

**INFLUENCE OF ORGANIZATIONAL CAPABILITIES ON STRATEGY  
IMPLEMENTATION IN REAL ESTATE COMPANIES IN NAKURU  
COUNTY, KENYA**

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**A Research Project Submitted to the Graduate School in Partial Fulfillment of  
the Requirements for the Conferment of the Degree of Master of Business  
Administration of Laikipia University**

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**DECLARATION AND RECOMMENDATION**

I declare that this research project is my original work and has not been presented in any other university or institution of higher learning for examination or academic purpose.

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## **DEDICATION**

This document is dedicated to the glory of God, the source of all knowledge, to my beloved parents Samuel and Nelius Waihenya, to my dear family, my husband Isaac, and our children Ian, Silvy, Roy and Joy.

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## ABSTRACT

The reports released by the ministry of housing over the last five years concerning development of the real estate and mortgage industry indicates that the construction of new commercial and residential buildings in Kenya has been in the upward trajectory. However, there are serious challenges observed in this sector that include but not limited to stalled mega projects, demolition of illegal building, collapsing of building, unoccupied complete properties where others are in court for failing to meet their promises to customers. The challenges are threatening the future of this sector, and unless they are not addressed on time, they are going to negatively affect the economy of this country. This study therefore sought to examine the influence of organization capabilities on strategy implementation in real estate companies in Nakuru, Kenya. Specifically, the study examined the influence of organizational culture, technological advancement, internal communication and managerial skills on strategy implementation in real estate companies in Nakuru, Kenya. Further the study sought to evaluate the moderating influence of external environment on the relationship between organizational capabilities and strategy implementation in real estate companies in Nakuru County, Kenya. The study was guided by the diffusion of innovations theory, resource-based theory, dynamic capabilities and contingency management theories. The study employed a descriptive research design with a target population of 234 employees. A sample size of 70 employees were selected using stratified random sampling technique and used for data collection. A structured questionnaire was used to collect data from the sampled employees whereby a pick and drop method was used to administer the questionnaires. Data analyses was undertaken using both descriptive where measures of central tendencies were calculated and presented using tables and graphs, and inferential statistics where regression analysis and ANOVA were used to test the research hypotheses. The study findings indicated that all the tested organization capabilities positively and significantly influenced strategy implementation of real estate in Nakuru, Organizational Culture  $R^2 = 0.472$   $p < 0.05$ , Technological advancement  $R^2 = 0.513$ ,  $P < 0.05$  Internal Communication  $R^2 = 0.441$ ,  $P < 0.05$  and Managerial Skills  $R^2 = 0.315$ ,  $P < 0.05$ . The findings further indicated that external environment has a positive and significant moderating influence on the relationship between organizational capabilities and strategy implementation ( $r = 0.960$ ,  $R^2 = 0.922$ ,  $p = 0.00 < 0.05$ ). This meant that organizational culture, technological advancement, internal communication, and managerial skills influence the strategy implementation in real estate companies in Nakuru. The study recommended that, the real estate companies should promote technology advancement and offer an integrated body of knowledge, ideas, and methods which allow acquisition of organizational IT skills which can promote effective implementation of strategy and overcome the notion that even with the vast potential of the internet for strategic planning, many organizations had yet to effectively figure out how to harness and take advantage of such technology when it was first becoming available. The study makes theoretical contribution by establishing the organizational capabilities that play an impart role in influencing the strategy implementation in real estate companies. The management of these companies, policy makers and regulators of real estates in Kenya will borrow from the findings of this study in developing of policy and regulatory guidelines for real estate business in Kenya.



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## **LIST OF ABBREVIATIONS**

<b>AFDB</b>	Africa Development Bank
<b>CAHF</b>	Centre for Affordable Housing in Africa
<b>DCT</b>	Dynamic Capability Theory
<b>EARB</b>	Estate Agents Registration Board
<b>GDP</b>	Gross Domestic Product
<b>PWC</b>	Price Water House Coppers
<b>PWC</b>	Price Water House Coppers
<b>RBVT</b>	Resource-based View Theory
<b>TGL</b>	Thika Greens Limited

## OPERATIONAL DEFINITION OF TERMS

**Communication Systems:** This is the information flow through people communicating with each other and information systems through which management is monitoring the implementation efforts.

**Competitive Advantage:** A condition or circumstance that puts a company in a favorable or superior business position

**Dynamic Capabilities:** The firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments.

**Internal Communication:** This is the entire process within an organization which includes how information is shared up and down communication channels, as well as laterally in order to achieve the organization's goals.

**Managerial Skills:** This is the ability to understand concepts, develop ideas and implement strategies including competencies in communication ability, response behavior and negotiation tactics.

**Organizational Capabilities:** This will refer to Complex bundles of skills and accumulated knowledge that enable firms to coordinate activities and make use of their assets to create economic value and sustain competitive advantage.

**Organizational Culture:** Refers to the specific collection of values, norms, practices and attitudes shared by people and groups in an organization, controls how they interact with each other and with stakeholders outside the organization.

**Real Estate:** Refers simply the land and any improvements on it. Renters and leaseholders may have rights to inhabit land or buildings that are considered a part of their personal estate but are not considered real estate.

**Strategy Implementation:** Refers to activities that make use of organization of the firm's resources and motivation of the staff to achieve objectives; it is about working together and sharing information with each other to achieve the set objectives.

**Technological Advancement:** Refers to the process of invention, innovation and diffusion of technology or processes that enhance organization operations in a business environment.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

In today's business world, there exist a lot of challenges; these challenges prevent organizations from achieving their core objectives as conceived by the founders. According to Ridzuan and Ali (2012), the global economic changes require firms to operate their businesses in different ways which support innovative thinking. In order to maintain competitiveness in a business industry, the organization's top management needs to be alert and proactive. Besides, shareholders' demands for value creation have made companies to become more responsive to the shareholders' interests. They have shown how the management of organizations utilizes their organizational resources like capital, human resources and physical assets in the cost-effective manner. The resource-based model assumes that with the bundle of unique resources and capabilities of the organization, the business organization will use them as a basis of their business strategy to earn above- average returns (Hitt, Hoskisson & Ireland, 2007). This study focuses on real estate companies. It is believed that housing structure is one of important organizational resources and the real estate industry provide this necessary asset, which provides accommodation for the companies and enable them execute their activities and supports their core businesses.

Spanos and Lioukas (2007) listed types of strategic capabilities identified and common to businesses like: technology and product development, production process, manufacturing and efficiency, logistics capabilities, market sensing and marketing capabilities, channel and customer linking, and technology-monitoring capabilities such as skills in segmentation, pricing and advertising. All these capabilities allow a firm to keep costs down and differentiate its offerings, improve consistency in delivery, and ultimately increase competitiveness. In addition, these capabilities allow a business to respond swiftly to changing customer needs and exploit its technological strengths most effectively. Although formulating consistent strategies seems a difficult task for any management team, making that strategy work through effective implementation is even more difficult (Hrebiniak, 2006).

According to Price water house Coppers (2015), the global investable real estate industry will expand substantially, leading to a huge expansion in opportunity, especially in emerging economies because of growing world population and increasing GDP per capita. According to PWC forecasts, investable real estate will have grown by more than 55% by 2020 compared to 2012, and it is also expected to

expand by a similar proportion in the following decades. Africa is experiencing an explosive demographic growth combined with a rapid urbanization. According to Africa Development Bank (AFDB) (2011) most African countries, the delivery of urban housing cannot be met by the supply. Currently 62% of the population living in Africa cities lives in informal housing where basic services are poor or non-existent (CAHF, 2012). This rapid and uncontrollable urbanization has turned the housing industry into one of the most critical developmental issues facing policy makers not only in Africa but around the world. This is because of fast-growing cities which present a wider range of risk and return opportunities ranging from low risk or low yield in advanced economy real estate industry, to high risk/high reward in emerging economies. Competition for prime assets will intensify this phenomenon (Bochere, 2015).

New wealth from the emerging economies will intensify competition for prime assets like land; the investment companies will need to think laterally in order to earn attractive returns. The 21<sup>st</sup> century has seen an increase in demand for real estate and the development for real estate has significantly improved. According to Alozairi and Aga (2017), real estate companies may have to develop assets in fast-growing but higher risk emerging economies, or specialize in the fast-growing subsectors, such as construction and housing industry. Technological innovation and sustainability will be key drivers for value. Technology will disrupt real estate economics, making some types of real estate models obsolete. In China, India and the Middle East, entire new cities are building using eco-efficient technologies to reduce their environmental impact.

Although Africa's population will still be growing fast in 2020, Europe's population growth will be stalling. The middle class are projected to grow by 180% between 2010 and 2040, with the highest proportion of middle-class people set to live in Asia rather than Europe. In addition, from 2020 going into the future, more than one billion additional middle-class consumers will emerge globally. Cities will attract young middle classes, especially in emerging markets. As intense competition for space increases in urban centres, construction of apartments is likely to flourish. Developers will need to become more innovative about how they use space (PWC). According to Ridzuan and Ali (2012), in Malaysia, real estate sector has contributed about 5-6 percentage share of GDP for economic growth from year 2009 to 2011 (Economic Report 2010-2011, Department of Statistics). Real estate is an integral part of the emerging markets' growth phenomenon. In India, for example, real estate has

played a large part in driving economic growth. Even as growth moderates in many emerging markets, the pace of construction activity remains rapid, increasing investment opportunities (Bochere, 2015).

The rise of emerging economies is increasing competition among real estate managers and the investment companies. Emerging economies in Asia are expected to be the fastest growing region for construction between now and 2025, followed by sub-Saharan Africa. Nigeria alone will need almost 20 million new homes in the next one decade to come. The growth of emerging countries is rapidly creating powerful new real estate players and new asset managers. As a result, there is both growing competition for real estate assets and growing competition within real estate asset management. Kenya's economic revival has seen the construction and real estate sector grow very rapidly and the sector is projected to grow annually by 16.7 percent on average, its GDP rising from 2.3 percent in 2002 to 4.2 percent in 2007 according to the Economic Recovery Strategy for Employment and WealthCreation government report (Mwathi, 2013).

Real estate is one of the principal sectors that would revitalize economic growth in Kenya with shelter being recognized as one of the tools of development. According to Kubuta (2014), the real estate market in Kenya has been growing; this fact has made it more lucrative to foreign investors because of the high profit margins of between 20 to 30 per cent. Analysts argued that it is impossible even in the first world countries like the United States of America or European markets to record such growth. Big international real estate firms have invested millions of dollars in luxury properties and the high-end market targeting expatriates, diplomats and wealthy Kenyans. Investment in housing and related infrastructure and services have had a positive effects on the national income that go far beyond the direct investment itself by triggering forward and backward linkages through additional investments in building materials production, transportation, marketing and Jua Kali.

Despite the acknowledged importance of housing, Kenyan population has surged and the housing sector has felt the need to develop houses countrywide arising from demand that far surpasses supply particularly in urban areas (Njoroge, 2013). There is real competition among real estate companies in Kenya forcing such firms to be creative and more innovative to be competitive enough to attract tenants. Consequently, strategic management practices are considered necessary by management of these

companies especially in a contemporary competitive marketplace (Alozairi & Aga, 2017). According to Moko and Olima (2014), the Kenyan market, like in many countries in Africa is characterized by a large demand and a chronic undersupply of formal housing because of rapid urbanization, demographics, and the under-supply of housing point to a consistent need for middle and low cost housing, where demand is highest and supply least according to the World Bank (2011). According to Memon (2010) developer's capacity to execute projects as well as to bring well-built units at reasonable cost into the market is a key determinant of housing affordability and availability. Therefore, real estate companies have to address their capabilities to meet the sector demands of providing decent and affordable houses.

AFDB (2013) research findings indicate that there are only a handful of private developers in Kenya that can afford to finance medium to large scale developments of 200 units and above for middle to low-income segments. World Bank (2011) also noted that lack of affordable constructions combined with difficulties in accessing land makes it difficult to expand access to homeownership. The Hass Property Index (2013) has shown that the upper end of the market is highly saturated, and this price growth may not be sustainable in the future. Some of the big projects include Thika Greens Limited (TGL) stands on 1,135 acres of land in Thika, the \$650 million golf estate will have 4,000 housing units when complete (Kubuta, 2014). Land prices in areas neighboring cities and urban areas have skyrocketed, as sellers anticipate demand following the establishment of new amenities that will transform sleepy rural villages into mega urban estates for middle- and high-income earners. Lack of affordable houses has become a major problem in Kenya. Informal settlements and slums have continued to grow and a large percentage of the urban population lives there (Kubuta, 2014).

Some of the challenges faced by the Kenyan real estate industry include ineffective government incentives on housing and insufficient fund to make housing affordable to low- income earners. Financing of the real estate industry at both the development stage and end- user finance is also a challenge. The limited financing in the real estate industry in Kenya has been characterized by fairly rigid financing options and relatively high interest rates. Therefore, real estate firms must develop competitive strategies in order to overcome the challenges and also achieve excellent performance (Wanjira, 2016). There are gaps identified in various studies which include; ways in which real estate companies can be empowered to compete on equal levels with established businesses and where the

booming real estate companies can strategize to take advantage of the available resources to provide housing facilities development to accommodate the growing demand.

## **1.2 Statement of the Problem**

Effective implementation of strategy occurs when organization, resources and actions are tied to strategic priorities and when key success factors are identified and performance measures and reporting are aligned to organization's objectives. Functional areas of organizations contribute to strategy implementation. This includes culture and organizational elements, like leadership practices, market constraints and utilization of relevant management practices and human resource capacity development; process and technology inputs and develop. The success or failures of strategy implementation revolve around the nature of strategy itself, resource allocation, the fit between strategy and structure, leadership and organization culture. Despite recent indication that the real estate business in Kenya is performing well, there is evidence that certain challenges persist. These include amongst others, financial constraints, personal interests and the organizational structure. This has led to stalled real estate projects and unoccupied complete properties. The existing evidence on the link between the organizational capabilities and strategy implementation particularly in the real estate sector is also lacking. Therefore, this study intends to examine organization capabilities that influence strategy implementation in real estate companies for competitive advantage in the market in Kenya.

## **1.3 General Objective of the Study**

The purpose of this study was to examine the influence of organization capabilities on strategy implementation in real estate companies in Nakuru County, Kenya.

## **1.4 Specific Objectives**

To achieve the above general objective, the study sought to;

- i. Examine the influence of organizational culture on strategy implementation in real estate companies in Nakuru County, Kenya,
- ii. Assess the influence of technological advancement on strategy implementation in real estate companies in Nakuru County, Kenya,
- iii. Analyze the influence of internal communication strategy implementation on real estate

companies in Nakuru County, Kenya,

- iv. Evaluate the influence of managerial skills strategy implementation on real estate companies in Nakuru County, Kenya, and
- v. Assess the moderating influence of external environment on the relationship between organizational capabilities and strategy implementation in real estate companies in Nakuru County, Kenya.

### **1.5 Research Hypotheses**

**H<sub>01</sub>:** Organizational culture has no statistical significant influence on strategy implementation on real estate companies in Nakuru County, Kenya,

**H<sub>02</sub>:** Technological advancement has no statistical significant influence on strategy implementation in real estate companies in Nakuru County, Kenya,

**H<sub>03</sub>:** Internal communication has no statistical significant influence on strategy implementation in real estate companies in Nakuru County, Kenya,

**H<sub>04</sub>:** Managerial skills has no statistical significance influent on strategy implementation in real estate companies in Nakuru County, Kenya,

**H<sub>05</sub>:** External environment has no statistically significant moderating influence on the relationship between organizational capabilities and strategy implementation on real estate companies in Nakuru County, Kenya.

### **1.6 Significance of the Study**

Through this study, policy makers' entrepreneurs, managers and employees of real estate companies will understand the relevance of organization capabilities in strategy implementation and endeavor to work as a team to have a competitive advantage in the market. This study will therefore be useful to the policy makers in government's agencies. They will understand the various factors to consider in the legal and regulatory mechanism of the real estate sector. Entrepreneurs in real estate will understand the importance of technology in operations of real estate companies especially in business transactions that are regulated by laws. It highlights important factors that management and other stakeholders should address in order to attract customers to participate in real estate development in Kenya.

The study will also add valuable knowledge to entrepreneurs in the sector to develop appropriate technology that promote internal processes for service delivery in real estate. Stakeholders in the sector will understand the role of organization capabilities in real estate development. Individuals and prospective investors in the county government will be able to make informed decisions on the future engagement in the sector. Scholars will have an opportunity to critic and analyze the findings as well as carry out further research based on the results, conclusion and recommendations of the study

### **1.7 Scope of the Study**

The research was based in Nakuru county headquarters, Nakuru town (CBD) where many Real Estate companies have established offices as well as construction companies in real estate projects. Nakuru County is chosen because it's one of the most populous counties, more so Nakuru town is ideal for this study because it's the third most populated town in Kenya (KBS, 2020) with the most underdeveloped housing infrastructure. However, in the recent years the town has attracted a big number of real estate companies in the whole of the former Rift Valley province. By 2010, there were 112 registered companies undertaking real estate development business in Nakuru, out of which the study identified 78 as the possible unit of analysis for the study. The study targeted three permanent employees of each company to make a target population of 234 employees. The study has purposively selected this population in order to collect reliable data and avoid travel costs to other companies and branches that may have operations in other counties in Kenya.

### **1.8 Limitations of the Study**

There were no major limitations in the process of the study. However, some real estate firm were hesitance in participating in the survey for fear of information leaking to their competitors. To mitigate this the researcher assured the firms that the information was purposely for academic study and the researcher was to observe all the confidentiality rules of the study. This assurance made it easy for them to agree to participate in the survey.

### **1.9 Assumptions of the Study**

The study assumed that all the real estate firm under the study has a strategic plan on which they were operating on.



## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The chapter contains theoretical review of theories grounding this study, which include, resource-based view, innovation diffusion, dynamic capabilities and contingency management theory. Empirical review focuses on each of the specific objectives of the study to find out how scholars have interpreted the role of each variable in the study. The conceptual framework illustrates relationship of variable in the study.

#### **2.2 Theoretical Literature Review**

This section reviews theories that are appropriate to strategy implementation in line with organizational capabilities that define organization's competitive advantage in the market. These theories provide explanations on how strategy formulation and implementation rely on organization capabilities for purposes of achieving the set objectives

##### **2.2.1 Resource-Based View Theory (RBVT)**

Resource-Based view concept was developed by Wenefeldt (1984) and flourished in 1990's, and later gained prominence during 1988-1997 and there are no major advances on this approach since then (Baraskova, 2010). The RBV's underlying premise is that a firms differ in fundamental ways because each firm possess a "unique" bundle of resources tangible and intangible assets and organizational capabilities to make use of the assets. According to RBVT, resources are inputs into a firm's production process, can be classified into three categories as; physical capital, human capital and organizational capital (Currie, 2009). Each organization is a collection of unique resources and capabilities providing the basis for its strategy and primary source of returns. The RBVT is based on the principal that the basis of the firm's competitive advantage is inherent in resources and capabilities within asopposed to its positioning in the environment it operates.

Resource-Based View Theory puts it that a competitive advantage and performance results of an organization are due to firm-specific resources and capabilities, which must be expensive to copy by any competitors (Barney, 1991, Wernerfelt, 1984, and Rumelt 1987). The extant literature focuses on the strategic identification and use of resources by a firm for developing a sustained competitive advantage (Borg & Gall, 2009). These resources and capabilities are important factors of sustainable

competitive advantage and superb organizational performance only if they have certain special and unique characteristics (Kavete & Oloko, 2015). However, though resources may be available, though not adequate, human resource capabilities will make the difference in performance through resource allocation and the dynamic of interpersonal relations in the strategy implementation process.

The Resource-Based View (RBV) of Wernerfelt (1984) suggests that competitiveness can be achieved by innovatively delivering superior value to customers. Each firm develops competencies from these resources, and when developed especially well, these become the source of the firm's competitive advantage; (Pearce & Robinson, 2008). The resource-based approach sees firms with superior systems and structures, because they engage in strategic investments that may deter new entry and raise prices above long run. An organizations unique capabilities and resources describe the foundation of strategy and value adding aspect of strategy is the organizations' ability to build and maintain a profitable market position, critically relies on its underlying resources and capabilities (Conner, 1991). Learned et al., (1969) noted that 'the capability of an organization is its demonstrated and potential ability to accomplish against the opposition of circumstance or competition, whatever it sets out to do. It is evident that the resource-based perspective focuses on strategies for exploiting existing firm-specific assets. However, the resource-based perspective also invites consideration of managerial strategies for developing new capabilities in a firm (Wernerfelt, 1984). Indeed, if control over scarce resources is the source of economic profits, then it follows that such issues as skill acquisition, the management of knowledge and know-how and learning become fundamental strategic issues (Shuen, 1994). This is possible if some resources are set aside to improve managerial efficiencies in resource allocation to improve service delivery. RBV does provide the necessary framework to analyze organization resources and capabilities necessary to formulate and implement a strategy for competitive advantage.

Managing employee performance and aligning organizational objectives facilitates the effective delivery of strategic and operational goals and hence improves firm's competitiveness (Kubuta, 2014). The main challenge in developing human resource is to balance individual interests and organizational objectives; these are capital inputs and human resources (Grant, 2006). A firm is essentially a collection of resources and capabilities, which directs its strategy and execution and if firms in the market possess similar resources and capabilities, same value will be created resulting to

no competitive advantage (Barney, 1991). Resource-based view theory is based on the fact that successful firms' competitiveness is vested on the exploitation of special and unique capabilities, which may often be implicit or intangible in nature (Wanjira, 2016). Therefore, RBVT provides a framework of analysing the organization culture that determinants interaction among various resources available in an organization. Organization's core values, work relations, norms and beliefs as well as individual career development can determine organizational capability to exploit resources to improve performance. This theory links with the study in the sense that decisions made are with reference to the availability of resources which influences the directions crucial decisions are made in the organization.

### **2.2.2 Innovation Diffusion Theory**

Everett Rogers, a professor of rural sociology, popularized the theory in his 1962 book *Diffusion of Innovations* (Chomba, 2013). According to Sahin (2006), Rogers introduced the concept of innovation diffusion theory in 2003. According to him, innovation is an idea, process, or a technology that is new or unfamiliar to individuals within a particular area or social system. Diffusion is the process by which the information about the innovation flows from one person to another over time within the social system (2006). Therefore, innovation, communication channels, time, and social system are the four key components of the diffusion of innovations. One of Rogers's key insights was not just focusing on technology or commercial products, but he also focused on any object, idea, technology, or practice that is new (Phuc, 2015). Rogers argues that diffusion is the process by which the practice of innovation is communicated over time among the participants in a social system. According to Rogers (2003), a technology has two components: a hardware aspect that consists of the tool that embodies the technology as material or physical objects, and a software aspect that consists of the information base for the tool (Nazari, Khosravi, & Babalhavaeji, 2013).

According to Chomba (2013), Rogers explained the theory in four main elements that influence the spread of a new idea: the innovation, communication channels, time, and a social system. This process relies heavily on human capital. The innovation must be widely adopted in order to self-sustain. Within the rate of adoption, there is a point at which an innovation reaches critical mass. According to Robledo (2009) innovation refers to creating and introducing new products, production processes, and organizational systems.

Innovation diffusion is defined as the process in which a new idea, concept or technology has been introduced throughout a social system over a time period (Rogers, 2003). According to Nazari et.al (2013), since the software component of a technology is not so apparent, innovations in which the software is dominant are less observable and have a slower rate of adoption. However, this only explains what goes on at the macro level and it is of little use to those interested in how to facilitate innovation to make a positive and lasting impact at the work group or individual level. (Peansupap & Walker, 2006).

This means that apart from being complementary factors contributing to an efficient production, organizational capabilities are embedded in the routines of a firm; they reflect the system of an organization and are part of the company's culture and the employees' networks. According to Peansupap and Walker (2006), innovation also forms part of an organization's competencies complementing the resource-based view of the firm and how its knowledge base and change capacity is harnessed to provide price competitive advantage by enabling more cost-effective processes or by adding value to products or services offered (Porter, 1985). It is when new ideas, products or services are realized in the process of strategy implementation that organizations can have technological capability for competitive advantage. Real estate companies have to contend with new models of house architectural designs, locations and market dynamics in communication technology to meet customer demands in the market. Innovation diffusion theory provides a framework to analyze technological changes that real estate companies embraced and the manner in which they are applied in developing product or services, customer access and designed process that enable effective communication to take place.

### **2.2.3 Dynamic Capability Theory (DCT)**

The concept of dynamic capabilities was introduced by Teece and Pisano (1994), Teece et al., 1997) who asserted that in a dynamic environment a firm's competitive advantage will rest on the firm's internal processes and routines that enable the firm to renew and change its stock of organizational capabilities. The term 'dynamic' differentiates one capability (e.g. the operational ability to develop new products) from another form of ability (e.g. the ability to reform the way the organization develops new products) (Zahra, Sapienza & Davidsson, 2006). Dynamic capabilities do not directly concern the production of a good or the provision of a marketable service and therefore do not

directly affect a firm's output (Helfat and Peteraf, 2003). They affect the productive process indirectly by integrating, reconfiguring, gaining, and releasing resources to respond to environmental turbulence or to create internal and external change (López, 2005).

A dynamic capability theory is viewed as an extension of Resource Based View, where the firm is conceived as a collection of resources, e.g. technologies, skills, and knowledge-based resources. Furthermore, it has, within the resource-based view, been emphasized that the key to achieving a sustainable competitive advantage from the firm's stock of resources lies in the ability to integrate different resources to form strong organizational capabilities (Verona & Ravasi, 2003). Dynamic capabilities is thought of as belonging to three clusters of activities and adjustments: identification and assessment of an opportunity (sensing); mobilization of resources to address an opportunity and to capture value from doing so (seizing); and continued renewal (transforming). These clusters can explain the routines in a firm that guide and facilitate the development of the firm's organizational capabilities by changing the underlying resource base in the firm (Eisenhardt & Martin, 2000).

According to Simon (2002), organizational structures can serve as reference points for effective decision making. He further adds that the dynamic capabilities theory recognizes broader behavioural and cultural foundations and accommodates more flexible organizational structures required in a dynamic market (Simon, 2002). Organization's Strategy should also be a battle for sustained development of the firm's organizational capabilities (Teece et al., 1997) and not just a battle for strong market positions. Accordingly, firms may differ in displaying dynamic capabilities providing a basis for reconfiguring their marketing, sales, customer linking, and service capabilities. Dynamic capabilities, through reconfigurations of these operational capabilities, can support the creation of sustainable competitive advantage and are capable of indirect rent generation. Therefore, organization capabilities are important in strategy implementation and they are relevant to the processes that will be undertaken in a company in order to achieve the strategic objective.

Dynamic capabilities, as defined by Teece (2007) point out the key role played by strategic alliance in enabling firms adapt, integrate and reconfigure organization skills, available resources, and operational competences towards a changing environment (Wanjira, 2016). A firm's distinctive capabilities may include processes, positions, and paths. Processes are routines or the way things are done in the firm, they may be a framework of how things are organized or current practices and learning (Akhter, 2013). According to Kubota (2014), effective financial capabilities that may be

associated with a firm's performance include; growth of sales reduced costs in the organization and reduced project overruns among others (Waweru & Omwenga, 2015). Dynamic capabilities, when well crafted, permit firms to achieve coordination and benefit from complementarities both from a resource and process perspective. Developing decision-making skills and organizational processes to sense and seize opportunities, is an essential managerial function which is encased within the dynamic capabilities framework. Therefore, communication systems are key factors to consider in decision making process. It is only when communication process is effectively utilized that the capability of an organization and performance can be measured to determine performance.

#### **2.2.4 Contingency Management Theory**

The concept of contingency approach was defined by Van de Ven and Drazin (1985) in three approaches as selection, interaction and systems approaches. First, in the selection approach, the interpretation of fit was that, if an organization wants to survive or be effective, it must adapt to the characterizations of its organizational context. In this view, organizational design is caused by organizational context. Most of the early contingency studies adopted this approach to examine links between organizational context and design but did not analyze organizational performance. Researchers have found that there was a strong relationship between various characteristics of technology and structure in the organization (Marsh & Manari, 1981). However, these studies did not have provided evidence on whether different types of structures in different tasks or technological conditions were effective. Second, fit is interpreted as an interaction effect of organizational structure and context on performance.

According to Weill and Olson (1987), the contingency theory approach to the study of organizations developed at the beginning of 1950's as a response to prior theories of management that despite their diversity emphasized on the best way to organize. The contingency approach attempts to understand the interrelationships within and among organizational subsystems as well as between the organizational system as an entity and its environments. It emphasizes the multivariate nature of organizations and attempts to interpret and understand how they operate under varying conditions (Weill & Olson, 1987). Contingency theory attempts to relate research on many management variables, for example, research on professionalism and centralized decision making or worker education and task complexity. It allows you to analyze a situation and determine what variables influence the decision with which you are concerned. The people hired, technology used, tasks

performed, and organizational structures are all heavily influenced by an agency's goals. According to Islam and Hu (2012), Contingency theory is an approach to the study of organizational behavior in which explanations are given as to how contingent factors such as technology, culture and the external environment influence the design and function of organizations. The assumption underlying contingency theory is that no single type of organizational structure is equally applicable to all organizations Islam and Hu (2012), Khandwalla (1977) found that for effective firms the correlations between technology, structural dimensions of vertical integration, delegation, authority and sophistication of control systems were more significant than for ineffective firms. However, in these studies, the differences in the correlation between context and design in the high and low performing organizations were not significant.

Third, another approach in the contingency theory literature with regard to fit is the systems approach. According to the systems approach, one can understand organizational design only by simultaneously investigating the contingencies, structural alternatives and performance criteria existing in an organization (Islam &Hu, 2012). In this study, the contingency management theory provides an opportunity to analyze the organization ability to make use of resources and capabilities in a dynamic strategic environment. Managers are always weighing options on how best to apply resources and maximize on capabilities for a competitive advantage. Therefore, based on their skills in management especially in a dynamic business environment manager require conceptual, human and technical skills necessary to make organizations adapt to various changes that affect performance.

## **2.3 Empirical Literature Review**

This is a review of scholarly work in relation to the specific objectives of the study. The section has reviewed studies in relation to organization structure, technological progress, internal communication and managerial skills as capabilities that might influence strategy implementation.

### **2.3.1 Organizational Culture and Strategy Implementation**

According to Mutai (2015), an organization culture can be defined as pattern of behavior that has been developed by an organization as it learns to cope with its problem of external adaptation and internal integration. Culture in organization is reflected in the way people unconsciously perform tasks, set objectives and administer resources to achieve them. It affects the way we make decision, think, feel and act in response to opportunities and threat. One of the important components of management that is impacted by organizational culture is strategy implementation. Organizational

culture provides support to the strategy and influences the success of strategy implementation (Schein, 2009). Marginson (2002) indicates that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision making or as a result of complete coalitional involvement of implementation staff through strong corporate culture. Although organizational culture is linked to strategy implementation, it is not clear how such a link has significantly influenced strategy implementation in real estate companies.

The correct organizational structure is crucial to enable the organization to implement its strategy. To facilitate the achievement of the strategic and organizational objectives, organizational structure coordinates and integrates the tasks executed by all employees in the organization, employees at all levels, and across all divisions and functions (Hill et al, 2009). Organizational structure determines the departments and functions in an organization, it defines the hierarchy, span of control and reporting relationships, and includes the systems for communication, coordination and integration across these divisions and functions, both vertically and horizontally (Daft, 2001). Under such circumstances, employees will be useful in strategy implementation based on their duties and responsibilities in the company. First, tasks and people need to be grouped in functions, then functions into divisions to allow the organization to achieve organizational goals effectively and efficiently. One of the major challenges in strategy implementation appears to be cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen & Ikavalko, 2002).

Across divisions and sections of the company, authority and responsibilities need to be established well in the company. A clear hierarchy needs to be defined from the senior management, through middle management all the way down to the operational employees. The hierarchy should clarify the span of control that each of the employees has i.e. the people and tasks they are responsible for and have authority over. As the organization has been divided into separate functions and divisions, which all together should strive to achieve the same organizational objectives, communication and coordination across these functions and divisions is needed. Through integrating mechanisms, such as direct contact, liaison roles and cross-functional or divisional teams, information about activities, ideas and problems are efficiently spread across the organization (Hill et al, 2009). Therefore, the actual role of organizational culture is relevant to strategy implementation and only when a study is carried out that such significant can be established. A culture that is rooted in strategy supportive values, practices

and behavioral norms adds to the power and effectiveness of a company's strategy execution effort. A study by Kyalo (2023) on organizational Culture and Strategy Implementation in Kenya Government Tourism Agencies found that culture of an organization played a critical role in strategy implementation and consequently realizations of organizational objectives and profits. . Similarly, Omesa J, E, O., Gachunga H, G., Okibo B, W., & Ogutu M. (2019) found a a linear positive relationship between Clan culture and strategy implementation in a study on strategy implementation process of private universities. The study concluded that an increase in Clan culture would lead to a linear increase in Strategy implementation in Private chartered universities in Kenya. In another study by Omesa J, E, O., Gachunga H, G., Okibo B, W., & Ogutu M. (2019) on the influence of organizational culture on implementation of strategic plans within the County Governments of Kenya found that organizational culture was statistically and significant related to implementation of strategic plans in county governments of Western Kenya. According to these scholars, a stable culture, one that will methodically support strategy implementation, is the one that nurtures a culture of partnership, unity, teamwork and collaboration among employees.

According to Mutai (2015), a stable culture, one that will systematically support strategy implementation, enhances a culture of partnership, unity, teamwork and cooperation among employees. Organizational culture enhances commitment among employees and focus on productivity in the organization rather than resistance to regulations or external factors that prohibit success. Organizational culture plays a very important role in how strategy is created, understood and implemented as it lays down the ground rules that are vital for day to day work of an organization. It fuels the spirit of championing a cause within organizations. When culture embraces strategy, execution is scalable, repeatable, and sustainable and as a result becomes a sustainable competitive advantage. Organizational culture are not easily copied from one organization to another, it takes time to build a supportive culture that ensures that organizations strategies are not at risk. Culture trumps strategy because it is the only sustainable point of difference for any organization (Schein, 2009).

### **2.3.2 Technological Advancement and Strategy Implementation**

According to Barney and Clark (2007), technology refers to an integrated body of knowledge, ideas, and methods resulting from a variety of activities conducted in the pursuit of knowledge. The pace of new idea discovery depends on the body of accumulated knowledge and technological progress is frequently a sequence of small increments on a continuous path. Technology capabilities are

organizational skills enabling the IT function deliver value to the various activities of the company. Technological capabilities such as internal relationships and technical capacity (Barney and Clark, 2007), are organizational skills that allow IT effectively deliver services using resources that are complementary. The new technological progress is apparent through intensified investment in computer-processing and data preparation appliances in the manufacturing and service industries and telecommunications infrastructure, and also to its widespread usage in government agencies, educational organizations, and, more recently, in the household. As a result of this technological progress, the implementation and application of IT is a significant driving force in strategy implementation (Ghobakhloo, Hong, Sabouri & Zulkifli, 2006).

According to Ghobakhloo, et.al (2006), IT will cover Information System (IS), Information and Communication Technology (ICT) and the Internet, as well as and their infrastructure, including computer hardware and software, and those technologies that process or transmit information to enhance the effectiveness of individuals and organizations. According to Waweru and Omwenga (2015), stated that with the emergence of knowledge experts and industry innovations, the real estate industry has undergone tremendous technological changes that complement design and project construction work in almost any location, therefore having a direct influence on competition and market share. The study by Kihara, Bwisa, and Kihoro (2016) on the role of technology in strategy implementation and performance of manufacturing small and medium firms in Thika, Kenya found a positive relationship between technology and implementation of strategy that leads to performance of SME. They noted that technology was indeed a key driver that influence the performance of SMEs in the manufacturing sector in Kenya. In addition, a study undertaken by Mutua and Akeyo (2024) in the analysis of the effect of information technology on strategy implementation, control, and evaluation found that ICT infrastructure as a key driver for effective and efficient strategic management processes. However, they noted that the organization should carefully select the type of IT infrastructure, as a poor choice may introduce confusion and affect the flow of strategic management process.

A firm with innovative knowledge has the capacity to bring to the market innovative products or services, making it a market leader (Rodgers, 2010). Several factors, including management's perception of and attitude on IT, support and commitment, IT knowledge and experiences, innovativeness, perceived behavioral control over IT, desire for growth and familiarity with

administration directly affect the process of IT adoption in organization strategy implementation (Wade & Hulland, 2004). Accordingly, the characteristics of CEOs should be taken into consideration in the investigation of strategic activities, such as the adoption of innovation, including IT as a new technology (Ghobakhloo, et.al, 2006). Advanced knowledge provides the firm short term capacity to complete with rival firms who have access to similar knowledge. Innovative knowledge enhances the competitive position of a firm compared to its rivals.

According to Kamath, and Desai (2011), technology progress requires a technological change or innovation which calls for an adequate adaptation mechanism that should allow tracking new technology in a company, including technology development needs, change in organizational culture, and setting new personnel tasks. According to Jemala (2012), technology strategy implementation requires the support of top management (especially at the beginning), who should provide visionary leadership and clearly articulate technology needs across the company and also include the management of an existing technology portfolio (Kamath, & Desai, 2011). Through the technological implementation strategy, it is appropriate to integrate individual processes of technological research and practical innovation, innovation requirements and technological education programmes, and technology portfolio management with business needs (Jemala, 2012).

According to Kubuta, (2014) the real estate firms should consider using latest technology in their operations in order to reduce their operational cost and offer their services at competitive pricing. Many real estate firms appear to be radical in some sense, either because they are used as part of radical organizational change, they demand people to make significant changes in their lives, or give people significant new opportunities. Sometimes however the change is not as radical in practice as it is in theory. Often technologies offer the possibilities of change that are in fact very slow to develop as they are implemented. Chomba, (2013) concluded that innovation strategies influence growth of real estate development to a great extent this factors include process innovation strategy, product differentiation strategy, technology strategy and innovative customer service strategy. Real estate developers and investors can use smart growth development as a strategy to maximize their economic advantages while improving the quality of life and creating attractive, healthy communities that help protect the environment (Chomba, 2013).

### **2.3.3 Communication and Strategy Implementation**

According to Gachie (2014), even though studies point out that communication is a key success factor within strategy implementation (Miniace & Falter, 2006), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. Many organizations are faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. In addition to inability to solicit questions and feedback, lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances (Rapa & Kauffman, 2005). It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion.

However, one may misunderstand communication, or sharing of information, as engagement and direct dialogue that produces lack of active participation in the process. The way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Once the strategy has been formulated, communication is one of the most important vehicles for successful implementation. First of all, management should inform all employees about the content, meaning of, and reasons for the new strategy. However, they should not only inform the employees, they should also leave room for questions from and discussion with the affected employees. Communication also involves the explanation of new tasks and responsibilities to the affected employees. Throughout the implementation process, communication should flow bottom-up to allow management to monitor the implementation process and determine whether changes to the approach are needed (Neilson et al, 2008). Poor or ineffective communication, that is top-down, bottom-up and across functions and divisions, could negatively affect the strategy implementation.

A study undertaken by Ishaq, Simba and Ahmed (2018) on the Effect of Communication on Strategy Implementation in the Administration Police Service in Lamu County, Kenya, found that there was a positive and significant relationship between communication and Strategy Implementation. This study concluded that communication has a positive and significant effect on Strategic implementation and recommended for a communication plan and public relations strategy that will ensure successful implementation of strategy. According to Beer and Eisenstat (2010), the setbacks that organizations

encounter when executing their strategies include lack of communication, lack of enough strategy knowledge that also causes the implementation management to be short of strategy commitments thus leading to a reduced coordination and responsibility sharing. In addition, the organization systems and resources miss-alignment besides unmanageable environmental factors can also make it difficult to implement strategy. The information flow does not only include people communicating with each other but also information systems through which management is monitoring the implementation efforts (Beer & Eisenstat, 2010). Strategy implementation gets affected if communication network is sound in the organization (both upward, lateral, downward channels). When there is an information vacuum the chances of implementation failure are higher and the organization may not be able respond to the challenges and needs of the day. The information flow does not include people communication with each other; but also includes information systems. Within the organization; where by management can monitor and implement efforts of others. Strong communication networks facilitate strong organization culture of trueness in various organizations issues (Mutisya, 2016).

On the contrary, a study conducted in Zimbabwe by Mapetere (2021) found that communication approaches used in Commercialized State Owned Enterprises in Zimbabwe such a horizontal, upward, downward and diagonal communication were ineffective in during strategy implementation. The study noted that the internal communications; emails, memos, telephone, noticeboards, face to face oral presentations and reports deployed in conveying strategy related matters were not ineffective at all. The study recommended that the management of Commercialized State Owned Enterprises in Zimbabwe should develop strategy implementation sensitive communication systems in order to enhance strategy execution.

In transition period and change management, information flow becomes critical for success; employee commitments are only possible if employee understand the values and organizations ideals, top management practices on employee's commitment, job satisfaction and role uncertainty, all these revealed that proper information flow us paramount to organizational success (Wanjohi, 2015). Once the strategy has been formulated, communication is one of the most important vehicles for successful implementation. First of all, management should inform all employees about the content, meaning of, and reasons for the new strategy. However, they should not only inform the employees, they should also leave room for questions from and discussion with the affected employees. Communication also involves the explanation of new tasks and responsibilities to the affected employees. Throughout the

implementation process, communication should flow bottom-up to allow management to monitor the implementation process and determine whether changes to the approach are needed (Neilson et al, 2008).

Chomba (2013), concluded that not only has innovation strategies moved to centre-stage in real estate development, but there is effective communication that is well coordinated, coherent, whole some approaches required from the management as well as the staff. As a result there are rapid advances innovations and in general-purpose technologies such as ICTs, the accelerating pace of innovation is being driven by globalization (Chomba, 2013). Real estate developers require up to date technology capability in their operations in order to enhance performance and customer access to their products and services.

### **2.3.3 Managerial Skills and Strategy Implementation**

According to letting (2009), people are creative innovative under an effective management style. Accordingly, the most effective management has been democratic while the least effective style according many scholars (Mulube, 2009). Being manager is not an easy task due to the work with the people. Different management styles are favoured by organizations for their effective implementation of strategic plans each organization is most likely to adopt from experience or be directed by the current CEO or board of directors on what style of management to put into force (Awino, 2007). Nonetheless, there are certain personal capabilities which predict the future efficiency and success of manager; even though the managers gain experience with the growth of the enterprise, knowledge and vision isn't enough leading to enterprise failure. After the exciting and creative process of formulating the new strategy for the organization, management often feels frightened and lost when it comes to the implementation of their brand new strategy. They wonder how they can get from great plans for a successful future to actions that will actually create these successes for the organization. The inadequate level of management together with the missing market for the product causes the failure in strategy implementation process that affects performance (Osman, 2017).

To help managers make the new strategy successful, management incorporates all available experts to implement the new strategy including training managers in various managerial skills. This approach helps to deepen knowledge of the industry, the company, its processes, its culture, internal control, the

risks the company is facing and much more. Moreover, a manager possesses the necessary skills to add value during a strategy implementation; one is a good communicator, objective, curious, innovative, and critical in attitude. Organizations main focus in regard to strategy is put on the formulation of a new strategy. However, a good formulated strategy does not automatically mean that the company achieves the objectives as set in the strategy. To ensure achievement of organizational objectives, the formulated strategy needs to be implemented at all levels of the organization. Implementing a strategy means putting the strategy to action (Hill & Jones, 2009).

According to Varelas, Marjanovic and Orville, (2023) organizations that invest in developing and promoting strategic leadership and managerial skills are more likely to succeed in implementing their strategies and achieving their goals which helps the management in making better informed decisions. In their study on the effect of strategic leadership on strategy implementation in insurance firms in Des Moines, USA, they recommended that the insurance firm's needs managers and professionals who can develop better strategies to support the growth of the insurance business. Regarding strategic leadership and strategy implementation, the regulators and policymakers in this sector need to make better-informed decisions. According to Wanjohi (2015), leadership plays a pivotal role in any successful organizational processes or activity. Managers need to oversee the plans and be part of proper implementation in matters of organizational dynamics, resources, and constraints. According to Osman (2017), failure to provide a participative climate for employees in the organization also may affect the process of strategy implementation.

The basic ingredients of participative management are; shared authority, involvement in important decisions, subordinate involvement. Effective participation practices lead to improved quality of decision made which will lead implementation a success. The practice also increases employees. The practice also increases employees' productivity and job satisfaction as well as make the organization able to respond to environmental challenges and demand which positively contributes to strategy implementation. Senior management sometimes bypasses middle management, and directly obtains information from and gives orders to the lower level employees, causing ineffective communication lines in the implementation team. On the contrary, Radomska (2014) in his study on the role of managers in effective strategy implementation observed that, adequate actions taken by managers were much more important than their competencies, meaning that their skill may matter less in the

decisions they make in the process of strategy implementations. According to him, the strategic awareness that manifests itself by the assignment of tasks and decision-making power is more important than their knowledge and additional skills. However, Bagire and Narmada (2013) in their study on Managerial Skills, Financial Capability and Strategic Planning in Organizations agree that managerial skills have significant relationship with the planning and executions of strategic plans in the organizations. The findings confirmed that organizations were involved in significant level of strategic planning.

Additionally, this causes a situation in which conflicts are avoided and value-adding discussions on decision-making are lost. Instead, they create vague strategic objectives which do not provide effective direction for implementation. Although managers play a key role in strategy formulation and implementation, their skills in the management process have not been adequately addressed in relation to organizational capabilities that influence strategy implementation. Their interpersonal and leadership abilities are crucial to the achievement of organization strategic objectives. This study is set to determine the influence of managerial skills as capabilities that affect strategy implementation. Management capabilities should be unique to an organization; they should be fluent in communicating the strategic vision to the whole organization, giving the stakeholders the own it and to develop a beneficial organization environment relationship (Vyas 2012). The overall goal of business-level strategy is to protect the company's position in its current domain and, if possible, enlarge the domain in which the company can operate with a competitive advantage. The business-level strategy includes decisions about which of the main types of organizational structure namely; functional, divisional or matrix, is best suited for successful execution of the company's operational activities in each of its target markets. Implementation stage is the process where we see a shift in responsibility, from the strategic level down to divisional or functional managers (Osman, 2017).

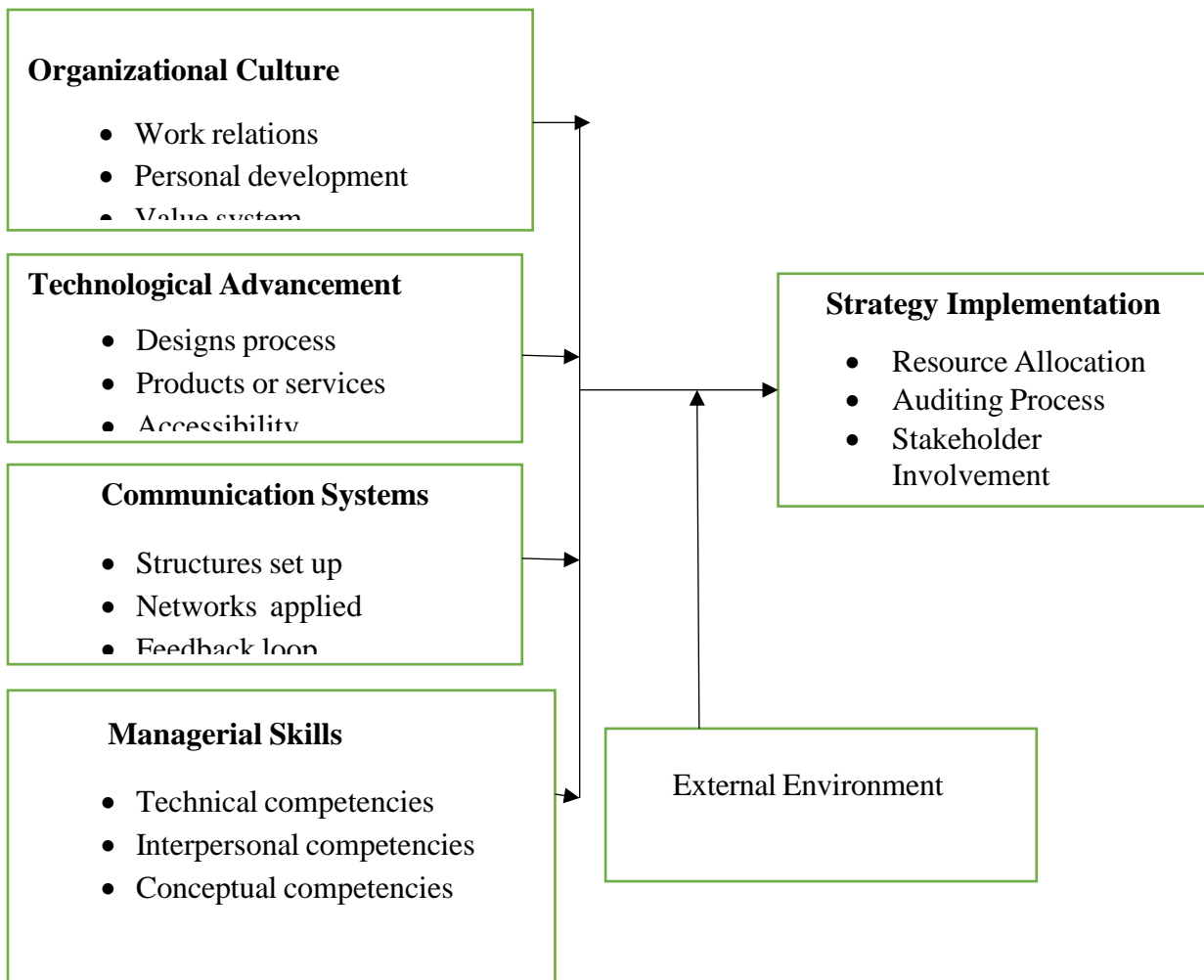
Effective implementation calls for unique, creative skills including leadership, precision, and attention to detail, breaking down complexity into digestible tasks and activities and communicating in clear and concise ways throughout the organization and to all its stakeholders (Thompson, Strickland & Gambler 2008). Management capabilities are vital in strategy implementation because they are likely to determine employees' effective participation in the implementation process at every level. Therefore, managerial capability is necessary in the strategy planning and implementation

process before the evaluation stage.

## 2.4 Conceptual Framework

Conceptual framework is the illustration of the variables to be measured in the study. The study has identified the organizational capabilities in the following categories: organizational culture, technological advancement, communication systems and managerial skills as independent variables. The dependent variable is strategy implementation influenced by organizational capabilities. External environment that has political, economic and social dynamics interfering with the implementation process, therefore becoming an intervening variable of the study as presented below.

**Independent Variables                      Moderating Variable      Dependent Variable**



In the conceptual; framework above the organizational culture will be expected to influence the strategy implementation of the firms in the real estate sector. Organizational culture will be indicated by work relations, personal development and the value system adopted in the organization. Technological Advancement will also be expected to influence the strategy implementation in the firms and this will be indicated by the designs process, products or services as well as the accessibility of those services by the clients. Communication Systems adopted by the firms will be expected to influence the implementation of strategy and this will be indicated by the structures set up, networks applied and the feedback loop. Finally, the managerial skills will be expected to influence the strategy implementation in the firm and will be indicated by technical competencies, interpersonal competencies and conceptual competencies

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter explains in details how the research on the influence of organizational capabilities on strategy implementation in real estate companies in Kenya was conducted. The chapter discusses the methodology to be used in the study. It gives a brief description of research design, study population, sample size and sampling techniques, research instruments, data collection procedure, analysis and presentation methods and a summary.

#### **3.2 Research Design**

According to Coopers and Schindler (2003) descriptive design is appropriate for the study where the objective is to provide comparative description of the population and cases where researcher wishes to discover association among different variables. It involves collecting primary data by interviewing respondents and administering questionnaires to a sample of individuals. The researcher used descriptive research involving a case study as a research design because of convenience and effective with available resources. This will support the study to explain the current situation in the implementation strategy influenced by organizational capabilities.

#### **3.3 Target Population**

Cooper and Schindler (2003) define population as a group of people or objects similar in one or more ways and who/which form the subject of the study in a particular research. Target population is a group of individuals, items or objects from which a sample is taken for desired measurement to be conducted as a way of inferring on the larger population from the small selected sample (Kombo & Tromp, 2006). The target population in this study comprises 234 individuals working for the 78 companies (Appendix III). They include senior staff, middle managers and junior staff. The target population to be distributed in all three categories; the employees are categorized according to their cadre as in the table below.

**Table 3.1 Target Population**

<b>Category</b>	<b>Population</b>	<b>Percentage</b>
Senior managers	78	33.33
Middle manager	78	33.33
Junior staff	78	33.33
<b>TOTAL</b>	<b>234</b>	<b>99.99</b>

### **3.4 Sample and Sampling Procedure**

Sampling is the process of selecting a number of individuals from a population of concern in a way that allows the selected group to effectively represent the characteristics of the entire group (Kombo and Tromp, 2006). According to Saunders, Lewis and Thornhill, (2009) a sampling frame is a complete list of all the cases in the population from which the sample can be drawn. In the case of random sampling every unit within the sampling frame stands an equal chance of being selected and included in the sample. For this study, the sample frame is obtained from the County's department of Public Works, Buildings and Maintenance. There are 78 active registered real estate companies operating within Nakuru County.

For a researcher to draw conclusions from a representative sample of a population, Cooper & Schindler (2003) recommends that both probability and non-probability sampling can be used. For this study non-probabilistic sampling was used to create a sample that is dependent on the personal judgments of the researcher and sample elements were selected depending on the required information. For this study a purposive/purposeful sampling technique were used to select respondents. This technique was used since it allows the researcher to only pick respondent with the required characteristics (Macmillan & Schumacher, 2001). Therefore, the cases to be selected were picked based on their ability to provide the required information with respect to the objectives of the study (Kombo & Tromp, 2006). A sample size is the number of units or persons in a population to be studied (Saunders, Lewis, & Thornbill, 2003). However, they further suggest that if the population is less than 10000, then the sample size can be adjusted, without affecting accuracy. The formula below provided by Yamane (2009) was used to calculate the sample size

$n = N / \{1 + N(e)^2\}$  Where; n is the sample size,

N= Population size,

e=error limit/margin (level of precision) at 95% level of confidence.

Hence,  $n = 234 / \{1 + 234(0.1)^2\} = 1 + 800(0.01)^2 = 70.059$

Therefore, the sample size n=70 respondents.

This gives 70 respondents as the adjusted minimum sample size. Out of the 234 individuals, a sample of 70 is targeted through stratified random sampling after creating strata based on position and this allows an all-inclusive representation of different sub groups in the sample (Mugenda and Mugenda, 2003). The study is targeting to collect data from different clusters of workers. The population was divided into a more homogenous sub groups. From each stratum a proportional sample is drawn randomly.

**Table 3.2 Sample Size**

Category	Population	Sample	Percentage
Senior Managers	78	24	14.29
Middle Managers	78	23	28.57
Junior Staff	78	23	57.14
<b>Total</b>	<b>234</b>	<b>70</b>	<b>100</b>

### 3.5 Research Instruments

The researcher acknowledges the various options available as data collection methods, each with its advantages and disadvantages. This study uses primary data collection methods. The study was employ questionnaire which is deemed the best method of collecting the data required for this kind of research (Saunders, 2003). A questionnaire is a research instrument consisting of a series of questions and prompts for gathering information from respondents. The study was use self-administered questionnaire instrument collect primary data. Questionnaire is used because it has advantages over other types of research instruments in that it is easier to administer. Senior managers, middle managers and junior staff/implementing officers were selected to implement the questionnaires. The questionnaire contained both open and close ended questions aimed at giving respondent an

opportunity to choose from listed alternatives and offer their opinions. The structured questions and a Likert scale was also be used to collect data for the study. This is distributed to the targeted respondents after they have agreed to participate in the study. Questionnaires were pre-tested before it is given to the respondents.

### **3.6 Data Collection Procedures**

The data collection process commenced once a letter of authorization was issued from the Laikipia University, Graduate School (Appendix II). The study also sought authority from the respective firm to collect data from their employees. Data was collected using a self- administered questionnaire where the questionnaire were left with the respondents and picked later. Before embarking on data collection, a pilot study was carried out to pretest the instruments. The pretesting was carried out on respondents and any questions found to be interpreted differently during the pre-testing was rephrased so that they could have the desired meaning to all respondents. The pilot study aimed at establishing how easy the questions are understood, how long it was to take to complete the questionnaire as well as collect criticism on any other aspect of the questionnaire. This was done in order to ensure questionnaires meet set objectives and assess the clarity of items, ensure validity and reliability of the instruments and effectiveness of the instrument before administering it.

A refined questionnaire was then sent out. A cover letter will be attached to the questionnaire to state the objective of the study, seek cooperation of the respondents as well as to ensure various guidelines are met. Each respondent will be given two weeks to complete them upon which a follow up telephone calls was made to ensure timely completion of the questionnaires. The questionnaires for the study were administered through the help of research assistants who are trained for data collection before going to the field. Each of the assistant was required to be a university graduate with experience in data collection and who could work under minimal supervision. To ensure data integrity, the researcher conducted a call backs to the respondents and made random visits to the field as data collection is ongoing.

#### **3.6.1 Reliability of Instrument**

Mugenda and Mugenda (1999) define reliability as a measure of the degree to which a research instrument yields similar results after repeated trials. Reliability is the extent to which a result is consistent over time and accurate representation of the total population under study. The study used

two real estate firms in Nairobi County for the pilot study. The study used Cronbach's Alpha test to test for reliability, coefficient of + 0.7 will be acceptable for the study.

### **3.6.2 Validity of Instrument**

Validity refers to the meaningfulness and accuracy of the inferences made by a study based on data collected and research findings, and the ability of a research instrument to measure what it's designed to measure (Kumar, 2009). To establish the validity of the research instrument, the study sought opinions of experts in the field of study. This facilitates revision and modification of the concepts and constructs in the study. This enabled the study to be familiar with research and its administration procedure as well as in identifying items that required modification. To ensure content validity, the tools were presented to professionals including the supervisor who were requested to evaluate.

### **3.8 Data Analysis and Presentation**

Prior to the regression analysis, the collected data was subjected to several diagnostic tests. According to Field (2009), This process will ensure the accuracy of the results as well as the absence of any bias. As a results the study undertook the normalcy, linearity, Multicollinearity and heteroscedasticity among others tests were conducted.

Homoscedacity is the assumption that all of the many groups being compared have similar or comparable variances. This was tested using Lavene's test and equality of variance between variables as used by Novikov and Novikov (2013) where by a p-value of 0.05 was used to either accept the null hypothesis where the p-value was greater than 0.05, indicating that the variance of the error term was constant, or rejected where the p-value was less than 0.05. (Novikov & Novikov, 2013).

The study also used the Kolmogorov-Smirnov test was used to test for normalcy in the data According to Fisher (2010) the variabes with a p-values of less than 0.05 are considered abnormal and going against the assumption. The scatterplots were used to test the linearity of two continuous variables. For regression models to be applied the connnection of the variables should be linear.

The analysis of the Variance Inflation Factor (VIF) which is used in multiple regressions to indicate the presence of multicollinearity was also conducted. According to Dennis (2011), this is a factor by which the variance of a particular partial regression coefficient increases as a result of a given variable's extent of correlation with other variables in the model. A VIF of greater than 4.0 was used to indicate the presence of multicollinearity as recommended by Garson (2012).

The completed questionnaires were edited for completeness and consistency. The data was then coded to enable the responses to be put into various categories. The study analyzed data using descriptive statistics for quantitative data through frequency tables, percentages and measure of central tendency and measure of dispersion. Inferential statistics was used to analyze population parameters using estimation or level of significance. Data analysis was done using Statistic Package for Social Science (SPSS), version 26.0. Quantitative reports through tabulations and percentages were generated using Statistical Package for Social Sciences. The regression model shows the following relationship;

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

Where:

Y =strategy implementation  $\beta_0$ =constant

$X_1$  = organizational culture,  $X_2$ = technological progress,  $X_3$ =internal communication,  $X_4$ = managerial skills and  $\varepsilon$  = error term.

### **3.9 Ethical Consideration**

The research of Yin (2009) established that a researcher must strike a balance between the pursuit of knowledge, the rights of Research participants, and the rights of other members of society. There should also be a compromise between the potential benefits of the research conclusion and its potential drawbacks, such as loss of respect, privacy, self-esteem, or self-governed freedom. Ethical considerations must be considered during the business research process (Aila & Ombok, 2015). When doing social research, care must be taken to ensure that the research participants are not damaged, whether by physical harm, psychological abuse, stress-related harm, loss of self-esteem, or legal peril.

Waweru, Onyuma and Murumba (2021) opined that informed consent, confidentiality, objectivity, and honesty in data handling and storage are all issues of research ethics that a researcher should observe in a Research. To ensure adherence to informed consent, participants were asked to sign a consent form or provide verbal consent before taking part in the research. The researcher followed ethical guidelines, including an ethics review process, to ensure that all procedures were fair and unbiased for everyone involved. The research was carried out while conforming to strict ethical requirements. The principle of informed consent requires that research participants be fully aware that they are participating in the research and what the research expects of them. Every participant in the research should participate voluntarily and without pressure, incentive, or fraud, and they should be able to opt out of the research if they so wish (Waweru, Onyuma & Murumba, 2021). The research ensured that there was no risk or harm to the participants involved and that there was informed consent from the participants.

Confidentiality requires that the information gathered be handled privately and not publicly disclosed (Kaiser, 2012). Considering the sensitivity of the data involved the identification of research participants and their organizations would be an ethical concern. According to Duncan, Elliot and Salazar-González (2011), confidentiality refers to maintaining secrets by not identifying respondents' cultural or ethnic perspectives, abstaining from referring to them by name or disclosing any other sensitive information about them. This was accomplished by developing, delivering, and assessing questionnaires in a way that ensures no sensitive personal information is gathered. In terms of objectivity and honesty, all data came from reliable sources. All information that was collected through participants was reported accurately as obtained, with no misrepresentation or alteration by the researcher (Waweru, Onyuma & Murumba, 2021). Respondents were requested to actively participate in the research and give the necessary data. However, if any respondents declined to participate in this research, others selected from the same sample population replaced them. The researcher also recognized the writings of all other authors mentioned and referenced in any part of the research thesis. Throughout the research process, the researcher offered high standards of objectivity during analysis and discussion.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.1 Introduction

This chapter analyzed, presented and interpreted the data obtained from the field. The descriptive and inferential statistics were analyzed and presented according to the set objectives of the study.

#### 4.1 Response Rate

The study targeted a sample of 70 respondents, however as shown in Table 4.1, the study received responses from 67 respondents. Thereby giving a response rate of 96%. According to Best & Khan, (2006) a response rate of 50% is considered adequate, 60% good and above 70% very good. Therefore, in view of this, the response rate was considered very good and exceeded the threshold postulated by Best and Khan. On the basis of this, the researcher went ahead to analyze data as presented in the following sections.

**Table 4.1 Response Rate**

<b>Category</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Response	67	96
Non response	3	4
<b>Total</b>	<b>70</b>	<b>100</b>

(Source: Data Analysis, 2025).

#### 4.2 Reliability Test Results

For reliability purpose a pilot study was conducted using two real estate firms in Nairobi County and the results subjected to Cronbach's alpha test of internal consistency. As shown in Table 4.2, the Cronbach's Alpha scores for all the questionnaire items were at least 0.7 and therefore the instrument items were deemed internally consistent and passed the reliability test. The individual alpha coefficients for each variable were organizational culture recorded a score of 0.7564, technological progress with 0.7895, internal communication with 0.8654, managerial skills with an alpha score of 0.8548. The strategy Implementation with a score of 0.7943. Therefore, the research

instrument met the threshold of reliability since according to Orodho, (2005), a score of at least 0.7 is regarded reliable.

**Table 4.2 Reliability Test Results**

<b>Variable</b>	<b>Number of items</b>	<b>Cronbach’s Alpha Coefficient</b>
Organizational Culture	6	0.7564
Technological advancement	6	0.7895
Internal Communication	6	0.8654
Managerial Skills	6	0.8548
Strategy Implementation	7	0.7943

(Source: Data Analysis, 2025).

### **4.3 Background Information**

The study first analyzed the important background information related to the study which included the respondents’ gender, their position at work, highest level of education and the number of years of work experience. This included the following;

#### **4.3.1 Gender of the Respondents’**

The study sought to establish the dominant gender among the employees working for the real estate companies in Nakuru County. From the information presented in Table 4.3, the majority of the employees were females constituting 53.7% of the total and male employees who formed 46.3% of the total. This finding implies that there is gender parity in employment among the real estate companies because no gender exceeds the mandatory three-quarter gender rule as envisaged in the constitution of Kenya 2010.

**Table 4.3 Gender of the Respondents**

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<b>Gender</b>	<b>Frequency</b>	<b>Percent</b>
Male	31	46.3
Female	36	53.7
<b>Total</b>	<b>67</b>	<b>100.0</b>

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(Source: Data Analysis, 2025).

#### **4.3.2 Position at Work**

The second demographic aspect which the study sought to establish was the employee distribution among the managerial positions and from Table 4.4 junior level managers constituted the majority at 58.2%, middle level managers were second at 28.4% and senior managers comprised 14.45 of the total number of respondents.

**Table 4.4 Position at Work**

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<b>Category</b>	<b>Frequency</b>	<b>Percent</b>
Senior Manager	9	14.4
Middle Level Manager	19	28.4
Junior level Manager	39	58.2
<b>Total</b>	<b>67</b>	<b>100.0</b>

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(Source: Data Analysis, 2025).

#### **4.3.3 Highest Level of Education**

In this study, it was necessary to establish the level of education of the respondents so as to determine whether the real estate employees involved in the study had sufficient academic knowledge to provide valid responses on the topic of study. From the information presented in Table 4.5, the majority of the

respondents at 44.8% had up to college level of education, 38.8% up to university level, 16.4% up to secondary level and nobody had only primary level of education. Therefore, from the distribution, the respondents had sufficient level of education and were presumed to provide valid responses.

**Table 4.5 Highest Level of Education**

Level of Education	Frequency	Percent
Secondary	11	16.4
College	30	44.8
University	26	38.8
Total	67	100.0

(Source: Data Analysis, 2025).

#### **4.3.4 Years of Work Experience**

Years of experience was an important aspect in this study because it provided a highlight on the respondents' understanding of the real estate industry and being able to give the patterns and dynamics in the industry out of their work experience. From the information presented in Table 4.6, the majority of the respondents at 41.8% had worked in the real estate industry for 6-10 years, 26.9% had worked for less than 1 year, 19.4% had worked for 1-5 years and 11.9% had worked for over 10 years. From the distribution, the majority of the respondents had worked for over 5 years cumulatively and therefore had sufficient knowledge and experience in the sector hence the responses were presumed to be valid and reflecting a true picture of happenings in the real estate industry in Nakuru County, Kenya.

**Table 4.6 Years of Work Experience**

<b>Years of Experience</b>	<b>Frequency</b>	<b>Percent</b>
Less 1 Year	18	26.9
1-5 years	13	19.4
6-10 years	28	41.8
Over 10 Years	8	11.9
<b>Total</b>	<b>67</b>	<b>100.0</b>

(Source: Data Analysis, 2025).

#### **4.4 Descriptive Results**

The study performed a descriptive analysis of the responses and obtained the percentage number of responses for each item, the mean and standard deviation. The following section presents the findings of the descriptive analysis in line with the study objectives.

##### **4.4.1 Influence of Organizational Cultures on Strategy Implementation**

The first objective of the study was to examine the influence of organizational culture on strategy implementation in real estate companies in Nakuru County, Kenya. From the responses analyzed and presented in Table 4.7, the respondents were asked to state whether workers are united in exercising their duties and responsibilities. The majority of the respondents at 64.7% agreed, 20.4% strongly agreed, 8% strongly disagreed, 5.4% disagreed and only 1.5% were neutral with the statement. The item mean was 3.095 and standard deviation of 1.907. This finding corroborates with Marginson (2002) who stated that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision making or as a result of complete coalitional involvement of implementation staff through strong corporate culture.

On whether duties and responsibilities were exercised through a common approach, 65% of the respondents agreed so, 22% strongly agreed, 7% strongly disagreed and only 4% disagreed with the statement. With a mean of 2.975 and standard deviation of 0.963. Therefore, the tasks and responsibilities were shared in a manner which Hill et al., (2009) described as facilitating the

achievement of the strategic and organizational objectives, organizational structure coordinates and integrates the tasks executed by all employees in the organization, employees at all levels, and across all divisions and functions. Further, on whether workers were in agreement in the way the work was shared out, 49.3% agreed with the statement, 32.4% strongly agreed, 9.4% disagreed, 4.9% were neutral and 4% strongly disagreed with the statement. Again it was established that workers were self-motivated to meet their work objectives as indicated by 64.2% of the respondents who agreed, 22.4% strongly agreed, 10.4% however, 10.4% disagreed and 3% strongly disagreed with the statement. The mean was 3.286 with a standard deviation of 1.944. This finding corroborates with Mutai (2015) who established that a stable culture, one that will systematically support strategy implementation, enhances a culture of partnership, unity, teamwork and self-motivation and cooperation among employees.

Finally, the study established that workers have respect to duties and responsibilities as shown by 50.8% of the respondents who agreed, 41.8% strongly agreed with the statement. Only 4.4% disagreed and 3% strongly with a mean of 3.824 with a standard deviation of 0.897. Further as to whether workers appreciated authority and leadership of the company, 47.8% of the respondents agreed, 38.8% strongly agreed. On the other hand, 9% disagreed and 3% strongly disagreed with only 1.5% being neutral. The mean of 4.006 and standard deviation of 0.983 was realized. This finding implies that organizational culture significantly impacts strategy implementation by influencing how information is gathered, decisions are made, and strategies are executed, ultimately shaping an organization's ability to achieve its goals

**Table 4:7 Influence of Organizational Culture on Strategy Implementation**

**Key:** SD =Strongly Disagree =1, D = Disagree = 2, N=Neutral = 3, A =Agree = 4, SA =Strongly Agree = 5

Item	SD	D	N	A	SA	Mean	Std. Dev
	(%)	(%)	(%)	(%)	(%)		
Workers are united in exercising were duties and responsibilities	8	5.4	1.5	64.7	20.4	3.095	1.907
Duties and responsibilities are exercised through a common approach	7.0	4.0	0	65.0	22.0	3.165	1.867
Workers are in agreement in the way the work is shared out	4	9.4	4.9	49.3	32.4	2.975	0.963
Workers are self-motivated to meet their work objectives	3.0	10.4	0	64.2	22.4	3.286	1.944
Workers have respect to duties and responsibilities	3	4.4	0	50.8	41.8	3.824	0.897
Workers appreciate authority and leadership of the company	3	9	1.5	47.8	38.8	4.006	0.983

**(Source: Data Analysis, 2025).**

#### **4.4.2Influence of Technological Advancement on Strategy Implementation**

The second objective of the study was to assess the influence of technological progress on strategy implementation in real estate companies in Nakuru County, Kenya. To achieve ~~the~~ objective, the respondents were asked whether there is good communication process in the organization that support workers performance. The majority at 47.8% agreed, 38.8% strongly agreed, 9% disagreed and 3% strongly disagree with the statement. Only 1.5 were neutral with the statement. The mean was 2.647 with a standard deviation of 0.754. It was also established that that there was effective flow of information in helping workers as shown by 52.3% of the respondents who agreed with the statement,

35.8% strongly agreed. On the contrary, 7.5% disagreed with 4.5% strongly disagreeing. The mean was 2.733 and standard deviation was 0.89.

Another technological aspect which the study sought to establish was whether the flow of information supported the monitoring of worker's performance. The majority of the respondents at 49.3% agreed with the statement, 33.7% strongly agreed and those who disagreed strongly were 8%, while 7.5% disagreed only 1.5% were neutral. The mean was 2.994 and standard deviation of 1.329. Further, 71.6% of the respondents agreed that evaluation of workers performance was effective because there was proper communication, 16.4% strongly agreed with the statement. On the contrary, 8% disagreed while only 4% strongly disagreed. The mean was 4.657 with a standard deviation of 0.798. This finding was in agreement with Barney and Clark, (2007) who stated that technological capabilities such as internal relationships and technical capacity are enhanced by good flow of information.

On whether the customers were provide with sales and market information whenever it was needed, the majority of the respondents at 76.1% agreed so while 10.4% strongly agreed. On the contrary, 10.4% disagreed and 3% strongly. The mean was 4.003 with a standard deviation of 0.825. Also the study sought to determine whether the firm's performance in the market was good because of proper communication and 49.3% of the respondents agreed with the statement, 20.9% strongly agreed while 16.4% were neutral. Only 8% disagreed and 5.4% strongly disagreed. The mean was 3.463 and standard deviation of 1.456 was recorded implying that technological progress influences an organizations' strategy formulation as it enables better data analysis, fosters innovation, enhances communication, and boosts agility, allowing companies to adapt quickly to market changes and gain a competitive edge. This finding was in agreement with Ghobakhloo et al., (2006) who stated that advanced knowledge provides the firm short term capacity to complete with rival firms who have access to similar knowledge. Innovative knowledge enhances the competitive position of a firm compared to its rivals and the overall performance.

**Table 4.8 Influence of Technological Advancement on Strategy Implementation**

**Key:** SD =Strongly Disagree = 1, D = Disagree = 2, N=Neutral = 3, A =Agree = 4, SA =Strongly Agree = 5

Item	SD	D	N	A	SA	Mean	Std dev
	(%)	(%)	(%)	(%)	(%)		
There is good communication process in the organization that support workers performance	3	9	1.5	47.8	38.8	2.647	0.754
The flow of information is effective in helping workers in their work	4.5	7.5	0	52.3	35.8	2.733	0.890
The flow of information does support monitoring of workers performance	8	7.5	1.5	49.3	33.7	2.994	1.329
The evaluation of workers performance is effective because there is proper communication	4	8	0	71.6	16.4	4.657	0.798
Sales and market information is available for all customers at all times	3	10.4	0	76.1	10.4	4.003	0.825
Firm's performance in the market is good because of proper communication	5.4	8.0	16.4	49.3	20.9	3.463	1.456

(Source: Data Analysis, 2025).

#### 4.4.3 Influence of Internal Communication on Strategy Implementation

The third objective was to analyze the influence of internal communication strategy implementation in real estate companies in Nakuru County, Kenya. To achieve the objective, the respondents were asked whether there were effective departments managing organization affairs effectively and 58.2% agreed so, 11.9% agreed and 22.4% were neutral. Only 4.5% were in disagreement while 3% strongly disagreed. Also, on whether departments and sections in the company worked together without major

conflicts, 47.8% strongly agreed so, 38.8% agreed and only 6% were neutral. On the contrary, 4% strongly disagreed and 3.5% disagreed with that statement. The item mean was 2.957 with a standard deviation of 1.334. The findings also indicated that there was proper coordination of activities related to work performance as was shown by 47.8% of the respondents who strongly agreed, 38.8% agreed with the statement, 10.4% disagreed and only 3% strongly disagree with the statement.

To determine whether unity and chain of authority is well established in the company, the majority of the respondents at 68.7% agreed with the statement, 17.9% strongly. Those who disagreed with this statement were 7% and 6.4% who strongly disagreed. The mean was 3.008 with a standard deviation of 0.895. It was also established that there was adequate workers involvements in the management processes as evidenced by 65.7% of the respondents who agreed and 20.9% who strongly agreed. On the contrary 8% of the respondents strongly disagreed and 5.4% disagreed with the statement. The mean was 2.956 with a standard deviation of 0.900. Finally, it was established that the company's performance is as a result of good consultation in the management team since a majority of the respondents at 49.3% agreed so, 37.3% strongly agreed with only 1.4% being neutral. On the contrary, 9% disagreed and 3% strongly disagreed. This implies that a communication system is important in organizational strategy implementation because it ensures everyone is aligned, understands the goals, and can effectively contribute to the process, leading to better decision-making, implementation, and overall success. This finding agrees with Makori (2021) who established that Strategy implementation is about converting the strategic plan into actions and activities that guarantee the realization of organizational goals and vision which depends greatly on effective communication within the organization and with external stakeholders.

#### 4.4.4 Table 4.9 Influence of Internal Communication on Strategy Implementation

Item	SD	D	N	A	SA	Mean	Std dev
	(%)	(%)	(%)	(%)	(%)		
There are effective departments managing organization affairs effectively	3	4.5	22.4	58.2	11.9	3.586	1.436
Departments and sections in the company works together without major conflicts	4	3.5	6	38.8	47.8	2.957	1.334
There is proper coordination of activities related to work performance	3	10.4	0	38.8	47.8	3.443	1.574
The unity and chain of authority is well established in the company	6.4	7	0	68.7	17.9	3.008	0.895
There is adequate workers involvements in the management processes	8.0	5.4	0	65.7	20.9	2.956	0.900
The company's performance is as a result of good consultation in the management team	3	9.0	1.4	49.3	37.3	2.789	1.467

(Source: Data Analysis, 2025).

#### 4.4.5 Influence of Managerial Skill on Strategy Implementation

The study fourth objective was to evaluate the influence of managerial skills on strategy implementation in real estate companies in Nakuru County, Kenya and to evaluate that influence, the respondents were requested to indicate their level of agreement or disagreement with various constructs whose results are presented in Table 4.10. On whether most workers were equipped with hands-on skills to perform their duties, the majority of the respondents at 40.3% agreed with the statement, 10.4% strongly agreed and 22.9% were neutral. Those who disagreed with the statement were 23.9% and 3% strongly disagreed. The mean was 3.765 with a standard deviation of 1.309. It was further established that the duties that required hands-on skills were effectively carried out in the company as was shown by 61.2% of the respondent who agreed with the statement, 10.4% strongly agreed an 11.9% were neutral. Those who disagreed constituted 13.4% and 3% strongly disagreed. The mean was 3.563 and 1.277 standard deviation.

Again, it was established that workers were able to interact well among themselves with little or no conflicts as was indicated by 67.4% who agreed and 19.4% who strongly agreed with that statement. Those who disagreed were 10.4% of the sample while 3% strongly disagreed. The item mean was 3.78 with a standard deviation of 1.2. Further, the workers issues that affect work are well addressed in the company as was shown by 74.6% who agreed, 13.6% strongly agreed and those who disagreed formed 7.5% of the sample while 4.5% strongly disagreed. The mean was 3.2.97 with a standard deviation of 0.992. Finally, it was workers agreed to respect each other and those in authority as shown by 68.7% who agreed with the statement and 19.4% strongly agreed. Those who disagreed formed 6% of the total with a similar fraction strongly disagreed. The mean was 2.769 with a standard deviation of 0.897.

Further, workers interact freely with people in authority in the company as shown by 62.7% who agreed with the statement, 25.4% strongly agreed. On the contrary, 7.5% strongly disagreed and 4.5% disagreed that there was free interaction with people in authority with a mean of 2.8 and standard deviation of 1.486. This implies that strong managerial skills influence effective strategy formulation, enabling organizations to achieve goals, adapt to change, and maintain a competitive edge by fostering strategic alignment, driving innovation, and improving overall performance. The finding agrees with Ochola (2015) who noted that the concept and practice of management skills in the implementation of strategy has been embraced and various sectors because of its perceived contribution to organizational effectiveness in implementing strategies.

**Table 4:10 Influence of Managerial Skills on Strategy Implementation**

**Key:** SD =Strongly Disagree = 1, D = Disagree = 2, N=Neutral = 3, A =Agree = 4, SA =Strongly Agree = 5

Item	SD	D	N	A	SA	Mean	Std dev
	(%)	(%)	(%)	(%)	(%)		
Most workers are equipped with hands-on skills to perform their duties	3	23.9	22.4	40.3	10.4	3.765	1.309
Duties that require hands-on skills are effectively carried out in the company	3	13.4	11.9	61.2	10.4	3.563	1.277
Workers are able to interact well among themselves with little or no conflicts	3	10.4	0	67.4	19.4	3.780	1.200
Workers issues that affect work are well addressed in the company	4.5	7.5	0	74.6	13.6	3.297	0.992
Workers do agree and respect people with authority in the company	6	6	0	68.7	19.4	2.769	0.897
Workers interact freely with people in authority in the company	7.5	4.5	0	62.7	25.4	2.800	1.486

(Source: Data Analysis, 2025).

#### 4.4.6 Strategy Implementation in Real Estate Companies

The study dependent variable was strategy implementation and to assess how the strategy implementation process was being effected in real estate companies operating in Nakuru County, the respondents were asked to indicate their level of agreement or disagreement with the constructs shown in Table 4.11. On whether there were adequate resources to enable workers to meet objectives of the strategic plan, 58.2% of the respondents agreed so while 25.4% strongly agreed. Those who were neutral comprised 10.4% of the total. 3% disagreed and a similar percentage strongly disagreed. The mean was 2.687 and a standard deviation was 0.956. Also, the study found out that the workers access resources at the right time to carry out their duties. Those who agreed with that statement were 62.7%

and 25.4% strongly agreed. 9% disagreed and 3% stronglydisagreed.

The study further sought to establish whether right people were involved when addressing progress at work in the company and a vast majority of the respondents at 91% agreed that the right people were involved, 3% strongly agreed. Those who disagreed were 3% with a similar proportion strongly disagreeing. The mean was 3.958 with a standard deviation of 0.675. The customer also provided feedback on the services/ products offered by the company as was evidenced by 66% of the respondents who agreed with that statement, 28% strongly agreed. Only 6% strongly disagreed. The construct mean was 3.994 with 0.746 standard deviation. It was generally agreed among respondents that company reports and recommendations are factors determining future plans as was shown by 88.1% of the respondents who agreed with the statement, 3% strongly agreed. Those who had contrary views comprised 6% who disagreed and 3% who strongly disagreed with the statement. The construct mean was 2.987 and 0.897 standard deviation.

**4.4.7 Table 4.1 Strategy Implementation in Real Estate Companies**

Item	SD	D	N	A	SA	Mean	Std dev
	(%)	(%)	(%)	(%)	(%)		
There are adequate resources to enable workers to meet objectives of the strategic plan.	3	3	10.4	58.2	25.4	2.687	0.956
Workers do access resources at the right time to carry out their duties	3	9	0	62.7	25.4	2.956	0.997
The right people are involved when addressing progress at work in the company	3	3	0	91	3	3.958	0.675
Customers do provide feedback on the services/product offered by the company	6	0	0	66	28	3.994	0.746
There is regular check up on performance in the company	9	12	4	45	30	2.876	1.408
Company reports and recommendations are factors determining future plans	3	6	0	88.1	3	2.987	0.897

(Source: Data Analysis, 2025).

#### 4.5 Inferential Results

This section contains the inferential statistics which comprise the test for normality, and ANOVA and regression results.

##### 4.5.1 Test for Normality

Normality tests are a type of statistical hypothesis testing that determine if a dataset matches a normal distribution. These tests can be visual by use of normal Q-Q plot or statistical by application of Shapiro-Wilk test, Kolmogorov-Smirnov test. The results of these tests help determine the likelihood that the data come from a normally distributed population (Gertheiss & Oehrlein, 2011). In this study, the dependent and independent variables were tested for normality using the Kolmogorov-Smirnov as well as the Shapiro-Wilk test. The rule of thumb for testing normality of data is that if the p-value exceeds  $\alpha$ - value of 0.05 then the data is normal. The p-values for the independent variables,

organizational culture, technological advancement, internal communication systems and managerial skills strategy were 0.081, 0.075, 0.062 and 0.091 respectively while that of the dependent variable was 0.066 and were all above the threshold  $\alpha$ - value of 0.05. Again, using the Shapiro-Wilk criteria, all the p-values exceeded the threshold of 0.9 and the null hypothesis that the data is normally distributed is not rejected and were deemed normally distributed. Therefore, all the variable data were normal as shown in table 4.13.

**Table 4:13 Tests of Normality**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Organizational Culture	.081	66	.000	.921	66	.000
Technological Advancement	.075	66	.000	.905	66	.000
Internal Communication strategy	.062	66	.000	.962	66	.000
Managerial Skills Strategy	.091	66	.000	.960	66	.000
Strategy Implementation	.066	66	.000	.901	66	.000

#### 4.5.2 Linearity Test

Linearity test is important in data analysis using linear regression models, since it ensures that the relationship between variables is accurately represented, preventing biased predictions and incorrect inferences. Linear regression models assume a straight-line relationship between predictor and outcome variables. If this assumption is violated, predictions based on the model will be inaccurate, especially when extrapolating beyond the range of the data (Young, 2017). Linearity tests can be done using; scatter Plots, where visual inspection of scatter plots can reveal whether the relationship between variables appears linear or not, using residual Plots where plotting the residuals, the difference between actual and predicted values, against the predicted values can help identify patterns that suggest non-linearity and statistical tests which involve the analysis of variance (ANOVA) for the linear regression of k outcome observations for each level of the predictor variable, can be used to formally test for linearity (Gertheiss & Oehrlein, 2011).

This study tested for linearity using the analysis of variance for the linear regression as presented in table 4.14 where the p-values linearity between strategy implementation and organizational culture,

strategy implementation and technological advancement, strategy implementation and communication systems as well as between strategy implementation and managerial skills were all  $0.00 < 0.05$ . That implied significant linearity between the dependent and independent variables. Further, on testing the deviation from linearity, the p-values for strategy implementation and organizational culture, strategy implementation and technological advancement, strategy implementation and communication systems as well as between strategy implementation and managerial skills were 0.153, 0.053, 0.247 and 0.163 respectively. All these p-values exceeded the threshold of 0.05 implying that there was no significant deviation from linearity. This means that the mean of the response variables is a linear combination of the regression coefficients and the predictor variables.

**Table 4.14 ANOVA Table for Linearity**

			Sum of Squares	df	Mean Square	F	Sig.
Strategy Implementation * Organizational Culture	Between Groups	(Combined)	21.491	7	3.070	20.323	.000
		Linearity	14.586	1	14.586	96.548	.000
		Deviation from Linearity	6.906	6	1.151	7.618	.153
	Within Groups		8.913	59	.151		
	Total		30.405	66			
Strategy Implementation *Technological Advancement	Between Groups	(Combined)	23.804	9	2.645	22.838	.000
		Linearity	15.807	1	15.807	136.49	.000
		Deviation from Linearity	7.996	8	1.000	8.631	.053
	Within Groups		6.601	57	.116		
	Total		30.405	66			
Strategy Implementation *Communication Systems	Between Groups	(Combined)	23.263	6	3.877	32.571	.000
		Linearity	13.667	1	13.667	114.81	.000
		Deviation from Linearity	9.596	5	1.919	16.123	.247
	Within Groups		7.142	60	.119		
	Total		30.405	66			
Strategy Implementation * Managerial Skills	Between Groups	(Combined)	24.095	9	2.677	24.186	.000
		Linearity	12.283	1	12.283	110.96	.000
		Deviation from Linearity	11.812	8	1.477	13.339	.163
	Within Groups		6.310	57	.111		
	Total		30.405	66			

### 4.5.3 Test for Multicollinearity

According to Shrestha (2020), Multicollinearity test identifies and assesses the presence of strong correlations between independent variables in a regression model, which can lead to unstable and unreliable results. Multicollinearity occurs when two or more independent variables in a regression model are highly correlated with each other implying that the independent variables are not truly independent and can be predicted from each other. Multicollinearity is a statistical phenomenon that can complicate regression analysis by making it difficult to accurately determine the individual effects of each independent variable on the dependent variable (Young, 2017). In this study, multicollinearity was tested using Variance Inflation Factor (VIF). VIF identifies the correlation between independent variables and quantifies the strength of this correlation. The rule of thumb is that a VIF value exceeding 10 implies a high variance threshold meaning that the variable is redundant with the other variables and is highly multi-collinear (Shrestha, 2020). From the Multicollinearity table 4.15, the VIF values were all less than 10 implying that there was no significant Multicollinearity.

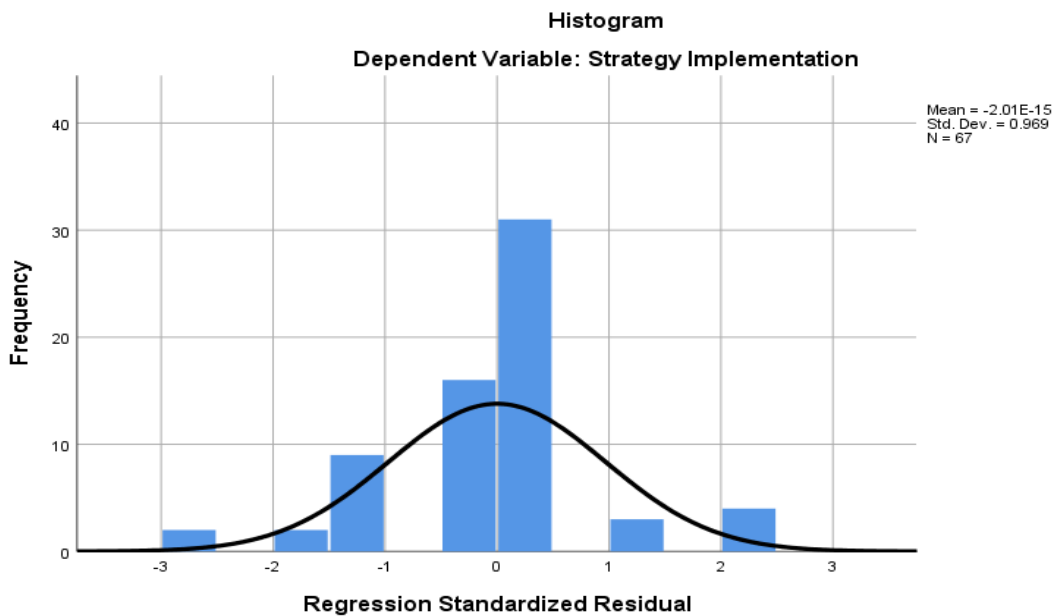
**Table 4.15 Multicollinearity Results**

Model	Coefficients					Collinearity Statistics	
	Unstandardized Coefficients		Standardized Coefficients		Sig.	Tolerance	VIF
	B	Std. Error	Beta	t			
1 (Constant)	1.653	.281		5.884	.000		
Organizational Culture	.056	.271	.080	.208	.836	.051	1.9512
Technological Advancement	.356	.354	.467	1.004	.319	.035	2.8481
Communication Systems	.082	.173	.109	.471	.639	.142	6.0043
Managerial Skills	.079	.166	.100	.474	.637	.170	5.8950

a. Dependent Variable: Strategy Implementation

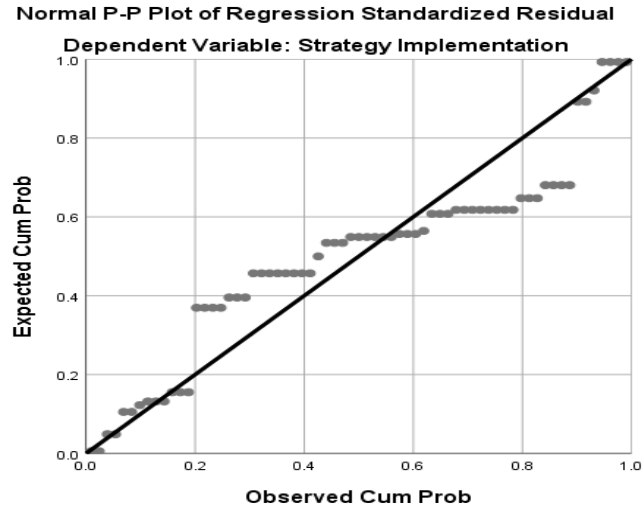
#### 4.5.4 Test for Heteroscedasticity

Heteroscedasticity occurs when the variance of the errors (residuals) in a model is not the same for all observations making the standard errors of the regression coefficients biased and leading to unreliable hypothesis tests (Frank, 2001). Heteroscedasticity test checks if the variance of errors (residuals) in a model is not constant across all observations, which violates a key assumption of linear regression models (Gertheiss & Oehrlein, 2011). In this study, heteroscedasticity test was done using the histogram, the P-P plot and the scatter plots. The histogram in figure 4.1 shows that the distribution of the error terms is approximately normally distributed. Hence the presence of homoscedasticity.



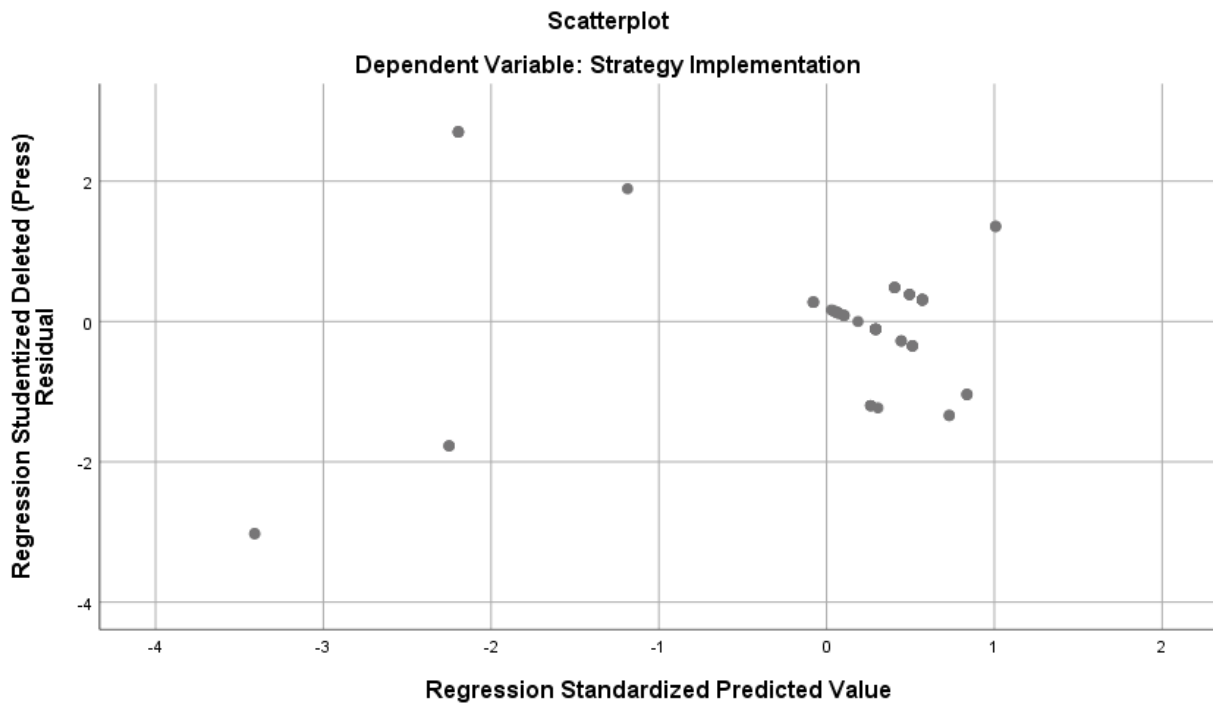
**Figure 4.1 Heteroscedasticity Test Histogram**

From the P-P plot, the data points tend to lie along the 45-degree line implying that the variables follow normal distribution. The observable deviations from the normal distribution line are insignificant. Therefore, the variable error terms are approximately normally distributed.



**Figure 4.2 Normal P-P Plot of Standardized Residuals**

From the scatter plot, there seems to be homoscedasticity because the data points tends to scatter closer to zero as the predicted value increases. This implies that the data was homoscedastic.



**Figure 4.3 Heteroscedasticity Test Scatter Plot**

From the histogram, Probability-Probability (P-P) plot and scatter plot above, it was concluded that the data was free from the problem of heteroscedasticity and complied with the assumptions of linear regression model.

#### 4.5.5 Regression Analysis for Organizational Culture and Strategy Implementation

The study sought to determine the influence of organizational culture on the strategy implementation among real estate companies in Nakuru County, Kenya and as indicated in table 4.14 the R value was 0.693, adjusted R square was 0.472 implying that 47.2% of the variations in the strategy implementation can be attributed to organizational culture. The remaining 52.8% of the variations in the strategy implementation can be attributed to other factors otherthan organizational culture.

**Table 4:14 Model Summary of Organizational Culture and Strategy Implementation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693	.480	.472	.493

The ANOVA table 4.15 indicates that the model fit is appropriate for this data since the p value is 0.000 and less than 0.05, F value is 59.933 which is significant at 0.000. Therefore, the model is significant in predicting the strategy implementation among real estate companies in Nakuru County, Kenya. The study therefore rejects the null hypothesis that there is no statistically significant influence of organizational culture on strategy implementation among real estate companies in Nakuru County, Kenya. The conclusion therefore is that, organizational culture has statistically significant influence on the strategy implementation. These results agree with the finding of Kyalo (2023) who undertook a study on organization culture and strategy implementation among the tour agencies in Kenya and found that culture of an organization played a critical role in strategy implementation and consequently realizations of organizational objectives and profits. Similarly, Omesa J, E, O., Gachunga H, G., Okibo B, W., & Ogutu M. (2019) found a a linear positive relationship between Clan culture and strategy implementation in a study on strategy implementation process of private universities in Kenya.

**Table 4:15 ANOVA for Organizational Culture and Strategy implementation**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	14.586	1	14.586	59.933	.000 <sup>b</sup>
Residual	15.819	65	.243		
Total	30.405	66			

The table 4.16 shows that there is a positive beta coefficient of 0.488 as indicated in the coefficient's matrix with a p-value= 0.00 and a constant of 1.978 with a p-value of 0.000 which is less than 0.05. Hence, both the constant and organizational culture contributes significantly to the model. The model can provide information needed to predict strategy implementation among real estate companies in Nakuru County, Kenya from organizational culture. The regression equation implies that a unit change in Organizational Culture leads to an increase of positive 0.204 units in strategy implementation and that in the absence of organizational culture, the performance will be positive 0.488.

**Table 4:16 Regression coefficients of the Relationship between Organizational Culture and Strategy Implementation**

Model	Unstandardized Coefficients		Beta	t	Sig.
	Standardized Coefficients	B			
1 (Constant)		1.978		7.712	.000
Organizational Culture		.488	.693	7.742	.000

a. Dependent Variable: Strategy Implementation

#### **4.5.6 Regression Analysis for Technological Advancement and Strategy Implementation**

The study sought to establish the influence of technological advancement on the strategy implementation among real estate companies in Nakuru County, Kenya. At a significance level of

0.05, The R value was 0.721, adjusted R square was 0.513 which implied that 51.3% of the variations in the strategy implementation was influenced by technological advancement while the remaining 48.7% of the variations in strategy implementation can be attribute to other factors other than technological advancement.

**Table 4:1 Model Summary for Technological advancement and Strategy Implementation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.721 <sup>a</sup>	.520	.513	.474

a. Predictors: (Constant), Technological Advancement

From the Analysis of Variance indicated in table 4.18, the model fit was appropriate for this data since  $p=0.000$  which is less than 0.05 and the F value was 70.386 significant at 0.000. Therefore, the study rejected the null hypothesis that technological advancement has no statistically significant influence on strategy implementation and conclude that indeed technological advancement have a statistically significant influence on the strategy implementation among real estate companies in Nakuru County, Kenya. These findings agree with those of Kihara, Bwisa, and Kihoro (2016) in their study on the role of technology in strategy implementation and performance of manufacturing small and medium firms in Thika, Kenya where they found a positive relationship between technology and implementation of strategy that leads to performance of SME. On the sale Mutua and Amenya (2024) found that information communication technology infrastructure as a key driver for effective and efficient strategic management processes. However, they noted that, organizations should carefully select the type of IT infrastructure, as inappropriate choices can introduce confusion and hinder the seamless flow of the strategic management process.

**Table 4:18 ANOVA for Technological Advancement and Strategy Implementation**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.807	1	15.807	70.386	.000 <sup>b</sup>
	Residual	14.598	65	.225		
	<b>Total</b>	<b>30.405</b>	<b>66</b>			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Technological Advancement

The table 4.19 shows that there is a positive beta coefficient of 0.186 as indicated in the coefficient's matrix with a p-value= 0.00 and a constant of 1.731 with a p-value of 0.000 which is less than 0.05. Hence, both the constant and technological advancement contribute significantly to the model. The model can provide information needed to predict strategy implementation among real estate companies in Nakuru County, Kenya from technological advancement. The regression equation implies that a unit change in technological advancement leads to an increase of positive 0.549 units in strategy implementation and that in the absence of technological advancement the performance will be positive 1.731.

**Table 4:19 Regression coefficients of the Relationship between Technological Advancement**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.731	.266		6.508	.000
Technological Advancement	.549	.065	.721	8.390	.000

a. Dependent Variable: Strategy Implementation

#### 4.5.7 Regression Analysis of Internal Communication and Strategy Implementation

The third objective was to establish the influence of internal communication on the strategy implementation among real estate companies in Nakuru County, Kenya. From the model summary

in table 4.20, the R value was 0.670, adjusted R square was 0.441, which implied that 44.1% of the variations in strategy implementation among real estate companies was influenced by internal Communication. The remaining 55.9% can be attributed to other factors which influence strategy implementation among real estate companies other than internal Communication.

**Table 4:20 Model Summary for Internal Communication and Strategy Implementation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.670 <sup>a</sup>	.449	.441	.507

a. Predictors: (Constant), Communication Systems

The Analysis of Variance shown in Table 4.21 reveals that at significance level of 0.05 the model fit is also appropriate for this data since the p value does not exceed the threshold of 0.05, F value was 53.074 that was significant at 0.000 indicating a significant positive linear relationship between internal communication and strategy implementation among real estate companies in Nakuru County, Kenya. Therefore, the study rejected the null hypothesis that internal Communication has no statistically significant influence on strategy implementation among real estate companies and concluded that internal communication has statistically significant influence on the strategy implementation.

These results were in line with those of Ishaq, Simba and Ahmed (2018) in their study on the effect of Communication on Strategy Implementation in the Administration Police Service in Lamu County, Kenya found that communication had a positive and significant effect on Strategic implementation. In addition, the results were similar with the finding of Kimani (2024), who found internal communication to be critical in enhancing engagement and organizational success. However the results disagreed with Mapetere (2021) who undertook a study on the impact of communication design on strategy implementation success in Zimbabwe and found horizontal, upward, downward and diagonal communication as ineffective in during strategy implementation.

**Table 4.21 ANOVA for Internal Communication and strategy implementation**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.667	1	13.667	53.074	.000 <sup>b</sup>
Residual	16.738	65	.258		
<b>Total</b>	<b>30.405</b>	<b>66</b>			

The table 4.22 shows that there is a positive beta coefficient of 0.502 as indicated in the coefficient's matrix with a p-value= 0.00 and a constant of 1.902 with a p-value of 0.000 which is less than 0.05. Hence, both the constant and internal communication contribute significantly to the model. Further, the model can provide information needed to predict strategy implementation among real estate companies in Nakuru County, Kenya from internal communication. The regression equation implies that a unit change in internal communication leads to an increase of positive 0.502 units in strategy implementation and that in the absence of internal communication, the performance will be positive 1.902.

**Table 4:22 Regression coefficients of Internal Communication and StrategyImplementation**

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	1.902	.282			6.738	.000
Communication Systems	.502	.069	.670		7.285	.000

a. Dependent Variable: Strategy Implementation

#### 4.5.8 Regression Analysis of Managerial Skills and Strategy Implementation

The fourth objective of the study was to determine the influence of managerial skills on the strategy implementation among real estate companies in Nakuru County, Kenya. The findings from the model summary in table 4.23 indicated that the R value was 0.636, adjusted R square value was 0.395 which implied that 39.5% of the variations in Strategy implementation among real estate companies can be attributed to the managerial skills. Since there are other factors that influence the strategy implementation among real estate companies other than the managerial skills, the remaining 60.5%

can be attributed to those factors.

**Table 4.23 Model Summary for Managerial Skills and Strategy implementation**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.636 <sup>a</sup>	.404	.395	.528

a. Predictors: (Constant), Managerial Skills

The Analysis of Variance shown in Table 4.24 reveals that at significance level of 0.05 the model fit is also appropriate for this data since the p value does not exceed the threshold of 0.05, F value was 44.055 that was significant at 0.000 indicating a significant positive linear relationship between managerial skills and strategy implementation among real estate companies in Nakuru County, Kenya. The study therefore rejected the null hypothesis that managerial skills has no statistically significant influence on the strategy implementation among real estate companies in Nakuru County, Kenya and concluded that indeed managerial skills has a statistically significant influence on the strategy implementation. The findings of Gachie, Njuguna and Gakobo (2024) depict a similar observation, in their study the influence of managerial skills on implementation of strategic plans at NHIF, Kenya, they found the execution of strategic plans in NHIF to be having a positively and significantly impacted by managerial skills in those institutions. Similarly, Khalilov (2025) established in his study that, organizations that integrate strong leadership with sound management practices and skills achieve higher efficiency, competitive advantage, and resilience in a rapidly evolving business environment.

Further, Varelas, Marjanovic and Orville, (2023) assert that organizations that invest in developing and promoting strategic leadership and managerial skills are more likely to succeed in implementing their strategies and achieving their goals and helps in making better informed decisions. On the contrary, Radomska (2014) in his study on the role of managers in effective strategy implementation observed that , adequate actions taken by managers were much more important than their competencies, meaning that their skill may matter less in the decisions they make in the process of strategy implementations. However, Bagire and Namada (2013) in their study on Managerial Skills,

Financial Capability and Strategic Planning in Organizations agree that managerial skills have significant relationship with the planning and executions of strategic plans in the organizations.

**Table 4.24 ANOVA for Managerial Skills and Strategy Implementation**

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	12.283	1	12.283	44.055	.000 <sup>b</sup>
Residual	18.122	65	.279		
<b>Total</b>	<b>30.405</b>	<b>66</b>			

The regression results shown in table 4.25 indicates that the constant is 2.033 while the beta coefficient is 0.498 with a p-value= 0.00. Hence, both the constant and managerial skills contribute significantly to the model and can provide information needed to predict strategy implementation among real estate companies in Nakuru County, Kenya from managerial skills. The regression equation implies that a unit change in managerial skills leads to a positive change of 0.498 in strategy implementation among real estate companies in Nakuru County, Kenya and that in the absence of managerial skills, strategy implementation will still exist at 2.033 units.

**Table 4:25 Regression coefficient of Managerial Skills and Strategy implementation**

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.033	.290		7.014	.000
Managerial Skills	.498	.075	.636	6.637	.000

a. Dependent Variable: Strategy Implementation

#### **4.5.9 Influence of Strategy Implementation on SI**

To determine the joint influence of the independent variables jointly on strategy, the R-value as recorded in Table 4.26 was 0.727 and adjusted R-square value was 0.498 which implies that 49.8% of the variations in strategy implementation among real estate companies can be explained by the organizational culture, technological advancements, internal communication system and managerial skills acting jointly. The remaining 50.2% can be attributed to other factor other than the four variables which were under investigation in this study.

**Table 4.26 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 <sup>a</sup>	.529	.498	.48066

a. Predictors: (Constant), Managerial Skills, Organizational Culture, Communication Systems, Technological Advancement

The analysis of variance in table 4.27 indicate that the model fit is significant with a p-value of 0.000 and less than 0.05, F=17.401 with 4 degrees of freedom. The model was significant at 0.000 and therefore the study rejected the null hypothesis that organizational culture, technological advancement, technology adoption and managerial skills (organizational capabilities) have no statistically significant influence on strategy implementation among real estate companies in Nakuru County, Kenya. The study concluded that organizational capability has significant and positive influence on strategy implementation among real estate companies in Nakuru County, Kenya, Kenya.

**Table 4.27 Analysis of Variance (ANOVA)**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.081	4	4.020	17.401	.000 <sup>b</sup>
	Residual	14.324	62	.231		
	<b>Total</b>	<b>30.405</b>	<b>66</b>			

The overall model shown in table 4.28 indicates that the constant is 1.653 while the beta coefficient were 0.056, 0.356, 0.082, 0.079 for organizational culture, technological advancement, Internal Communication and managerial skills respectively all of which were significant since their p-values are all less than 0.05. Hence, organizational culture, technological advancement, internal communication systems and managerial skills contribute significantly to the model. Therefore, if all the other factors such as organizational culture, technological advancement, internal communication and managerial skills were non-existent, strategy implementation will be positive 1.653.

**Table 4.28 Coefficients Matrix**

Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.653	.281		5.884	.000
Organizational Culture	.056	.271	.080	.208	.036
Technological Advancement	.356	.354	.467	1.004	.019
Communication Systems	.082	.173	.109	.471	.039
Managerial Skills	.079	.166	.100	.474	.007

a. Dependent Variable: Strategy Implementation

#### 4.5.10 Moderation Analysis

This study also sought to investigate the moderating influence of external environment on the relationship between organizational capabilities and strategy implementation in real estate companies. To test for this moderation, a hierarchical regression analysis was conducted. In doing so, the dependent variable (strategy implementation) was kept in raw form while the independent variables (organizational culture, technological advancement, communication systems and managerial skills) and the moderator (external environment) were mean centered and standardized. Mean centering of the predictors and the moderator reduces the risk of multi-collinearity (Chauhan et al., 2017). Further, the mean centered predictor variables and the moderator were multiplied to create the interaction terms. In addition, a series of multiple regression analysis was carried out by use of the mean centered predictor and moderator values against the dependent variable (hierarchical regression). After the hierarchical regression was done, step wise regression analysis was also conducted to determine the incremental contribution of each predictor variable on the variance in the predicted variable.

To investigate how external environment moderates the relationship between organizational capabilities and strategy implementation in real estate companies in Kenya, the interaction terms of the mean centered independent variables (organizational culture, technological advancement, communication systems and managerial skills) and the mean centered moderator (external environment) were entered in the regression model to obtain model 3. This entry caused an increase in

the  $R^2$  from .537 to .922. The findings indicated that external environment has a positive and significant moderating influence on the relationship between organizational capabilities and strategy implementation ( $r = 0.960$ ,  $R^2 = 0.922$ ,  $p=0.00<0.05$ ). This implies that, when moderated by external environment, the influence of organizational capabilities now accounts for 92.2% of the variations in strategy implementation with the model being significant at 5%.

Therefore, the hierarchical regression analysis results revealed that with the addition of interaction terms, the influence of organizational capabilities on strategy implementation was enhanced by external environment factors as a moderator. Therefore, the study results concluded that external environment significantly moderates the relationship between organizational capabilities and strategy implementation in real estate companies in Nakuru, Kenya.

**Table 4.29 Model Summary**

Model	R	$R^2$	Adjusted $R^2$	Std. Error of the Estimate	$R^2$ Change	Change Statistics				
						F Change	df 1	df2	Sig. F Change	Durbin-Watson
1	.727 <sup>a</sup>	.529	.498	.48066	.529	17.401	4	62	.000	
2	.733 <sup>b</sup>	.537	.499	.48028	.008	1.097	1	61	.299	
3	.960 <sup>c</sup>	.922	.910	.20410	.385	70.199	4	57	.000	1.935

From table 4.20, the p-values for the models 1, 2 and 3 were all 0.00 less than 0.05 implying that all the models were significant and applicable.

**Table 4.30 Analysis of variance**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	16.081	4	4.020	17.401	.000 <sup>b</sup>
Residual	14.324	62	.231		
Total	30.405	66			
2 Regression	16.334	5	3.267	14.162	.000 <sup>c</sup>
Residual	14.071	61	.231		
Total	30.405	66			
3 Regression	28.030	9	3.114	74.769	.000 <sup>d</sup>
Residual	2.374	57	.042		
Total	30.405	66			

a. Dependent Variable: Strategy Implementation

The findings from table 4.31 showed the results output of the unstandardized coefficients of a hierarchical regression analysis. All the p-values were 0.000 less than 0.05 implying that moderator had a significant influence on the relationship between organizational capabilities and strategy implementation in real estate companies. However, the coefficients absolute value increased significantly such that a unit change in Organizational Culture\*External Environment resulted in 2.713 units increase in strategy implementation up from 0.056 when there was no moderation. This implies that the presence of external environment factors enhances the influence of organizational culture on strategy implementation.

To establish the moderating influence of external environment on the relationship between technological advancement and strategy implementation, that is, Technological Advancement\*External Environment, the coefficient changed from 0.356 without moderation to negative 2.139. This implies that the moderator reverses the influence of technological factors on strategy implementation by 2.139 units. Similarly, communication systems influence on strategy implementation changed from +0.082 to -1.941 upon the introduction of the moderator. However, managerial skills influence on strategy implementation increased from 0.079 to 1.010 after the

introduction of the moderating variable. This study therefore conclude that external environment had a significant influence on the relationship between organizational capabilities and strategy implementation in real estate companies in Nakuru Kenya.

**Table 4.31 Hierarchical Multiple Regression Coefficients Table**

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
1 (Constant)	1.653	.281		5.884	.000
Organizational Culture	.056	.271	.080	.208	.836
Technological Advancement	.356	.354	.467	1.004	.319
Communication Systems	.082	.173	.109	.471	.639
Managerial Skills	.079	.166	.100	.474	.637
2 (Constant)	1.640	.281		5.839	.000
Organizational Culture	.596	.582	.846	1.024	.310
Technological Advancement	.186	.389	.244	.478	.635
Communication Systems	.111	.175	.149	.634	.528
Managerial Skills	.142	.176	.182	.806	.423
*External Environment	-.460	.440	-.650	-1.047	.299
3 (Constant)	-1.603	.338		-4.745	.000
Organizational Culture	-10.919	.872	-15.498	-12.52	.000
Technological Advancement	9.161	1.034	12.029	8.862	.000
Communication Systems	7.962	.546	10.644	14.571	.000
Managerial Skills	-4.209	.747	-5.376	-5.633	.000
External Environment	.798	.259	1.127	3.085	.003
Organizational Culture*External Environment)	2.713	.197	25.425	13.802	.000

Technological Advancement*External Environment	-2.139	.246	-18.481	-8.692	.000
Communication Systems*External Environment	-1.941	.133	-15.827	-	.000
				14.608	
Managerial Skills*External Environment	1.010	.174	7.678	5.803	.000

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## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The specific objectives of this study were to examine the influence of organizational culture on strategy implementation in real estate companies in Nakuru County, Kenya, assess the influence of technological advancement on strategy implementation in real estate companies in Nakuru County, Kenya, analyze the influence of internal communication strategy implementation in real estate companies in Nakuru County, Kenya and evaluate the influence of managerial skills strategy implementation in real estate companies in Nakuru County, Kenya. Therefore, this section gives the summary of findings for each objective, the conclusions on findings for each objective and recommendations from the findings.

#### **5.2 Summary of the Findings**

The study established that organizational culture has a significant positive influence on strategy implementation among real estate companies in Nakuru County, Kenya and explains 48% of the variations in strategy implementation. Further, the model fit is appropriate for this data since the p value is  $0.000 < 0.05$  which means that the model is significant in predicting the strategy implementation among real estate companies in Nakuru County, Kenya. The study therefore rejects the null hypothesis and concludes that organizational culture has a significant influence on strategy implementation among real estate companies in Nakuru County, Kenya.

The linear relationship between organizational culture and strategy implementation implies that a unit change in organizational culture leads to an increase of positive 0.488 units in strategy implementation and that in the absence of Organizational Culture, the performance will be positive 1.978.

The study established that technological advancement has a significant influence on the strategy implementation among real estate companies in Nakuru County, Kenya and from the R square value of 0.520 it implies that it can explain 52.0% of the variations in strategy implementation.

From the Analysis of Variance, the p-value= $0.000 < 0.05$ . Therefore, the null hypothesis is rejected implying that technological advancement has a statistically significant influence on strategy

implementation among real estate companies in Nakuru County, Kenya. From the regression model a unit change in technological advancement leads to an increase of positive 0.549 units in strategy implementation and that in the absence of technological advancement the performance will be positive 1.731.

The third objective was to establish the influence of internal communication on the strategy implementation among real estate companies in Nakuru County, Kenya and from the model summary, the R square value was 0.449, which implies that 44.9% of the variations in strategy implementation among real estate companies was influenced by internal Communication.

From the Analysis of Variance the p value does not exceed the threshold of 0.05, indicating a significant positive linear relationship between internal communication and strategy implementation among real estate companies in Nakuru County, Kenya. Since  $p=0.000 < 0.05$ , the null hypothesis was rejected. Therefore, internal Communication system has statistically significant influence on strategy implementation among real estate companies. The bivariate linear regression implies that a unit change in internal communication system leads to an increase of positive 0.502 units in strategy implementation and that in the absence of internal communication system, the performance will be positive 1.902.

Managerial skills explain 40.4% of the variations in strategy implementation among real estate companies in Nakuru County, Kenya as indicated that the R square value of 0.404. The Analysis of Variance shows that the p value does not exceed the threshold of 0.05, significant positive linear relationship between managerial skills and strategy implementation among real estate companies in Nakuru County, Kenya and that since  $p=0.000 < 0.05$  then the null hypothesis was rejected. Therefore, managerial skills have a statistically significant influence on the strategy implementation. The linear regression equation implies that a unit change in managerial skills leads to a positive change of 0.498 in strategy implementation among real estate companies in Nakuru County, Kenya and that in the absence of managerial skills, strategy implementation will still exist at 2.033 units.

From the multiple regression analysis, the joint R-square value was 0.529 which implies that 52.9% of the variations in strategy implementation among real estate companies can be explained by the organizational culture, technological advancements, internal communication system and managerial skills acting jointly.

From the analysis of the p-value of 0.000 and less than 0.05, implies that the model was significant and since  $p=0.000 < 0.05$ , the null hypothesis was rejected. Therefore, organizational culture, technological advancement, technology adoption and managerial skills (organizational capabilities) have statistically significant influence on strategy implementation among real estate companies in Nakuru County, Kenya. Therefore, if all the other factors such as organizational culture, technological advancement, internal communication and managerial skills were nonexistent, strategy implementation is positive 1.653.

### **5.3 Conclusions**

Based on the findings above, the study made the following conclusions; That organizational culture has significant influence on strategic implementation in real estate companies. Organizational culture provides support to the strategy and influences the success of strategy implementation because it results in the creation of a winning group characterized by commitment through a coalitional form of decision making or as a result of complete coalitional involvement of implementation staff through strong corporate culture.

Secondly, technology advancement has a significant influence on strategy formulation because it offers an integrated body of knowledge, ideas, and methods resulting from a variety of activities conducted in the pursuit of knowledge which promote strategy formulation and implementation. Further, technological advancement allows organizational IT skills to effectively implement the real estate company strategy.

From the findings, internal communication system is a key success factor within strategy implementation because it allows communication with employees concerning issues related to the strategy implementation. Therefore, management of real estate companies should inform all employees about the content, meaning of, and reasons for the new strategy and it involves the explanation of new tasks and responsibilities to the affected employees. The study further established that in the implementation process, communication should flow bottom-up to allow management to monitor the strategy implementation process and determine whether changes to the approach are needed.

Fourthly, managerial skills have a significant and positive influence on strategy implementation. Good managerial skills help real estate company managers make the new strategy successful, management incorporates all available experts to implement the new strategy including training managers in various managerial skills. This approach helps to deepen knowledge of the industry, the company, its processes, its culture, internal control, the risks the company is facing and much more. Moreover, a skilled manager possesses the necessary skills to add value during a strategy implementation; one is a good communicator, objective, curious, innovative, and critical in attitude.

#### **5.4 Recommendations**

Based on the conclusions from the findings, the study made the following recommendations.

For effective strategy implementation among the real estate companies, an organizational culture that results in the creation of a winning group characterized by commitment through a coalitional form of decision making or as a result of complete coalitional involvement of implementation staff through strong corporate culture should be emphasized.

Secondly, the real estate companies should promote technology advancement and offer an integrated body of knowledge, ideas, and methods which allow acquisition of organizational IT skills which can promote effective implementation of strategy and overcome the notion that even with the vast potential of the internet for strategic planning, many organizations had yet to effectively figure out how to harness and take advantage of such technology when it was first becoming available. Also, Leveraging a strategic technology approach will allow real estate companies to carve out a unique market position, streamline operations, manage risks robustly, utilize data effectively, enhance customer engagement, and prepare for future technological advancements through effective strategy implementation.

The companies should set up an internal communication system which allows communication with employees concerning issues related to the strategy implementation, inform all employees about the content, meaning of, and reasons for the new strategy and it involves the explanation of new tasks and responsibilities to the affected employees and ensure that communication flows from bottom-up to allow management to monitor the strategy implementation process and determine whether changes to the approach are needed.

The real estate companies should inculcate in their employees managerial skills that have an influence

on strategy implementation by training managers in various managerial skills which help to deepen knowledge of the industry, the company, its processes, its culture, internal control, the risks the company is facing skills which add value during a strategy implementation such as good communicator, objectivity, innovativeness and critical in attitude.

### **5.5 Suggestions for Further Studies**

The study recommends further studies to establish the influence of organizational capabilities on strategy implementation among companies not in real estate in Kenya to determine whether there is a significant disparity in the manner in which organizational culture, communication systems, managerial skills and technological progress influences strategy implementation in those companies.

Secondly, the study recommends further studies on influence of other organizational capability factors other than organizational culture, communication systems, managerial skills and technological progress on implementation of strategies in real estate companies so as to bring into understanding their contribution in strategic implementation and performance of companies.

Thirdly, the study recommends further studies on the influence of external environment factors on organizational fit on strategy implementation in real estate companies. The external environment was a moderating variable in this study and its worthy establishing how significant their influence on strategy implementation is when the factors are predictors.

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**APPENDIX I**  
**LETTER TO THE RESPONDENTS**

Dear Respondent,

**RE: RESEARCH PROJECT**

I am a postgraduate student studying Masters of Business Administration, Human Resource option, school of Business, Laikipia University. The purpose of the letter is to request you to fill in the questionnaire. Note that the information provided by you will be treated in strict confidence and no time will your name or that of the organization be referred directly. This information will be used strictly for academic purpose only.

Yours,



---

Judy Leah Gathoni Waihenya.

## APPENDIX II QUESTIONNAIRE

This questionnaire has been prepared for the purpose of this study. The information requested herein is needed for academic purpose only and will be treated with strict confidence. Kindly respond by [√] in the boxes provided or by writing a brief statement in the space provided

### SECTION A: Background of information

1. Gender

a) Male [            ]

b) Female [            ]

2.

Your position at work

i. Senior manager [            ]

ii. Middle manager [            ]

3. iii. Lower Level Manager [            ]

iv. General staff [            ]

1. Work experience

Less than one year [ ] 1-5 years [            ]

6-10 years [            ]

Over 10 years [            ]

### SECTION B: Organizational Culture and Strategy Implementation

Please indicate your level of agreement or disagreement in relation to the influence of organizational culture on strategy implementation in real estate companies in Nakuru County. This is applicable to employees of real estate companies only. Use the following scale (5) Strongly Agree (4) Agree (3) Neutral (2) Disagree (1) Strongly Disagree

		SA	A	N	D	SD
	Statement	5	4	3	2	1
i.	Workers are united in exercising their duties and responsibilities					
ii.	Duties and responsibilities are exercised through a common Approach					
iii.	Workers are in agreement in the way the work is shared out					
iv.	Workers are self-motivated to meet their work objectives					
v.	Workers have respect to duties and responsibilities					
vi.	Workers appreciate authority and leadership of the company.					

### SECTION C: Technological Advancement and Strategy Implementation

Please indicate your level of agreement or disagreement in relation to the influence of technological advancement on strategy implementation in real estate companies in Nakuru County. Please indicate a value from the given scale by a tick [√] where appropriate. Use the following scale to respond: (5) strongly Agree (4) Agree (3) Neutral (2) Disagree (1) Strongly Disagree

		SA	A	D	SD
	Statement	5	4	2	1
i.	There is good communication process in the organization that support workers performance				
ii.	The flow of information is effective in helping workers in their work				
iii.	The flow of information does support monitoring of w				
iv.	The evaluation of workers performance is effective because there is proper communication				
v.	Sales and market information is available for all customers at all times				
vi.	Firm's performance in the market is good because of proper communication				

### Section D: Internal Communication and Strategy Implementation

Please indicate your level of agreement or disagreement in relation to the influence of internal communication on strategy implementation in real estate companies in Kenya. Please indicate with a tick [√] where appropriate. Use the following scale to respond: 5) strongly Agree (4) Agree (3) Neutral (2) Disagree (1) Strongly Disagree.

		SA	A	N	D	SD
	Statement	5	4	3	2	1
i.	There are effective departments managing organization affairs effectively					
ii.	Departments and sections in the company works together without major conflicts					
iii.	There is proper coordination of activities related to work Performance					
iv.	The unity and chain of authority is well established in the Company					
v.	There is adequate workers involvements in the management processes					
vi.	The company's performance is as a result of good consultation in the management team					

### Section E: Managerial Skills and Strategy Implementation

Please indicate your level of agreement or disagreement in relation to the influence of managerial skills on strategy implementation in real estate companies in Nakuru County. Use the following scale to respond: (5) strongly Agree (4) Agree (3) Neutral (2) Disagree (1) Strongly Disagree

		SA	A	N	D	SD
	Statement	5	4	3	2	1
i.	Most workers are equipped with hands-on skills to perform their Duties					
ii.	Duties that require hands-on skills are effectively carried out in					

	the company					
iii.	Workers are able to interact well among themselves with little or no conflicts					
iv.	Workers issues that affect work performance are well addressed in the company					
v.	Workers do agree and respect people with authority in the Company					
vi.	Workers interact freely with people in authority in the company					

### Section F: External and Strategy Implementation

Please indicate your your level of agreement or disagreement in relation to the influence of external Environment on strategy implementation in real estate companies in Nakuru County. Use the following scale (5) Strongly Agree (4) Agree (3) Neutral (2) Disagree (1) Strongly Disagree

	Statement	SA 5	A 4	N 3	D 2	SD 1
i	The government policies on housing has encouraged the growth of real estates in Nakuru County					
ii.	There is a high growing demand for real estate facilities in Nakuru County					
iii.	Nakuru County has enough land for the construction of real estate projects Land availability					
iv.	Supply of building materials are relatively available and cheap in Nakuru County					
v	County Government land rates encourage investors on real estates in Nakuru County					
vi	The community in Nakuru County encourage and welcome visitors to come and live in their neighborhood					

### Section G: Strategy Implementation

Please indicate your level of agreement or disagreement in relation to the influences of strategy implementation in real estate companies in Nakuru County. Use the following scale (5) Strongly Agree (4) Agree (3) Neutral (2) Disagree (1) Strongly Disagree

	<b>Statement</b>	<b>SA</b> <b>5</b>	<b>A</b> <b>4</b>	<b>N</b> <b>3</b>	<b>D</b> <b>2</b>	<b>SD</b> <b>1</b>
i.	There are adequate resources to enable workers to meet objectives of the strategic plan.					
ii.	Workers do access resources at the right time to carry out their Duties					
iii.	The right people are involved when addressing progress at work in the company					
iv.	Customers do provide feedback on the services/product offered by the company					
v.	There is regular check up on performance in the company					
vi.	Company reports and recommendations are factors determining future plans					

### **APPENDIX III**

#### **Real Estate Companies In Nakuru, Kenya**

1. Ngware-Ini Inv Co Ltd
2. Njema Commercial Agencies
3. Ocro Realtors Ltd
4. Royal Gate Ltd
5. Libra Construction Co
6. Mack Construction Co
7. Makao Enterprises Ltd
8. Manish Construction Ltd
9. Mawe Construction Co
10. Amber Realtors
11. Ampiva Estate Ltd
12. Bahengo Commercial Agencies
13. Bubwa Agencies Ltd
14. Buildtech Ltd
15. Chrisca Real Estates
16. Dayton Property Agency
17. Focus Management Ltd
18. Frankana Commercial Agencies Ltd
19. G G Gachara Contractors Ltd
20. Gillettee Traders Ltd
21. Green Gates Ltd
22. Intercapital Managers & Consultants
23. Jagir Singh Contractors Ltd
24. Jagon Commercial Agency
25. Jakika Recoin Commercial Agencies
26. Jodak investment Ltd
27. Johana Construction Ltd
28. Joje Commercial Agencies
29. Jojean Properties Ltd

30. Joy - Re Commercial Agencies
31. Just For Properties Ltd
32. Kalalu Building Contractors Ltd
33. Kangei & Nyakinyua Building Co. Ltd 59
34. Kisibet Investment Ltd
35. Lawrence Commercial Link
36. Lesiolo Grain Handlers Ltd
37. Mato Commercial Agencies
38. Mawe Construction Co 55.
39. MCA Properties.
40. Mercantile Properties Ltd
41. Metrocosmo Valuers Ltd
42. Minsoj Investments
43. Mucha-mwaki Estates
44. Muigai Commercial Agencies Ltd
45. Muwaki Building Contractors
46. Nakstate Properties
47. Nakstates Properties
48. Nakuru Urban Services Co Ltd
49. Ngae's Enterprises Ltd
50. Ngotho Commercial Agencies
51. Norbiton Construction
52. Nyandarua Agencies Ltd
53. Oson Estate Agencies
54. Pata Commercial Enterprises
55. Pillar Insurance & Commercial Agencies
56. Pimka Debucon Construction Ltd
57. Point 'A' Commercial Agencies Ltd
58. Primage Micro Comm Agencies
59. Prudential Construction Co 60
60. Purac Commercial Agencies

61. Rank Global Management Ltd
62. Real Care Properties
63. Regent Group Limited
64. Regent Management Ltd
65. Resma Commercial Agencies Ltd
66. Rhinelands Properties & Estate Management
67. Royal Gate Ltd
68. Shimoni Commercial Agencies
69. Skylink Commercial Agency
70. Stewa Commercial Agencies
71. Twinlight Commercial Agency
72. Undugu Commercial Agencies
73. Unitex Insurance & Commercial Agencies
74. Valco International Agency Ltd
75. Wanaruona Agencies
76. Waruhiu Construction Ltd
77. Waza Investments Ltd
78. White Stone Comm Agencies

Source: <http://www.businesslist.co.ke/category/estate-agents/6/city:nakuru>

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**APPENDIX IV**  
**Informed Consent Form**

**Research Title**

Influence of Organizational Capabilities on Strategy Implementation in Real Estate Companies in Nakuru County, Kenya

**Introduction**

You are invited to participate in a research study conducted by **WAIHENYA JUDY LEAH GATHONI** from Laikipia University

Before you decide whether to participate, please read the following information carefully. If you have any questions, feel free to ask.

**Purpose of the Study**

The purpose of this research is to examine the influence of organization capabilities on implementation in real estate companies in Kenya. A case of Nakuru County.

**Procedures**

- You will be asked to answer a questionnaire and provide honest and correct answers.
- The estimated time commitment is approximately 15 minutes.
- Your participation is voluntary, and you can withdraw without penalty.

**Risks and Benefits**

- Benefits: Information you will provide will be used to inform policy in real estate sector on issues related to organizational capabilities
- Risks: No risks

**Data Collection and Storage**

- We will collect data through mixed-method research to combine quantitative and qualitative approaches to gather numerical data on prevalence and in-depth insight.
- Your data will be stored securely and confidentially.
- We may use your de-identified data for future research or publication.

**Confidentiality**

- Your participation will remain confidential.
- Only authorized researchers will have access to your data.

**Contact Information**

If you have any questions or concerns, please contact:

- Email: judyleahgathoni@gmail.com
- Phone; 0723 030 721

**Consent**

By signing below, you acknowledge that you have read and understood the information provided. Your participation is entirely voluntary, and you can withdraw at any time.




Participant Signature .....

Date: 19<sup>th</sup> June 2024

Researcher signature .....

Date: 19<sup>th</sup> June, 2024

**APPENDIX V**  
**Research Licence-NACOSTI**

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
Ref No: <b>506027</b>	Date of Issue: <b>11/October/2024</b>
<b>RESEARCH LICENSE</b>	
	
<p><b>This is to Certify that Ms., Judyleah Gathoni Waihenya of Laikipia University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nakuru on the topic: Influence of Organizational Capabilities on Strategy Implementation in Real Estate Companies in Kenya: A Case of Nakuru County, Kenya for the period ending : 11/October/2025.</b></p>	
License No: <b>NACOSTI/P/24/40706</b>	
<b>506027</b> Applicant Identification Number	 Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
	Verification QR Code 
<p><b>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</b></p>	
<b>See overleaf for conditions.</b>	

**APPENDIX VI**  
**LU-ISERC Approval**

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**INSTITUTIONAL SCIENTIFIC ETHICS REVIEW  
COMMITTEE**

Ref: LU/APP/095/2024

9<sup>th</sup> September, 2024

Judyleah Gathoni Waihenya,  
P. O. Box 642-10400,  
NANYUKI

Dear Ms. J.G. Waihenya,

**Re Influence of Organizational Capabilities on Strategy Implementation in Real Estate Companies in Kenya: A Case of Nakuru County, Kenya**

This is to inform you that Laikipia University Institutional Scientific Ethics Review Committee (LU-ISERC) has reviewed and approved your above research proposal. Your application approval number is LU/APP/95/2024. The approval period is 9<sup>th</sup> September 2024 – 8<sup>th</sup> September 2025.

This approval is subject to compliance with the following requirements;

- i. Only approved documents including (informed consents, study instruments, MTA) will be used;
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by Laikipia University Institutional Scientific Ethics Review Committee;
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to Laikipia University Institutional Scientific Ethics Review Committee within 72 hours of notification;
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to Laikipia University Institutional Scientific Ethics Review Committee within 72 hours;

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*Vision: A University for Valued Transformation of Society*

*Mission: To serve students and society through research, education, scholarship, training, innovation, outreach and consultancy*



Laikipia University is ISO 9001:2015 and ISO/IEC 27001:2013 Certified

