

**DETERMINANTS OF STRATEGY IMPLEMENTATION AT NATIONAL
CONSTRUCTION AUTHORITY (NCA) IN KENYA**

BY


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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE AWARD OF THE DEGREE IN MASTERS OF
BUSINESS ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT
SCIENCE, UNIVERSITY OF NAIROBI**

NOVEMBER 2023

DECLARATION


I declare that this research project is my own original work and has not been submitted for examination in any other College or University.

Signature.......... Date.....25th November, 2023.....

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D61/38240/2020

This project was submitted with my approval as University Supervisor.

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DEDICATION

This project is humbly dedicated to my late Dad Paul Masila Nyanzi.

ACKNOWLEDGEMENT

I wish to extend my sincere gratitude to everyone who helped this research proposal come to be and develop. My sincere gratitude is extended to my Supervisor, Prof. Jackson Maalu whose priceless advice and steadfast support has been crucial throughout this academic journey. I also appreciate the study participants, whose willingness to share their knowledge and experiences will tremendously enrich this research project. I am also indebted to all of my peers as well, whose inspiration and assistance have provided a never-ending source of drive and fostered an atmosphere that is supportive of learning and creativity. Lastly, I appreciate my family for their unfailing love and support, which have sustained me during this academic endeavour. This research would not have been as successful as it is now without the combined efforts of these individuals. I am really appreciative of their contributions, which were crucial in determining how this scholarly endeavour turned out.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	viii
LIST OF ABBREVIATIONS	ix
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study.....	1
1.1.1 Strategy Implementation.....	2
1.1.2 Determinants of Strategy Implementation.....	4
1.1.3 National Construction Authority of Kenya.....	5
1.2 Research Problem.....	7
1.3 Objectives of the Study.....	9
1.4 Value of the Study.....	9
CHAPTER TWO: LITERATURE REVIEW	11
2.1 Introduction.....	11
2.2 Theoretical Review.....	11
2.2.1 Institutional Theory.....	11
2.2.2 Contingency Theory.....	13
2.3 Empirical Review and Knowledge Gaps.....	14
2.4 Summary of Literature Review.....	17
2.5 Conceptual Framework.....	17

CHAPTER THREE: RESEARCH METHODOLOGY	19
3.1 Introduction	19
3.2 Research design.....	19
3.3 Data Collection.....	20
3.4 Data Analysis	20
CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND INTERPRETATION	23
4.1 Introduction.....	23
4.2 Participants Profile.....	23
4.3 Determinants of Strategy Implementation at NCA.....	23
4.3.1 Resource Allocation	23
4.3.2 Organization Culture and Structure.....	26
4.3.3 Leadership Support and Commitment.....	27
4.3.4 Regulatory and Legal Policies.....	28
4.3.5 Economic and Market Conditions.....	30
4.4 Discussion of the Findings.....	31
CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMENDATIONS.....	35
5.1 Introduction.....	35
5.2 Summary of the Study Findings	35
5.3 Conclusions of the Study	36
5.4 Recommendations of the Study	37
5.4.1 Recommendations for Construction Industry	38

5.4.2 Recommendations for Policy Makers	38
5.5 Limitations of the Study.....	39
5.6 Suggestions for Further Research	39
REFERENCES.....	40
APPENDICES	44
Appendix I: Interview Guide.....	44

ABSTRACT

This study aimed to investigate the factors influencing strategy implementation at the National Construction Authority (NCA), focusing on insights from 12 key managers, including 6 top level managers, 4 middle level managers, and low level managers. Guided by the Institutional Theory, and Contingency Theory, the research employed face-to-face interviews to gather qualitative data. The analysis of this data, conducted through content analysis, revealed several key findings. The study identified that effective resource allocation, organization culture and structure, leadership support and commitment, regulatory and legal policies, and economic and market conditions were crucial determinants influencing strategy implementation at the NCA. Additionally, the research highlighted the positive influence of Institutional Theory and Contingency Theory in understanding and interpreting these factors. The study concluded that successful strategy implementation at the NCA requires a multifaceted approach, integrating various organizational aspects. It emphasized the importance of aligning human, financial, and technological resources with strategic goals. Furthermore, the findings underscored the significance of fostering an organizational culture that values collaboration, transparency, and adaptability. Leadership support and commitment were identified as instrumental in providing direction, training, guidance, and stakeholder engagement. Additionally, compliance with legal and regulatory policies and an adaptive response to economic and market conditions were deemed essential for effective strategy implementation. The recommendations stemming from this study include strategic resource allocation aligned with organizational objectives, the cultivation of an adaptive and innovative organizational culture, strong leadership commitment and support, and continuous monitoring and adaptation to regulatory and economic changes. These insights contribute to the broader literature on strategy implementation, providing practical implications for construction sector firms and policymakers in Kenya.

LIST OF ABBREVIATIONS

NCA -	National Construction Authority
NCC -	National Construction Corporation
UN -	United Nations
SDGs -	Sustainable Development Goals
CSR -	Corporate Social Responsibility
SWOT -	Strengths, Weaknesses, Opportunities, Threats
ICT -	Information and Communication Technology
NGOs -	Non-Governmental Organizations
KABCEC -	Kenya Association of Building and Civil Engineering Contractors

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy implementation is the process of translating a strategic plan or business strategy into actions and initiatives that can be executed within an organization (Mwelu et al., 2019). According to Brorström (2023), it is the phase where the goals, objectives, and tactics outlined in a strategic plan are put into practice to achieve the desired outcomes. Strategy implementation is a critical step in the strategic management process and involves a series of activities, including the process of resource allocation, the consideration of the firm structure as well as the leadership and communication models in the firm (Case et al., 2023). It also covers process improvement, training of the employees and other change management in the firm such as using of new technology (Thi et al., 2023). Bandhu and Lahkar (2023) noted that successful strategy implementation is crucial for an organization to achieve its long-term goals and maintain a competitive edge. However, the process is based on various factors and requires a clear and well-communicated strategy, commitment from leadership, and the active involvement of employees at all levels (Wang et al., 2023).

This study was guided by two theories. This includes the Institutional Theory as well as the Contingency Theory. The Institutional theory posits that organizations are influenced by the broader institutional environment in which they operate, including cultural, social, and regulatory factors (Indiaz, 2016). The Contingency model suggests that there is no one-size-fits-all approach to management (Harrison & Wicks, 2013).

In Kenya, many firms are adopting strategy implementation process to improve their success. This is because it has been noted that strategy execution process leads to achievement of the firm goals and objectives. However, the main challenge that remains is how to determine some of the best factors to consider while implementing this process. As such, this paper aims to

determine the factors influencing strategy implementation at the National Construction Authority (NCA).

1.1.1 Strategy Implementation

Strategy implementation, a fundamental phase within the strategic management process, is the crucial bridge between strategic planning and actual execution of an organization's intended strategies (Daft, 2018). This phase transforms strategic visions and objectives into concrete actions and results (Hitt, Ireland, & Hoskisson, 2020). It involves resource allocation, structural alignment, leadership and communication, performance measurement, process improvement, and change management (Barney & Hesterly, 2019). Furthermore, strategy implementation necessitates a robust and adaptable framework that considers organizational, environmental, and contextual factors (Hrebiniak, 2008). A well-executed strategy implementation process is paramount for a firm to achieve its desired goals and maintain a competitive edge in today's dynamic business landscape (Bryson, 2018).

Historically, the concept of strategy implementation has its origins in the field of management and organizational theory (Daft, 2018). One of the earliest and most influential contributions to this concept can be traced back to the work of Alfred D. Chandler, Jr., who in his 1962 book-*Strategy and Structure*-argued that successful strategy execution requires aligning an organization's structure with its strategic goals. This idea laid the groundwork for the systematic study and development of strategy implementation as a key aspect of strategic management (Chandler, 1962). Additionally, Henry Mintzberg's 1979 book-*The Structuring of Organizations*-also played a significant role in shaping the concept of strategy implementation. Mintzberg emphasized the importance of considering the structure, systems, and processes of an organization in the execution of strategic plans (Mintzberg, 1979).

In dimensionalizing strategy implementation, the process involves breaking down the complex process into distinct components or dimensions for a more comprehensive understanding. It can be achieved by considering three key dimensions such as structural dimension which encompasses the organizational structure, roles, and responsibilities required for strategy execution (Chandler, 1962). It involves aligning the company's resources, systems, and processes with the strategic goals to ensure efficient execution. There is also the behavioral dimension which focuses on the people and culture within the organization (Hitt et al., 2020). It involves motivating and engaging employees, fostering a culture that supports the strategy, and addressing any potential resistance to change during implementation. Finally, there is the control dimension which pertains to monitoring and controlling the strategy implementation process (Mintzberg, 1979). It includes the establishment of performance metrics, feedback mechanisms, and regular evaluation to ensure that the strategy remains on track and adjustments are made as needed (Daft, 2018).

However, the main critiques against the concept of strategy implementation is the view that it is being overly simplistic and linear in its approach, assuming that strategies can be executed in a straightforward manner, whereas in reality, the dynamic and complex nature of the business environment can lead to unexpected obstacles and disruptions (Daft, 2018). In addition, some argue that the traditional approach to strategy implementation tends to focus heavily on top-down, command-and-control mechanisms, which may stifle creativity and innovation within organizations (Harrison & Wicks, 2013). It can lead to resistance from employees who feel disconnected from the strategy-setting process (Bryson, 2018). Another critique revolves around the time gap between strategy formulation and implementation, which can be lengthy and result in a misalignment with changing market conditions (Barney & Hesterly, 2019). The process is also seen as insufficiently adaptive to rapidly changing environments, and it may struggle to accommodate emerging strategic issues or opportunities. As a result, there is an

increasing call for more agile and flexible approaches to strategy implementation in today's dynamic business landscape (Indiaz, 2016).

1.1.2 Determinants of Strategy Implementation

Determinants of strategy implementation encompass various internal and external factors that influence an organization's ability to effectively put its strategic plans into action (Chileshe et al., 2020). Internally, factors such as organizational culture, leadership commitment, and the availability of resources and capabilities play pivotal roles in shaping the success of implementation efforts. Leadership's support and alignment with the strategic vision, as well as the organization's adaptability and readiness for change, are also significant determinants. Externally, the competitive environment, regulatory conditions, and the level of market volatility can impact the implementation of strategies (Indiaz, 2016). The degree of stakeholder support and collaboration, including relationships with suppliers, customers, and government agencies, further affects the outcomes of strategy implementation. Together, these determinants interact to determine the organization's capacity to execute its strategic initiatives successfully and achieve its intended objectives (Mwaura, 2017).

Typically, the outcome of strategy implementation is the realization of an organization's strategic goals and objectives. Successful implementation should lead to improved organizational performance, increased profitability, market growth, and the achievement of key performance indicators that align with the strategic plan. Ultimately, the outcome of strategy implementation determines whether the organization can effectively execute its intended strategies and create value for its stakeholders (Gacheru, 2015).

However, Strategy implementation is influenced by a myriad of internal and external factors that can significantly impact an organization's ability to execute its strategic plans effectively. Internally, factors such as an organization's culture, structure, and leadership play critical roles (Mwaura, 2017). Organizational culture can either facilitate or hinder strategy implementation,

as a culture that encourages innovation and flexibility tends to support successful execution, while a rigid culture may impede it. The structure of the organization, including the allocation of resources and responsibilities, must align with the strategy to ensure efficient execution. Effective leadership is vital for motivating and guiding employees throughout the implementation process (Gacheru, 2015).

Externally, market conditions, competitive forces, and regulatory environments are key external factors affecting strategy implementation. According to a study by Zahidy et al. (2019), Market conditions, including customer preferences and economic trends, can shift, necessitating adjustments to the strategy. Competitive forces may require organizations to adapt their tactics to gain or maintain a competitive advantage. Regulatory changes, such as new laws or industry standards, can pose both challenges and opportunities, as organizations must comply while also finding ways to leverage these changes for strategic benefit. Moreover, external factors like technological advancements and geopolitical events can also impact strategy implementation. The ability to monitor, analyze, and respond to these internal and external factors is crucial in ensuring the successful execution of an organization's strategic initiatives (Kuria & Kimutai, 2020). This study will focus on both external and internal factors of strategy implementations in firms.

1.1.3 National Construction Authority of Kenya

Kenya's National Construction Authority (NCA) is a key regulating organization for the country's construction sector (NCA, 2023). The National Construction Corporation (NCC) was founded in 1966 with the main goal of advancing and assisting Kenyan residents' construction operations (Gacheru, 2015). The firm, however, met its fate in 1987 as a result of managerial problems (Gacheru, 2015). The National Construction Authority (NCA) was subsequently established by the Kenyan government in 2011 as a strategic move towards the administration, coordination, and capacity-building of the construction sector (Gacheru, 2015). This action

demonstrated the government's dedication to tackling the difficulties faced by the construction sector (NCA, 2023).

In its regulatory role, the NCA is tasked with directing, regulating, and coordinating the various aspects of the country's construction industry (Indiaz, 2016). Its main responsibility is to make sure that construction projects follow strict ethical, quality, and safety requirements. The NCA seeks to protect the interests of the general public, industry stakeholders, and the environment by establishing and upholding these standards (NCA, 2023). It is a key regulatory body overseeing the construction sector and it is true that NCA's regulatory roles include licensing and registering contractors and site supervisors, ensuring quality control and adherence to construction standards, promoting ethics and professionalism, offering training programs, conducting inspections and audits for compliance, approving building plans, supporting research and development, resolving disputes, raising public awareness on construction issues, and collaborating with other government agencies to harmonize regulations (NCA, 2023). In general, the NCA functions as an independent government organization and is essential to establishing and preserving Kenya's building industry (Mwaura, 2017). Its duties include, among others, establishing construction standards, accrediting contractors, and licensing construction professionals (Iqbal, 2019). Given the distinctive regulatory environment of the construction industry in Kenya, it is essential to know the NCA's purpose and functions in order to fully appreciate the specific context in which this research on strategic implementation problems and success factors is conducted. The Kenyan government has made major efforts to further improve the construction industry, including developing the Construction Industry Policy (Gacheru, 2015).

The focus of Kenya's National Construction Authority (NCA) is strategic since it is an essential organization that plays a pivotal role in regulating and overseeing the construction industry in Kenya. It ensures that construction projects adhere to safety standards, quality controls, and

compliance with building codes and regulations. NCA's oversight not only promotes the safety and integrity of construction projects but also contributes to the overall development of infrastructure and the construction sector in Kenya. This requires effective strategy implementation, especially in setting and providing a framework for professional training, certification, and accreditation of the construction industry professionals (NCA, 2023).

1.2 Research Problem

Effective strategy implementation is imperative for firms as it is the conduit through which strategic objectives are achieved, enabling a transformation of theoretical plans into tangible outcomes. Brorström (2023) noted that successful execution bestows competitive advantages, setting firms apart by delivering superior customer value, maintaining market leadership, and garnering a reputation for reliability. This process ensures optimal resource allocation, aligns organizational structure and culture with strategic goals, and establishes performance metrics for tracking progress. However, according to Bandhu and Lahkar (2023), it is strategy that fosters adaptability in the face of evolving business landscapes, enhances stakeholder satisfaction, and ultimately drives favorable financial results. In essence, strategy implementation is the linchpin of an organization's success, underpinning its capacity to achieve long-term objectives and remain relevant in the ever-changing business environment (Wang et al., 2023).

In Kenya, many organizations including NCA are struggling with their strategy implementation. Evidently, the main challenges of strategy implementation are multifaceted. The NCA organization often encounters resistance to change from employees who are comfortable with existing practices and reluctant to embrace new strategies (NCA, 2023). The resource allocation is also a significant hurdle, as it's essential to secure the necessary budget and allocate resources effectively to execute the strategy successfully. Additionally, ensuring that the entire organization is aligned with the new strategy, from the leadership team to front-

line employees, is also a challenging task to the firm. Moreover, changing market dynamics and unforeseen external factors always disrupt the well-planned strategies, requiring adaptability and continuous adjustments by the firm. With low commitment from the management, lack of resources, mismatch of culture, resistance from employees and new government policies, strategy implementation is a big challenge at NCA and this require further research (Abass et al., 2017).

Several studies have been done on the determination of the factors influencing strategy implementation among firms. In Bangladesh, Dhar et al. (2022) investigated the mediating role of strategic implementation in Bangladeshi private enterprises. The authors found that leadership styles have a direct influence on strategic execution, with strategic flexibility playing a mediating role. However, the study was based on Bangladeshi private enterprises leaving contextual gaps.

In China, Fukuyama and Tan (2022) delved into the implementation of "strategic disposability" in Chinese banking to evaluate performance. The study examines the interplay between innovation, stability, profitability, and corporate social responsibility in the banking sector. The authors found that incorporating the concept of strategic disposability can be a valuable approach for assessing performance in Chinese banks. However, the study was based on the concept of performance in Chinese banks leaving conceptual and contextual gaps.

However, in Ghana Akpan and Waribugo (2016) explored the relationship between organizational structure and strategy implementation in the context of Nigerian telecommunications firms. The authors noted that structure of these organizations influences the successful execution of their strategies. However, the study was based on Nigerian telecommunications sector.

In Kenyan context, Abass, Munga, and Weregi (2017) focused on the relationship between strategy implementation and performance in the county governments of Kenya, with a specific case study of Wajir County government. They noted that effective implementing strategies impacts the performance of government entities at the county level. However, this study was based on performance measurement in the Kenyan county government context and not at NCA leaving contextual and conceptual gaps.

From the analysis, it can be argued that little known studies have been done to determine the factors influencing strategy implementation at the National Construction Authority (NCA). The few studies available are mainly under different context and not under NCA in Kenya. NCA is one the best and internationally recognized body for regulating engineering activities in Kenya. In addition, the studies mostly adopted cross-sectional designs and there is a need for alternative models such as Case Study to fill the methodological gaps. Based on this, the current study aims to fill the methodological, conceptual, and contextual gaps by addressing the following research question: How are various factors influence strategy implementation at the National Construction Authority (NCA)?

1.3 Objectives of the Study

The objective of this study was to determine the factors influencing strategy implementation at the National Construction Authority (NCA).

1.4 Value of the Study

This research study would have implications for various academic and practical stakeholders as well as the larger Kenyan society. The following parties may gain from this research: This study has substantial implications for the NCA itself. The NCA may be able to improve its strategic planning procedures; more efficiently allocate resources, and streamline its regulatory functions by developing a thorough understanding of its strategic implementation problems and success factors. The study's recommendations would enable the NCA to strengthen its

capacity as a regulatory body, assuring the public's benefit by ensuring the security and quality of construction projects.

This study may be useful to the Kenyan government and policymakers since it offers evidence-based insights to guide policy formulation. The study's recommendations can direct the creation of laws and policies that support a more effective and adaptable regulatory framework in the construction industry. In turn, this supports government initiatives to promote economic expansion, infrastructure improvement, and job creation.

The findings of the study may be beneficial to all parties involved in the construction sector, including contractors, developers, engineers, and employees. Improved regulation and strategic governance within the NCA facilitate a level playing field, fair competition, and the maintenance of safety and quality standards. This eventually benefits industry members and boosts their credibility by fostering a more robust and reliable construction sector.

The study may benefit the academic community by expanding our understanding of public administration, strategic management, and regulatory governance. This research may be used as a starting point by academics, researchers, and students to investigate related topics, perform comparison studies, or create theoretical frameworks for understanding regulatory organizations and the difficulties of strategic execution. It may also expand theoretical discussions on issues associated with contingency theory and institutional management theory.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The literature review offers a basis of understanding and insights into the factors that influence how strategies are implemented in regulatory bodies. This chapter is an examination of theoretical frameworks and models pertinent to strategy implementation. It subsequently examines the empirical studies that looked into how regulatory bodies implemented strategies. Finally, a conceptual framework is created to guide the analysis of the determinants of implementing strategy.

2.2 Theoretical Review

This section focuses on the theoretical frameworks that support the investigation of strategy implementation factors within regulatory bodies. Institutional Theory highlights how external constraints impact strategic choices. Stakeholder theory emphasizes the value of considering the interests of various stakeholders, while contingency theory promotes adaptation to environmental changes. These theories offer significant perspectives that examine the complex dynamics influencing the regulatory environment's strategy execution.

2.2.1 Institutional Theory

Fogarty's (1997) Institutional Theory presents a lens through which we may comprehend how organizations maneuver their operations to meet societal expectations and preserve external legitimacy, which are frequently at the forefront of their concerns (Greenwood, 2017). According to this theory, despite being intricate and essential to an organization's operation, internal processes within that organization may be overshadowed by the problem of external legitimacy. In other words, even if it means deviating from their real internal operations, corporations may value seeming legitimate and complying with societal norms and expectations.

Fogarty (1997) noted that Institutional Theory clarifies the fact that an organization's actual accomplishments and what its structural design suggests it should accomplish can frequently disagree (Chandler & Hwang, 2015). Organizational operations are typically hidden from outside observers by internal processes, while outward structures that are kept up to project legitimacy may not make a significant contribution to the actual output. This disparity illustrates the relationship between what is apparent to outside stakeholders and the operational complexity of a company. Institutional theory has a crucial implication that businesses can strategically adopt structures and procedures that are in line with external expectations and norms, hence reducing external stakeholders' scrutiny (Chandler & Hwang, 2015). For instance, firms can demonstrate effectiveness in addressing external difficulties while maintaining flexibility in their operational processes by maintaining loose technology connections. Organizations are able to negotiate the complexity of external demands thanks to their adaptation without sacrificing internal efficacy and efficiency (Najeeb, 2014). In terms of application, this theory emphasizes the significance of institutions being ready to invest in adopting different technologies inside their internal processes, such as in the internal audit department, to ensure efficient and effective operations. In order for the department to function smoothly and in line with external expectations, it also underlines the importance of employee development and training programs that are ongoing.

The theory is relevant to this study. This is because it provides institutional factors that help explain strategy implementation in organizations. It indicates that firms must strike a balance between the complexity of its internal regulating processes and the necessity of upholding external legitimacy in their major operations. This means that firms can effectively use this model to promote their ability to successfully implement their plans as well as be legitimate and responsive to societal and industry expectations while effectively managing their internal operations. As such, the theory helps to guide how firms can manage their strategy

implementation through considering the complex interactions between internal procedures, external legitimacy, and the use of different strategies to manage their activities.

2.2.2 Contingency Theory

Contingency Theory, a fundamental concept in organizational management, asserts that there is not a single, best way to organize or run a business. Instead, the specific context and external environment in which the organization functions determine the efficacy of organizational strategies and structures (Otley, 2016). Contingency Theory's fundamental principle is the importance of adaptability and flexibility in organizational strategy. According to this, businesses must adjust their strategies, structures, and operational procedures to take into account the distinct opportunities, risks, and problems that exist in their area.

This theory assumes that firms operate in different environment which may be complex (Mikes & Kaplan, 2013). The necessity of alignment between an organization's internal structures and its external environment is one of the core principles of contingency theory. This means that the firm's must consider regulatory structure, regulations, and enforcement procedures must be based on the particular requirements and complexities of the construction industry (McAdam et al., 2019).

The theory also indicates that firms may need to modify their regulatory standards and guidelines in times of rapid advancements in technology in construction procedures in order to ensure the quality and safety of new construction practices. Furthermore, the Contingency Theory stresses the significance of matching the organization's leadership practices and decision-making procedures to the situational pressures it faces (McAdam et al., 2019). Depending on the nature of the regulatory challenges, this can mean that the firms must adopt various programs and policies to achieve their strategies.

While collaborative and inclusive decision-making procedures may be more appropriate throughout the phases of policy development, a more authoritative and decisive leadership style

may be required during times of crisis. Contingency Theory also emphasizes how important adaptability is for organizational structures (Mikes & Kaplan, 2013). The theory is relevant since it shows how strategy implementation can occur among firms through consideration of various systems and ensuring matching of programs and strategies. An organization is more likely to succeed in an unpredictable environment if it can reallocate resources, change reporting structures, and alter operational procedures in response to eventualities. Contingency Theory also emphasizes the role of environmental uncertainty (Mikes & Kaplan, 2013). This means that firms must find ways to adapt learn and implement their strategies using different measures.

2.3 Empirical Review and Knowledge Gaps

Empirical studies offer useful insights into how these theories materialize in actual organizational environments, providing a foundation for understanding the factors that influence strategy implementation in addition to theoretical frameworks. Empirical research on strategy implementation in regulatory organizations sheds light on the opportunities and difficulties that these specialized organizations encounter. These studies, however limited in number, provide insightful viewpoints on the complexity of regulatory settings.

In one relevant study, Aldohni (2011) examined the variables impacting the Financial Services Authority (FSA) of the United Kingdom's successful use of regulatory measures. The study emphasized how important organizational culture and leadership are in determining how well a strategy is implemented. According to the study, a unified organizational culture that supports regulatory goals improves the efficiency of plan implementation. Additionally, it was determined that strong and visionary leadership was a facilitator for overcoming change opposition and advancing strategic projects. This research emphasizes the importance of leadership within regulatory agencies and also highlighted the requirement for inspiring leaders

who can successfully negotiate complex regulatory environments. However, the study was based in United Kingdom.

Tihanyi et al. (2014) also examined the strategic decisions that regulatory agencies make in reaction to changes in policy in a different study. The study looked at how the Environmental Protection Agency (EPA) of the United States changed its strategies in response to shifting political and environmental conditions. The study emphasized the need for regulatory bodies to pro-actively modify their policies in response to external alterations, highlighting the need for flexibility and adaptability in regulatory strategies. Given the dynamic nature of the construction business, where technical breakthroughs and regulation changes regularly take place, this adaptability is especially important for the firms based on the study findings. However, the study was done in USA.

A study conducted by Meier and O'Toole (2011) investigated how external stakeholders affected the strategic choices made by regulatory agencies. The study stressed the importance of regulatory authorities working together with outside stakeholders, such as business representatives, advocacy organizations, and the general public, to reach decisions. The study noted that various factors including stakeholders are important in strategic discussions and ensures that all perspectives are considered, resulting in more thorough and efficient regulatory policies.

Furthermore, Rethemeyer and Hatmaker's (2007) longitudinal study looked at the function of network management in regulatory procedures. The study showed that complex stakeholder networks necessitate advanced relationship management abilities for regulatory agencies. Successful regulatory plan execution has been described as requiring effective negotiation, communication, and dispute resolution.

Zou et al. (2012) conducted a study that investigated the crucial success criteria for strategy implementation in construction firms. According to the study, major factors influencing

successful strategy execution include strong leadership, engaged employees, and good communication. In the context of the construction business, where projects involve numerous stakeholders and complicated workflows, effective communication and active participation of all participants are crucial for matching strategies with project objectives.

Furthermore, a study by Alkaissy et al. (2020) looked into the crucial success criteria for carrying out building projects. Despite the fact that this study's attention is on the project level, it provides insights into the significance of efficient project management in accomplishing strategic goals. Construction projects must adhere to specified standards and regulations and this study supported the model. However, the study was done in Ethiopia.

A study by Nguyen et al. (2009) investigated how stakeholder relationships affected the execution of strategies in the construction sector. According to the survey, strategy execution went more smoothly for construction companies that maintained good connections with their clients, suppliers, subcontractors, and regulatory agencies. Collaboration with different stakeholders was noted as a crucial success factor. This finding noted that firms must consider stakeholder views in their major operations. However, the study was done in UK.

Nguyen and Watanabe (2017) looked into how organizational culture affected the way that strategies were implemented in the construction industry. According to the study, a strong corporate culture marked by shared values and mutual trust made it easier to carry out strategies successfully. Fostering a positive organizational culture is crucial in the construction sector since collaboration among various stakeholders is crucial. The study noted that regulatory bodies must adopt an ethical culture of the business by advancing moral behavior, openness, and professionalism. However, the study was based in Europe.

In Kenya, Kihara (2017) conducted a study on factors influencing strategy success among SMES. He argued that SMEs should adopt stakeholder management in their operations. The study used descriptive model. The findings supported the need for promoting firm value in the

strategy management and resource management. However, the study was based on SME industry and ignored construction factors.

2.4 Summary of Literature Review

The above studies reveal some conceptual, contextual, and methodological gaps in the existing literature. On contextual gaps, it is evident that the current literature primarily draws from studies in developed countries, such as the United Kingdom and the United States (Aldohni, (2011); Nguyen and Watanabe (2017) and Alkaissy et al. (2020). There is a conceptual gap in understanding how the regulatory environment and its unique challenges in developing countries, like Kenya, impact strategy implementation within regulatory bodies.

In terms of conceptual gaps, many studies done focus on stakeholder engagement in the banking industry and existing literature lacks a comprehensive understanding of how these industry-specific dynamics associated with the constructions strategy implementation efforts.

Finally, there are methodological gaps in terms of limited qualitative studies (Zou et al., 2012). While the existing studies provide valuable insights, there is a methodological gap in the scarcity of qualitative research that delves into the experiences and perceptions of key stakeholders within the NCA. Qualitative approaches, such as in-depth interviews and content analysis, can offer a more nuanced understanding of strategy implementation challenges and opportunities.

2.5 Conceptual Framework

The conceptual framework provides an organized approach for comprehending the factors that influence the strategy implementation in regulatory contexts by outlining the relationship between the independent and dependent variables. The conceptual framework is presented below.

Independent Variables

Dependent Variables

Determinants of Strategy Implementation

Effective Strategy Implementation



Figure 2.1: Conceptual Framework, Source: Author (2023)

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides the research approach for the examination of the topic. This section provided a thorough overview of the research design, the study area, the target population, sample size calculation, sampling methods, data collection tools, piloting, validity, reliability, data collection procedures, data processing, analysis, and interpretation, as well as the ethical considerations.

3.2 Research design

This study adopted case study method. This strategy is selected to offer a thorough and comprehensive understanding of the factors that influence strategy implementation within the Kenyan National Construction Authority (NCA) (Baxter & Jack, 2008). The choice of a case study method for this study is deliberate and well-suited for investigating the intricate dynamics that shape strategy implementation within the Kenyan National Construction Authority (NCA). Moreover, a case study approach allowed for an in-depth and holistic exploration of the various factors, both internal and external, that impact the NCA's strategy execution. Through this method, the research offered a comprehensive understanding of the nuances, challenges, and successes encountered by the NCA in its pursuit of strategic goals. One of the strengths of the case study method is its ability to provide rich and detailed insights into a specific organization or context (Andrade, 2009). Furthermore, a case study approach is well-suited for uncovering context-specific details, such as the regulatory environment, stakeholder relationships, and the history of the NCA's strategic initiatives. By focusing on a single entity like the NCA, the research was able to pinpoint how specific factors have shaped the organization's approach to strategy execution over time. Disadvantages of case studies include limited generalizability, as findings from a single case may not be applicable to broader contexts, and the potential for researcher bias to influence the interpretation of data (Baxter & Jack, 2008). To mitigate these

issues, the researcher employed rigorous data collection and analysis methods to reduce the impact of bias, ensuring a more robust and credible study.

3.3 Data Collection

In this study, data was collected using interview. The study adopted face to face interview to collect data. To collect this qualitative data, structured interviews were held with a limited group of participants, especially the senior managers at NCA. The researcher planned an interview with senior managers at NCA. The interview was based on the objective of the study. During the interview, the author adopted face to face interview and questions were directed to the managers and their views recorded. Interview questions were related to the key variables of the study, specifically the factors affecting strategy implementation within the company. Interviews are very useful for gaining deep insights into participants' viewpoints, experiences, and difficulties with plan implementation (Baxter & Jack, 2008).

Typically, interviews were advantageous for collecting data in the study on strategy implementation within the Kenyan National Construction Authority because they allow for in-depth exploration of complex and context-specific issues. Through interviews, researchers engaged with key stakeholders, including senior managers to gain valuable insights into the nuances of strategy execution (Baxter & Jack, 2008). Moreover, interview enabled real-time interaction and the opportunity to clarify responses, ensuring a richer and more detailed understanding of the factors influencing the NCA's strategy implementation. The researcher interviewed senior managers within NCA. Specifically, 12 managers were interviewed. This took around three days to one week.

3.4 Data Analysis

This study adopted qualitative data analysis. Specifically, content analysis was used in this study (Drisko & Maschi, 2016). The selection of qualitative data analysis, specifically content analysis, for this study is well-suited for investigating the complex and context-specific factors

that influence strategy implementation within the Kenyan National Construction Authority (NCA). Content analysis is a systematic and rigorous method that involves the systematic examination of textual, visual, or audio content to uncover patterns, themes, and meanings. In the context of this study, it allowed for a comprehensive exploration of the qualitative data collected through interviews, observations, and document analysis (Harwood & Garry, 2003).

Moreover, content analysis provides a structured approach to make sense of the extensive data generated during interviews and document analysis. It enabled the research to identify recurring themes and patterns related to strategy execution within the NCA, shedding light on the organization's unique experiences and challenges. This method also allows for the comparison of data across various sources, offering a holistic view of the factors shaping strategy implementation (Stemler, 2000). It helped to promote data-driven findings and enhances the rigor of the research by ensuring a systematic and transparent process of data interpretation. By employing content analysis in this study, the research aims to uncover the rich and context-specific insights within the collected qualitative data. This method facilitated the identification of key themes, challenges, and best practices related to strategy implementation within the NCA, contributing to a deeper understanding of this important aspect of the organization's operations (Harwood & Garry, 2003).

Evidently, content analysis, a valuable research method, has disadvantages compared to other analytical methods, including subjectivity and bias in coding and interpretation, resource-intensiveness, and managing large data volumes (Harwood & Garry, 2003). However, this was mitigated through inter-coder reliability involving multiple coders helps reduce subjectivity and bias by independently coding a subset of data and resolving discrepancies. The inquiry adopted clear coding guidelines to enhance consistency and objectivity in the coding process. These strategies collectively improved the validity and reliability of content analysis, making it a more effective method for analyzing textual data that was gathered (Stemler, 2000). It is

imperative that conceptual analysis include major themes and patterns underlying the study views. This is well depicted in the next chapters in this inquiry.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, AND INTERPRETATION

4.1 Introduction

This section presents the study findings. For ease of comprehension, this chapter is segmented into smaller units, with each addressing a pertinent area. This is shown below.

4.2 Participants Profile

This was a qualitative study. During the study, the researcher managed to interview senior managers at NCA. The face to face interview included 12 senior managers. This included 7 male managers and 5 female senior managers. This means that the firm highly hires male individuals than female due to the nature of the constructions. The construction industry is highly technical and involves a lot of work and this is why they hire more male in their major operations.

4.3 Determinants of Strategy Implementation at NCA

4.4.1 Resource Allocation

From the analysis, the managers noted that effective resource allocation is a critical determinant of successful strategy implementation at the firm. In terms of human resources, ensuring that the right talent is assigned to specific tasks aligned with the strategic objectives is paramount. They argued that adequate training, skill development, and clear communication of roles and responsibilities contribute to a workforce that is better equipped to execute the strategic plan. Some noted that the firm must align its human resource allocation with the evolving needs of the organization, ensuring that personnel possess the necessary expertise and capabilities to navigate the complexities of the construction industry. This is because a well-defined human resource strategy that fosters a culture of continuous learning and skill enhancement is crucial for overcoming challenges and driving the successful execution of strategic initiatives. Some top level managers also argued:

Our firm support financial resource allocation and this is equally crucial for strategy implementation in our firm. We believe that adequate funding ensures that the organization can invest in technology, infrastructure, and other key areas essential for strategic success. This is why we value resource management in our company.

It was also noted that the strategic priorities in the firm based on the respondents include research and development, compliance measures, or infrastructure improvements, all of which require careful financial planning and allocation. However, some posits that transparent and accountable financial management practices are vital to maintaining the fiscal health necessary for successful strategy implementation. Some also argued that the firm must remain agile in responding to changing financial landscapes, adapting resource allocation strategies as needed to address emerging challenges or opportunities within the construction sector.

Furthermore, the managers argued that-incorporation of technology advances into resource allocation strategies is imperative for successful strategy implementation. This involves not only investing in cutting-edge technologies but also ensuring that staff is trained and equipped to leverage these tools effectively. One senior manager noted:

We support and know that harnessing technology advancements has led to enhance operational efficiency, streamline processes, and provide valuable data for informed decision-making in the firm. The firm is specifically working with industry players to promote resource mobilization in advancing technology.

A strategic approach to technology allocation aligns with the NCA's objectives of staying abreast of industry trends and ensuring that its operations are equipped to meet the demands of a rapidly evolving construction landscape. The holistic and well-calibrated approach to resource allocation, encompassing human, financial, and technological dimensions, is

instrumental in driving successful strategy implementation at NCA based on their manager's views.

Moreover, the respondents observed that NCA has a sound resource allocation strategy that ensures that all strategic initiatives are implemented in a timely manner. The financial resources are provided via a comprehensive budget that is presented at the start of every financial year. On the human dimension, the participants noted that the setting has adequate employees to undertake the required tasks. They added that the employees are effectively remunerated to ensure they are motivated to give their best. In addition, the managers highlighted that NCA's annual budget caters for legal issues that may involve the organization. Besides, effective budgeting over years has ensured that NCA has in place the latest technology to undertake its tasks effectively. Furthermore, NCA plans periodic training to educate members of the organization on new trends as a way to make them flexible to cope with the dynamism in the industry.

However, NCA, like any other organization, faces challenges. One issue raised by the managers involves delayed decision making on occasions due to its centralized system. In case the top management are unavailable for some reasons, it becomes overly difficult for the organization to solve certain problems because the managers have to approve them before execution. Participants also cited corruption as a major challenge affecting its resource allocation and service delivery considering that money meant for projects may sometimes be diverted to selfish needs by unscrupulous members of the entity. Another challenge includes resistance to change. One of the managers noted:

We face challenges when employees do not embrace changes and this is a problem. However, we always adopt training of employees to reduce resistance and this is important in the long term.

4.3.2 Organization Culture and Structure

Based on the respondent's view, the managers noted that the organizational culture and structure of the NCA play pivotal roles in shaping the implementation of its strategies. The managers argued that the established norms within NCA set the tone for how tasks are approached, decisions are made, and objectives are pursued. Some managers argued:

Our organization is associated with a culture that promotes innovation and adaptability and our strategy implementation is likely to be more flexible and responsive to changing circumstances. We believe that a culture resistant to change may hinder the effective execution of strategic initiatives. As such, social values and trends embedded in the organizational culture are valued and also significantly impact strategy implementation.

There are managers who argued that NCA fosters a culture that values collaboration, transparency, and ethical behaviour and employees align their actions with the strategic goals of the organization. It was also evident that organizational structure, particularly the order and hierarchy in the management of operations, profoundly influences strategy implementation at NCA. This has streamlined decision-making processes, led to effective communication and adaptability in the firm. Some noted that the firm hierarchy is not rigid and there is the flow of information and feedback necessary for effective strategy execution in the company. This flexible and collaborative structure has led to enhance communication channels, allowing for quicker adjustments and better alignment with strategic objectives. The interplay of culture and structure at NCA thus has significant implications for how strategies are formulated, communicated, and executed, emphasizing the need for a culture and structure that facilitate rather than hinder strategic implementation.

Moreover, the participants highlighted that NCA aims to not only oversee regulation but also streamlining and capacity building in Kenya's construction sector. In this respect, the company

is entrusted with registering contractors and projects, accrediting construction workers, training and building capacities of stakeholders in the sector, as well as renewing licences for those operating in the sector. Meanwhile, the managers indicated that the organization is headed by an executive director, who works alongside a range of top-level and middle-level managers to come up with a sound strategy to oversee efficiency in the setting. The managers are expected to supervise employees at the lowest tier to ensure that strategy implementation happens smoothly.

4.3.3 Leadership Support and Commitment

It was revealed that support from top leadership and management at the firm is instrumental in providing the direction necessary for effective strategy implementation. The managers noted that when leaders communicate a clear vision, set strategic goals, and articulate the importance of the identified strategies, it establishes a sense of purpose and direction for the entire organization.

According to the participants, the leadership's role in creating a cohesive narrative around the strategic initiatives ensures that employees understand the broader objectives and how their individual contributions contribute to the overall success. They argued that active involvement and visible commitment from top leadership foster a culture of accountability and dedication to strategic goals throughout the organization. One senior manager noted:

In as much as we are providing direction, the support from top leadership and management plays a crucial role in training and guidance. We always value different aspects of leadership and investing in training programs ensures that employees possess the skills and knowledge required to execute the strategic plan effectively. Top leadership in our firm helps to guide employees by offering mentorship, providing resources, and creating an environment conducive to learning and development. This support not only enhances individual and

collective capabilities but also ensures that the workforce is aligned with the strategic priorities of our firm.

Furthermore, it was noted that top leadership's engagement with stakeholders is paramount. Through effective communication, collaboration, and relationship-building, leaders can garner support from external stakeholders, including industry partners, regulatory bodies, and the community. This engagement not only enhances the NCA's credibility but also creates a conducive environment for the successful implementation of strategic initiatives, fostering a collaborative approach to achieving shared goals.

Moreover, some of the respondents observed that leaders are committed to the organization and always ready to support to oversee progress. Leaders have always played a lead role in mentorship as they have organized employees into units with each headed by highly experienced individual to pass valuable skills to junior members. The periodic trainings are also essential parameters in manifesting leadership support and commitment.

Participants also stated that leaders have worked to oversee stakeholder engagement. This, they say, is critical in enhancing transparency, which helps to deal with issues such as corruption. Stakeholder engagement also helps to harmonize operations of the organization in a bid to avoid conflict, thereby fostering strategy implementation.

4.3.4 Regulatory and Legal Policies

According to the managers, changes in government policies are significant to the entity's regulatory and legal aspects. Such policies force the entity to have emergency meetings aimed to changing certain facets of its strategy to oversee compliance. As an organization affiliated to government, it must always be ready to adjust to changes proposed the government.

The managers also reiterated that the entity's legal aspect conforms to the nation's constitution. Any dispute or issue affecting the organization must be determined with respect to the Kenyan

law. Thus, the company is obliged to obey any pronouncement by a court of law that either favours or goes against it. One senior manager argued:

The various changes in government policies and compliance with laws are critical factors influencing the operational landscape in the firm. The construction industry, by its nature, is highly regulated, and alterations in government policies usually have profound effects on the strategies and operations of our company.

Some noted that changes in regulations, permits, or building codes can impact project timelines, costs, and overall feasibility. For instance, modifications in environmental regulations may necessitate adjustments in construction practices to ensure compliance, potentially affecting project timelines and resource allocation. The NCA must remain vigilant in monitoring and adapting to evolving government policies to navigate regulatory challenges and align its strategies with the prevailing legal framework.

There are also those who argued that compliance with laws is fundamental for the NCA's credibility and sustainability. The construction sector is subject to a myriad of laws and regulations, ranging from safety standards to labor laws. Ensuring strict adherence to these legal requirements is not only a moral imperative but also a strategic necessity. Non-compliance can lead to legal consequences, financial penalties, and reputational damage. Moreover, the directors noted that NCA's commitment to ethical and legal practices enhances its standing among stakeholders, including contractors, developers, and the public. Robust internal systems for legal compliance, coupled with ongoing monitoring of regulatory changes, are essential components of the NCA's strategy to operate ethically, transparently, and in accordance with the law. The organization's capacity to swiftly adapt to legal changes and foster a culture of compliance is integral to its long-term success and resilience in the dynamic construction industry.

4.3.5 Economic and Market Conditions

Participants agreed that financial aspect of the organization centres on the prevailing economic and market conditions in the country. As such, increased inflation prompts an increase in prices for different services offered by the setting. Moreover, a poorly performing economy is likely to interfere with the company's budget, thereby limiting its service delivery to unprecedented price adjustments. However, any adjustment in the entity's financial dimension is guided by competent professionals in the relevant depart within the organization.

The majority of the respondents noted that market and economic conditions wield significant influence over the strategy implementation at the firm. They argued that the level of inflation is a critical economic factor that can impact the cost of construction materials, labor, and overall project expenses. Fluctuations in inflation rates necessitate agile strategic responses, such as adjustments in budgeting, procurement strategies, and cost management practices. Some noted that the firm must continuously monitor inflation trends to make informed decisions that align with its strategic objectives, ensuring that project timelines and financial plans remain resilient in the face of economic volatility. One senior manager argued:

There are various market conditions that influence our success and we believe that the level of competition in the construction industry directly shapes our company's strategy implementation. This is because the intense competition may drive innovation, cost efficiency, and a heightened focus on quality to gain a competitive edge in our firm.

Some managers agreed that the NCA's strategies need to be dynamic, considering competitive forces and market dynamics. Strategies may involve fostering partnerships, enhancing service offerings, or adopting differentiated approaches to stand out in a crowded market. Additionally, understanding consumer changes is crucial for strategy implementation. Evolving consumer preferences, demands for sustainable practices, or shifts in market expectations can prompt

adjustments in the NCA's strategic priorities. Adaptability to changing consumer dynamics ensures that the NCA remains responsive to market demands, enhancing its competitiveness and overall success in the construction sector. In essence, the NCA's strategies must be attuned to the ever-changing market and economic conditions to navigate challenges and capitalize on emerging opportunities in the dynamic construction industry. One manager noted:

We have worked in a market condition which is volatile and this means that we must learn to be flexible to promote our success. Prices of goods in the industry are high and we have learned to source our products at different stores to meet the demand. This is challenging to us.

4.4 Discussion of the Findings

The study's findings reveal crucial insights into the determinants of strategy implementation at the National Construction Authority (NCA) in Kenya. The demographic distribution of respondents, with 58% being male and 42% female, indicates a gender imbalance within the construction industry. This observation highlights a need for targeted efforts to address gender diversity issues and promote inclusivity within the sector. Additionally, the strategic engagement of individuals in top positions, such as top level managers (50%) and middle-level managers (33%), underscores a deliberate approach to capture perspectives from key decision-makers. The intentional inclusion of low-level managers (17%) ensures a comprehensive understanding of strategy implementation across various organizational tiers.

From this inquiry, resource allocation emerged as a critical determinant of successful strategy implementation at the NCA. According to the managers, effective allocation of human, financial, and technological resources is imperative for executing strategic initiatives. Human resource allocation involves ensuring the right talent is assigned to tasks aligned with strategic goals, supported by adequate training and skill development. Financial resource allocation requires transparent and accountable financial management practices to maintain fiscal health.

Furthermore, incorporating technology advances into resource allocation strategies is essential for enhancing operational efficiency. While the NCA demonstrates sound resource allocation practices, challenges such as delayed decision-making and corruption were identified, suggesting areas for improvement.

The study also emphasizes the significant role of organizational culture and structure in shaping strategy implementation at the NCA. The established norms, social values, and trends within the organizational culture set the tone for decision-making, adaptability, and innovation. A culture fostering collaboration, transparency, and ethical behavior positively influences strategy execution. The flexible and collaborative organizational structure, characterized by effective communication channels and decision-making processes, enhances the NCA's ability to align strategies with its objectives.

Leadership support and commitment were highlighted as instrumental in providing direction, training, guidance, and stakeholder engagement for effective strategy implementation. Clear communication of vision and goals by top leadership establishes a sense of purpose, fostering a culture of accountability and dedication. The study suggests that the leadership at the NCA is committed to providing mentorship, overseeing progress, and engaging stakeholders to enhance transparency and deal with issues such as corruption. This aligns with a collaborative approach to strategy implementation.

Regulatory and legal policies, particularly changes in government policies and compliance with laws, were identified as crucial factors influencing the NCA's strategy implementation. The NCA, as a government-affiliated organization, must adapt to changes in policies and comply with legal requirements. This highlights the need for the NCA to remain vigilant in monitoring and adapting to evolving government policies to navigate regulatory challenges and align its strategies with the prevailing legal framework.

The findings revealed that economic and market conditions, including the level of inflation, competition, and consumer changes, significantly impact the NCA's strategy implementation. The study emphasizes the importance of monitoring inflation trends for informed decision-making and dynamic strategies to respond to competitive forces and market dynamics. Strategies that consider consumer changes ensure the NCA remains responsive to market demands, enhancing its competitiveness in the construction sector.

This study is similar to other studies such as Wang et al (2023) who noted that study understanding of the determinants of strategy implementation can promote success of firms. They argued that factors such as resource allocation, organizational culture and structure, leadership support, regulatory and legal policies, and economic and market conditions are important in managing firm success. This means that firms must consider these factors in their strategic decision-making process.

The study also supported Mwelu et al. (2019) views, who noted that the successful implementation of strategies in firms is influenced by a complex interplay of several key factors. They argued that effective resource allocation, encompassing human, financial, and technological dimensions, plays a pivotal role, ensuring that organizations have the necessary talent, funds, and technology to execute their strategic plans. Organizational culture and structure significantly impact strategy implementation, with norms, social values, and trends shaping how tasks are approached and decisions are made. Support from top leadership and management is essential, providing direction, training, guidance, and stakeholder engagement to foster a culture of accountability and dedication to strategic goals.

The findings also confirmed the views of Case, Browning and Hampson (2023) who noted that external factors, including changes in government policies, legal compliance, and economic and market conditions, introduce dynamic elements that organizations must navigate to align

their strategies with the evolving landscape. The intricate integration of these factors contributes to the overall success and sustainability of strategy implementation in firms. This means that firms must consider these factors.

Moreover, the study findings align with Institutional Theory and Contingency Theory reflecting the multifaceted nature of strategy implementation in the context of real estate firms in Kenya. Institutional Theory posits that organizations conform to institutional pressures and norms in their environments (Wang et al., 2023). The study's emphasis on the importance of organizational culture and structure resonates with this theory, highlighting how established norms within the National Construction Authority (NCA) shape strategy implementation. Contingency Theory, which emphasizes the need for organizations to adapt their strategies to fit the specific demands of their environments, is evident in the study's recognition of the impact of external factors such as changes in government policies and economic conditions on the NCA's strategic decisions (Indiaz, 2016). These theoretical perspectives provide a robust framework for understanding and interpreting the nuanced dynamics of strategy implementation within real estate firms, as evidenced by the empirical findings in the study (Harrison & Wicks, 2013).

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMENDATIONS

5.1 Introduction

This chapter covers the summary, conclusion as well as suggestions based on the findings of the study. The limitations and recommendations based on the findings are also discussed in this chapter.

5.2 Summary of the Study Findings

The study delves into the determinants of strategy implementation at the National Construction Authority (NCA) in Kenya, offering valuable insights across various dimensions. Firstly, the demographic distribution of respondents exposes a gender imbalance within the construction industry, emphasizing the need for targeted initiatives to address this disparity and foster inclusivity. The intentional engagement of key decision-makers, including top level management and middle-level managers, reflects a strategic approach to capture diverse perspectives, ensuring a comprehensive understanding of strategy implementation across organizational tiers.

The findings revealed that resource allocation emerges as a pivotal factor influencing successful strategy execution at the NCA. The effective allocation of human, financial, and technological resources is deemed imperative for aligning tasks with strategic goals. While the NCA demonstrates commendable resource allocation practices, challenges such as delayed decision-making and corruption underscore potential areas for improvement. These challenges highlight the importance of refining resource allocation strategies to enhance the organization's ability to navigate complexities within the construction sector.

The study underscores the crucial role of organizational culture and structure in shaping strategy implementation. The established norms, social values, and trends within the

organizational culture significantly influence decision-making, adaptability, and innovation. A positive culture, fostering collaboration and ethical behavior, contributes to successful strategy execution. Additionally, the flexible and collaborative organizational structure enhances communication channels and decision-making processes, aligning strategies with the NCA's objectives. This means that the findings provide a comprehensive understanding of the multifaceted determinants influencing strategy implementation at the NCA, offering actionable insights for improving practices within the organization and potentially informing strategic decision-making in similar contexts within the construction industry.

5.3 Conclusions of the Study

Based on the analysis, the study concluded that the gender distribution among the respondents, with 58% males and 42% females, highlights a gender imbalance within the construction industry, particularly at leadership levels within the NCA. This implies a need for concerted efforts to address gender diversity and promote inclusivity within the sector. The study also observed a notable concentration of respondents in top-level positions, with 50% being top-level and 33% middle-level managers. This deliberate engagement of individuals in key leadership positions provided nuanced insights into the dynamics of strategy implementation within the NCA, contributing to a more holistic understanding of the organization's strategic processes and potential implications for future decision-making.

The study also concluded that effective strategy implementation in real estate firms in Kenya, particularly within the National Construction Authority (NCA), is intricately linked to a combination of factors. The study found that organizational culture and structure play pivotal roles in shaping the execution of strategies. Norms, values, and hierarchical arrangements within the NCA significantly influence how strategies are formulated, communicated, and executed. It was noted that leadership support and commitment emerged as instrumental in

providing direction, training, guidance, and stakeholder engagement, fostering a culture of accountability and dedication to strategic goals.

The study highlighted the importance of external factors, such as changes in government policies, compliance with laws, and economic conditions, in influencing the operational landscape and strategic decisions of the NCA. The intricate interplay of these factors underscores the complexity of strategy implementation and the need for a holistic and adaptive approach within the real estate sector in Kenya. Firm should consider such factors in their major operations.

Moreover, the study concluded that resource allocation, encompassing human, financial, and technological dimensions, is a critical determinant of successful strategy implementation. In terms of human resources, ensuring the right talent with adequate training and skills is assigned to specific tasks aligned with strategic objectives is paramount. Financial resource allocation was emphasized for budgeting, infrastructure improvements, and compliance measures. Additionally, the incorporation of technology advances into resource allocation strategies, including investments in cutting-edge technologies and staff training, was deemed imperative for operational efficiency and strategic success in the dynamic construction industry. The study's findings underscore the importance of a well-calibrated resource allocation strategy in navigating the complexities of the construction industry.

5.4 Recommendations of the Study

The study provided recommendations based on the findings. This was to managers within the construction industry in Kenya. The suggestions also include what policy makers should do to promote and improve the industry success. This is well outlined below.

5.4.1 Recommendations for Construction Industry

In light of the study's findings, construction industry in Kenya is encouraged to prioritize the cultivation of a positive organizational culture and adaptable structure. This involves fostering norms that promote innovation, transparency, and ethical behavior, which can contribute to a more flexible and responsive approach to strategy implementation. Additionally, emphasis should be placed on ensuring a gender-inclusive work environment to address the observed gender imbalance within the construction industry. Managers are advised to invest in leadership support and commitment, recognizing the pivotal role it plays in providing clear direction, training, and stakeholder engagement. Furthermore, the study underscores the importance of strategic resource allocation, encompassing human, financial, and technological dimensions, to enhance operational efficiency and successful strategy implementation. Construction industry firms should tailor resource allocation strategies to align with the dynamic needs of the industry, ensuring that personnel are well-trained and equipped, financial planning is transparent and accountable, and cutting-edge technologies are effectively integrated.

5.4.2 Recommendations for Policy Makers

Policy makers in Kenya should consider the study's findings as a basis for promoting industry success within the construction sector. To foster a conducive environment for construction industry firms, policy makers are advised to develop and implement supportive regulatory frameworks that consider the gender dynamics within the industry. This includes measures to encourage gender diversity at all levels, ensuring equal opportunities for both men and women. Additionally, policies should promote a culture of innovation and adaptability within firms, allowing them to respond effectively to changing market conditions. The study highlights the significance of stable economic conditions, and therefore, policy makers are encouraged to implement measures that contribute to economic stability, minimizing inflation fluctuations that could impact construction costs. Furthermore, collaboration between policy makers and

industry stakeholders is essential to develop and revise policies that address the unique challenges and opportunities presented by the construction sector in Kenya. .

5.5 Limitations of the Study

Despite the comprehensive insights gained through face-to-face interviews, this study is not without limitations. One notable constraint lies in the potential for response bias, as participants may provide socially desirable answers or may not fully disclose certain information. The sample size of 12 respondents, although carefully selected from National Construction Authority (NCA) with diverse positions, may limit the generalizability of findings to the broader real estate industry in Kenya. Additionally, the reliance on interviews might introduce subjectivity, as interpretations of respondents' responses could vary. These limitations suggest that while the study provides valuable qualitative insights, caution should be exercised in applying the findings to the entire sector, and future research could benefit from larger sample sizes and longitudinal approaches to enhance the robustness of the results.

5.6 Suggestions for Further Research

To advance the understanding of strategy implementation in the sector, future research could explore several avenues. There is need for a quantitative approach, such as surveys or statistical analyses to complement the qualitative findings of this study, offering a more comprehensive understanding of the factors influencing strategy implementation. Exploring the perspectives of a broader and more diverse range of real estate firms beyond the National Construction Authority (NCA) could enhance the external validity of the findings. Furthermore, investigating the role of emerging technologies and digital transformation in strategy implementation within the industry could be a valuable area for exploration.

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APPENDICES

Appendix I: Interview Guide

General Questions

1. Can you provide an overview of the strategic objectives currently pursued by the NCA?
2. How does the NCA define and prioritize its strategic goals?
3. Could you describe the process of developing and formulating strategies within the NCA?
4. What are the key strategic initiatives that the NCA has undertaken in recent years?

Organizational Culture and Structure

5. What internal factors, such as organizational culture and leadership, do you believe influence the successful execution of NCA's strategies?
6. Are there any external factors, such as regulatory changes or market dynamics that have impacted strategy implementation at the NCA?
7. How does the firm structure influence operations and strategy process?

Resource Allocation

8. How does the NCA allocate resources, both financial and human, to support strategy implementation?
9. What role do stakeholders, including industry professionals and government bodies, play in influencing the NCA's strategy implementation?
10. What are the primary challenges or barriers you have encountered in implementing NCA's strategies?
11. How does the NCA address resistance to change within the organization when implementing new strategies?

12. Could you provide examples of strategies that faced particular challenges during the implementation phase, and how those challenges were addressed?
13. In your opinion, how does the dynamic nature of the construction industry impact strategy implementation at the NCA?
14. What are the critical success factors that have contributed to the successful implementation of NCA's strategies?
15. Can you share any best practices or lessons learned from past strategy implementation experiences?

Leadership Support and Commitment

16. How does the NCA leadership foster a culture of adaptability and flexibility to respond to changing circumstances during strategy execution?
17. How important is communication in ensuring that strategies are effectively implemented throughout the organization?
18. What mechanisms or key performance indicators (KPIs) does the NCA use to monitor and measure the progress and success of strategy implementation?
19. How frequently does the NCA assess the performance and impact of its strategic initiatives?
20. What processes are in place for feedback collection and incorporating stakeholder input during strategy execution?
21. Could you describe instances where strategy adjustments or adaptations were necessary, and how those changes were managed?
22. What strategic goals or initiatives is the NCA planning to pursue in the future, and how do you anticipate addressing the influencing factors you've discussed?

23. In your opinion, what can the NCA do to enhance its strategy implementation processes and outcomes moving forward?

Regulatory and Legal Policies

24. How do regulatory and legal policies, changes in government policies, and compliance with laws affect strategy implementation at NCA Company?

25. How do regulatory and legal policies impact NCA Company's current business strategies and operations? Can you provide specific examples of regulations or laws that have influenced our strategic decisions and execution in recent years?

26. In what ways has NCA Company adapted its strategies in response to changes in government policies or industry regulations? Can you discuss a situation where we had to modify our strategic direction due to new or evolving regulatory requirements?

27. How does NCA Company ensure compliance with relevant laws and regulations while pursuing its strategic objectives? Can you describe the processes and mechanisms in place to monitor and mitigate legal risks associated with our strategies?

28. What challenges or obstacles have arisen in strategy implementation due to regulatory and legal constraints? How have we addressed these challenges, and what lessons have we learned from such experiences?

29. In your opinion, how can NCA Company proactively leverage the regulatory and legal environment to gain a strategic advantage? Are there opportunities to align our strategies with forthcoming regulations or industry standards to enhance our competitive position?

Economic and Market Conditions

30. How does NCA adapt its pricing and cost management strategies in response to fluctuations in inflation rates, and how does this impact our overall strategy implementation?
31. Can you provide insights into how NCA monitors and responds to changes in the competitive landscape to ensure that our strategies remain effective and competitive?
32. How does NCA track and respond to shifts in consumer demands and expectations to ensure that our strategic goals align with the evolving market conditions?
33. How does NCA manage these economic uncertainties to ensure that our strategies remain resilient and adaptable, especially in times of economic downturns or upheavals?