting and sustaining core competencies, emphasizing ethical practices and founding balanced organizational controls. In order to overcome strategic execution failures in universities, Rowley and Sherman (2021), in collaboration, applaud eleven methods of execution choices that strategic planners in universities can choose from with leadership being statistically significant.

Conclusions

The study concluded that innovation in construction technology and processes can lead to increased efficiency and productivity. New tools, equipment, and construction methods can help projects be completed more quickly and with fewer resources, which aligns with strategies focused on cost reduction and project timelines. Innovation can lead to the development of better materials and construction techniques, resulting in higher-quality construction projects. This aligns with strategies focused on delivering superior products and services to clients.

Leadership has a profound impact on strategy implementation in construction firms. Effective leadership can be a driving force behind the successful execution of strategic plans in this industry. The study also asserted that effective leaders inspire and motivate their teams. They create a sense of purpose and enthusiasm, encouraging employees to go the extra mile in pursuing the strategic goals. High motivation and engagement levels are essential for successful implementation.

Recommendations

The study recommended that the construction firms should implement cloud-based project management platforms that allow real-time collaboration among teams, subcontractors, and clients. These platforms improve communication and transparency. The study also recommended that the construction firms should clearly articulate the strategic vision and objectives. They also ought to empower employees to make decisions and take ownership of their roles in strategy implementation.

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