

**STRATEGY IMPLEMENTATION DRIVERS AND PERFORMANCE OF ROAD
CONSTRUCTION PROJECTS: A CASE STUDY OF KENYA NATIONAL
HIGHWAY AUTHORITY (KeNHA)**

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DECLARATION AND APPROVAL

This project is my original work and has not been presented for an award of a degree or diploma in any other university or institution

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DEDICATION

To my family, wife Rose and children Abigael, Fidel and Millabel, thank you for contributing in so many wonderful ways to my life and in this research thesis, you all made the journey worthwhile. I look forward to celebrating this academic achievement together with you once successful.

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ABSTRACT

The purpose of this study was to examine the influence of strategy implementation on performance of road construction projects by Kenya National Highways Authority. The objectives of the study were to investigate the effect of organizational culture; organizational communication and human resources on the performance of road construction projects. The study was supported by the Okumus's theory of strategy implementation and resource-based view theory. The case study targeted a population of 91 employees of KeNHA in Nairobi from which a sample of 74 participants were selected through a stratified random sampling technique. Questionnaires were used to collect data, both qualitative and quantitative. Cronbach's alpha method (Cronbach, 1951), was used to determine the reliability of the research instrument and it yielded a score of +0.761. The study found evidence of a positive significant influence of organizational culture on the performance of road construction projects. Evidence showed significant effect of culture on performance of road construction ($\beta = 0.200$, $p < 0.5$). There was also significant effect of communication on performance of road construction projects ($\beta = 0.652$, $p < 0.5$). The study also found significant effect of human resource on performance of road construction projects ($\beta = 0.432$, $p < 0.5$). All the null hypotheses (H_{01} , H_{02} , and H_{03}) of the study were rejected since there was evidence of positive significance, which led to the conclusion that strategy implementation, influences the performance of road construction projects. Thus, the success of road construction projects is to a large extent predicated on performance of strategy implementation indicators in an organization. The study recommended that the Kenya National Highways Authority should ensure that organizational culture, organizational communication and human resource are embedded in the organization's strategy implementation to improve performance of road construction projects. The study will be significant to the management of Kenya National Highways Authority and the government of Kenya as well as contribute to the existing body of knowledge and help future scholars who will endeavor to undertake a study on performance in road construction.

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LIST OF ABBREVIATIONS

KeNHA	:	Kenya National Highways Authority
GOK	:	Government of Kenya
GDP	:	Gross Domestic Product
CCIS	:	Construction Contracts Information Service

WORKING DEFINITION OF TERMS

Strategy Implementation -Refers to transforming strategies into actions with a view to achieving objectives, and it is essentially the processes through which the questions: who, where, when and how of strategies are actualized.

Organizational Culture- Is the shared perceptions of organization's work practices that may differ from other firms.

Organizational Communication- Refers to the process whereby an individual (s) share information with each other or group so that they clearly understand one another.

Human Resource - These are the particular skills and abilities within an individual. It defines people as a resource, which resource is the most important within any organization.

Performance of Road Construction Projects- The performance indicators of a road project include: financial stability; progress of work; standard of quality; health; safety; resources; relations; capabilities; claims and contractual disputes.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Strategy is as a way and a plan of bringing about a sought after future, through achieving a goal and or providing a solution to a problem according to Pina, Torres and Yetano (2011). Pina et al (2011), further states that a strategy needs a combination of both decision making and action to guide a nation or an organization from what it is today to what it shall be in future. Candy et al. (2011) explains further that strategy is about the results and how to achieve them.

According to Okumus (2003), strategy development, environmental uncertainty, organizational structure, organizational culture, leadership, operational planning, resource allocation, communication, people, control and outcomes are the variables that affect strategy implementations and results.

According to Peters and Roberts (1982), the 7-S strategy implementation framework and or components (strategy, structure, skills, systems, staff, style and shared values) are what managers need when implementing organizational strategies. According to Higgins (2005) however, there is the 8th S component (Strategic performance) which is the derivative or result of the interaction of 7-S components as found in the McKinsey's 7S's framework. According to Higgins (2005), the 8-S model suggests that systems, processes and procedures are formal and informal policies applied by an organization to achieve a set of objectives. Higgins (2005) avers that, the systems, policies and procedures make it possible for the company or organization to carry out the functions successfully and that they are applied in resource allocations, budget processes, planning, human resource management, information technology and quality control. The literature reviewed show that there are numerous factors influencing strategy implementation and no study can exhaustively investigate all the variables at play, as such this study focused on the analysis of organizational culture, organizational communication and human resources as outcomes related to strategy implementation.

The construction industry is important for economic progress and can be measured through its contributions to the gross domestic product (GDP), investment, and the volume of labour employed. The construction industry's contribution to GDP is considered at 3% to 10%, in the international arena (Pamulu, 2010). It is lower in developing countries and higher in developed countries and as such the construction industry plays a major role in terms of economic, social and cultural development of a country (Pamulu, 2010). According to (Pamulu, 2010), the construction industry performs key roles ranging from economic, social and cultural developments of any nation.

World Bank (2011) report observes that, infrastructure is key as well as a major path of transformation and is important in addressing some of the development challenges of the world today and that it is a precursor for social stability, swift urbanization, environmental change and management. World Bank (2011) further avers that without an infrastructure that facilitates green and inclusive expansion, nations and organizations will have challenges of achieving fundamental needs and meeting competition. According to the International Road Federation (IRF, 2017), the road sector is going through unprecedented period of restructuring and countries are improving management of their road networks by introducing sustainable development and setting up new style road funds as well as changing the methods of spending priorities and roads management. According to Asiedu, Danso, Anor, 2013, the assessment of the success of construction projects is the fact that the projects are delivered on time, within the budget, according to the technical specification and that the clients are satisfied. Asiedu et al (2013), explains further that, the criteria for success are in fact much wider, thus incorporating the performance of the stakeholders, evaluating the stakeholder's contributions and understanding the stakeholder's expectations. A stakeholder may be an individual or group, within or without the construction project yet with a share in the project and can therefore influence the construction works and performance (Asiedu et al., 2013). As the construction project(s) become more complicated, a more strategic approach is necessary to deal with the processes and tools of initiation, planning, financing, designing, approvals, implementation and completion the project (Asiedu et al., 2013). According to Ejaz et al. (2013), successful completion of construction projects is achieved, if and

when the stakeholders meet their part of the bargain and or requirements, individually and collectively. Whereas construction projects may have different sets of stakeholders, for the purpose of this research; they are confined to six stakeholders namely: clients, consultants, contractors, suppliers, end-users and the community.

In Kenya, the construction industry is facing stiff competition due to the presence of many Chinese and local construction companies (Mwangi, 2015). The Chinese construction companies are attracted to Kenya due to Kenya's consistent growth patterns, and a fairly stable and predictable legal system compared to most African states (Mwangi, 2015). According to Mwangi, (2015), road construction projects are funded by three main sources namely: financing from the World Bank, African Development Bank (ADB) and International Monetary Fund (IMF). The road construction projects awarded by the World Bank, African Development Bank (ADB) and International Monetary Fund (IMF) and or other lending institutions such as the Chinese government and the Kenyan Government are often done through very competitive international and or local bidding (Mutuku, 2014).

As a result of the competition some of the firms in Kenya are bound to experience low profitability and lack a competitive edge. Successful strategy implementation is important in any organization, be it public or private to offset competition and deliver quality work (Kumar, Subrammanian & Yauger, 2010). Kumar et al (2010), further avers that, the greatest challenge facing public sector organizations is how to improve service performance and it is common practice in government institutions, to find a set of policies and guidelines in place that indicate strategy planning modalities. (Kumar et al., 2010) notes that effective management of strategic processes determines an organizations success or failure and therefore, one of the challenges tasks managers face is finding the best strategy to improve performance.

Strategy implementation involves interpretation, adoption, communication and enactment of strategic plans, all of which substantially affect performance of organizations, and Jamil, Said & Saf (2016) argued that the decisions made, strategy applied, and methods, means and ways by which decisions are made and applied or implemented determine the outcomes. They assert that for organizations to improve their performance, they need to

ensure that their internal characteristics conform to their strategic plan, and that in the fullness strategic time frame, organizations that have an administrative system that mirror their strategic orientation are more likely to achieve their performance objectives.

In all strategic management processes, strategy implementation presents the most daunting challenges to organizations, a problem that is more often attributed to managerial ineffectiveness, lack of resources, poor leadership among others (Heide, Gronhaug and Johannessen, 2012; Ondari et al 2017). Literature suggests that organizational characteristics such as organizational culture, leadership styles and organizational communication are some of the critical antecedents of the execution and implementation strategy, and as such they influence performance of organizations and improve service delivery (Heide et al 2012).

In Kenya, the performance of construction projects faces challenges from different directions ranging from time, cost and other performance indicators (Wambui, Ombui & Kagiri, 2015). There are many projects which are completed without meeting expectations due to various reasons including: obstacles by client, lack of or non availability of raw materials, road closures, amendments of the road designs, drawings, additional or increased works, delayed decisions, hand over challenges, variation of orders, amendments of Bills of Quantities and delays in receipt of drawings (Wambui et al., 2015).

According to (Mbaabu, 2012), construction projects and developments involve various parties, processes, phases, stages of work and require a great input from both the public and private sectors, for successful completion. (Mbaabu, 2012) states that, the extent of success in these construction projects and developments activities depend mainly on the quality of managerial, financial, technical and organizational performance of the various parties, while taking into account the associated risk management, business environment, economic and political stability.

Tao and Kumaraswamy, (2012), explains that the principle reason for the construction industry's dismal performance is the inappropriate procurement system. According to Tao et al., (2012), the important structures on a project performance are: the work structures, feedback, quality of work and the effects on phases. Tao et al., (2012) further states that

the performance conditions of construction projects include financial stability, work progress, quality standards, health, safety, resources, relationships with customers, subcontractors and consultants, capabilities, claims, contractual disputes and reputation. Cheung et. al, (2004), stated that project performance categories are people, cost, time, quality, safety, health, environment, customer satisfaction, and communication. Pheng and Chuan (2006), referred to project success as the completion of a project within acceptable time, cost, quality and customer's satisfaction. Pheng et al. (2006) further states that human factors are key in determining the performance of a project and that controlling quality of the contract documents and the quality of response to perceived variations and extent of changes to the contract are important practices relating to scope of construction project management.

In this study, road construction performance was conceptualized in terms of commitment to meeting costs, achieving the desired goals with relative ease within a reasonable time, cost and choices; acceptable service levels; maximizing benefits from both the public and private transportation systems; maintenance and increase of the quality of the natural and human environment; physical assets of the transportation system; reducing the risk of death, injury and or property loss; commitment to meeting schedules; quality standards. The study was also conceptualized on the project personnel, including the supervisors, foremen and the field construction staff who were motivated and committed to the goals of the project; clarity of the project scope, completeness, clarity and changeability; experienced and capable managers in technical, administrative, human relations and communication skills; project work was linked to safety programs, monitoring, regulations and procedures.

1.2 Statement of the Problem

The public sector faces performance challenges from both internal and external factors, some of which have been highlighted by previous studies, Zamani et al., (2013). Such challenges include internal challenges such as roadway maintenance negligence, creating an internal traffic control plan, roadway safety arrangements and tips, visibility of workers and equipment, etc. The external factors are traffic interruptions and vehicles entering before finish, soil changes and issues, timing troubles, ground movements etc.

Much has been written about strategy implementation and the influence it has on firm performance in the private sector (Muchira, 2013; Jamil, Said& Saf, 2016), but very little is known about the influence of strategy implementation in the public sector, especially in the context of organizations in the road construction sector such as the Kenya National Highways Authority (KeNHA) whose mandate includes the management, development and safeguarding of national roads. However, providing good roads for a globally competitive and prosperous Kenya is an idea that faces a multitude of challenges, some of which are strategic in nature. Lack of empirical knowledge to inform strategy implementation, and barriers such as poor leadership, poor communication and poor systems and procedures are believed to be derailing KeNHA's strategic plans. (GOK Report, 2019). Successful strategy implementation by KeNHA, would mean better quality of road networks in Kenya. However, there is little consensus on the internal conditions, which KeNHA needs, in terms of strategy implementation, to contribute to higher levels of performance of the organization. This study sought to understand the influence of strategy implementation focusing on organizational culture, organizational communication and human resources constructs. A review of literature showed that very few empirical studies have so far examined the concept of strategy implementation in KeNHA and thus, a study of strategy implementation at KeNHA becomes relevant both for academic and practicing managers in the road construction sector in Kenya.

1.3 Purpose of the Study

The Purpose of this study was to examine the influence of strategy implementation on the performance of road construction projects in Kenya. A case study of KeNHA.

1.4 Specific Objectives

- i. To investigate the influence of organizational culture on performance of road construction projects in Kenya. A case study of KeNHA.
- ii. To assess the influence of organizational communication on performance of road construction projects in Kenya. A case study of KeNHA.
- iii. To determine the influence of human resources on performance of road construction projects in Kenya. A case study of KeNHA.

1.5 Research Hypothesis

H0₁: Organizational culture has no significant relationship with performance of road construction projects in Kenya.

H0₂: Organizational communication has no significant relationship with performance of road construction projects in Kenya.

H0₃: Human resources have no significant relationship with performance of road construction projects in Kenya.

1.6 Significance of the Study

The findings will benefit the management of Kenya National Highways Authority to implement and enhance organizational culture that can improve performance.

The study will contribute to the existing body of knowledge on the influence of strategy implementation on performance of road construction projects. It will also help future scholars who will endeavor to undertake a study on performance in road construction.

The study will help the government of Kenya to be more informed on effective practices in motivating employees through human resource, communication and culture.

1.7 Scope of the Study

The focus of this study was on the Kenya National Highways Authority (KeNHA) as the case study. The Kenya National Highways Authority's (KeNHA) mandate includes the management, development and safeguarding national roads in Kenya. The Head office of (KeNHA) is in Nairobi and this was the main source of the study population since the functions and reports of the 47 counties are centralized at the headquarters. The research was done through a case study. The study used both qualitative and quantitative methods. The questionnaire and interview schedules were the main tool for data collection, which were self-administered. Both descriptive and inferential statistics were used in the analysis of data.

1.8 Limitation of the Study

The researcher having taken cognizance of confidentiality issues in the work place would not in any way request for information that is not relevant to the study. The tendency of management to monitor and control the conduct of research is not unique to public sector,

and as such it is anticipated that, participants would be concerned about the extent of information the management would want them to contribute without any repercussions. To mitigate this limitation, the researcher shared a copy of the questionnaire with the management beforehand for consideration. The researcher also made it clear from the onset that the data collected was strictly for academic purposes and that all the information received was to be treated in strict confidence.

1.9 Assumptions of the Study

The study assumed that, the respondents would be reliable in their responses to the questionnaires. Another assumption of this study was that the respondents were well trained, highly skilled and understood their jobs very well and that none would exaggerate or under represent facts leading to wrong impression about the organization or inaccurate information.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter of the study looked at the theoretical underpinnings of the research and discussed past studies associated with strategy implementation and performance. It was made into several parts, which included theoretical foundation; strategy implementation and performance of organizations; and empirical literature reviews and research gap.

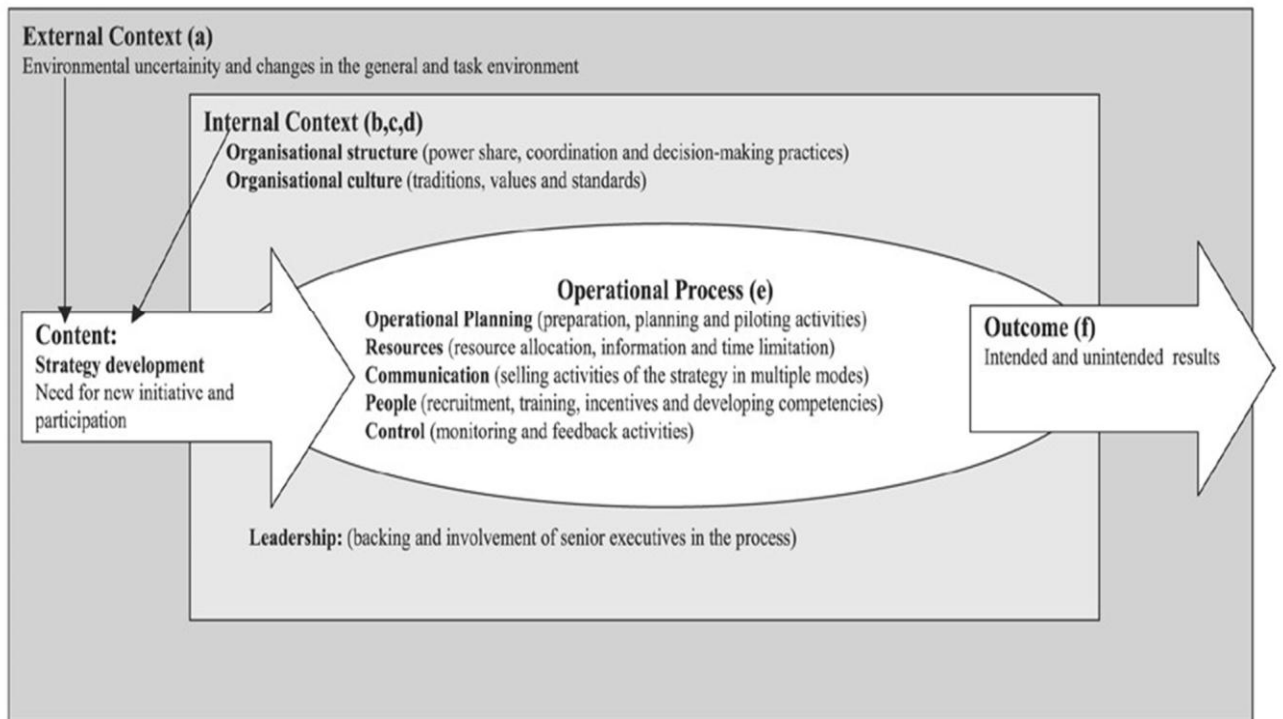
2.2 Theoretical Framework

The theoretical foundation is a very key aspect of study that helps a study to gain clarity of concepts and relationships. This particular research sought to appreciate the functions strategy institutionalization plays in the performance of road construction projects. There exist various theories and models that already proposed or developed to define the nature of firms or organizations. Durkheim's Theory of Culture and Resource based view will anchor this study, since they are well placed in terms of ability to predict performance.

2.2.1 Okumus's Theory of strategy implementation

This was the theory at the cornerstone of this research since all its ten key variables determines the core of this study. Okumus (2001) theory talked about ten variables that were important in strategy implementation and they included: formulation of strategy, uncertainty of the environment, organization's structure, culture, operation's planning, communications, and allocation of resources, people, control and outcome. Okumus (2003) enhanced the Okumus (2001) theory after identifying the ten key implementation factors which he regrouped into 4 specific classes vis-a-vis: content of strategy, context of strategy, process and outcome, based on which the interaction effect of the variables involved as shown in figure:1 below was emphasized. Okumus (2003) stated thus, various implementation conditions in the 4 classes need not be examined in isolation since a factor in a group may interfere with others. However only three variables were relied on from the Okumu's theory namely: Organizational Culture; human resource and communication for the reason that they were more relevant to the case of KeNHA and

were least researched on with regard to the construction industry compared to other variables.



Key

- a Changes in the external environment influence the strategic context and force organizations to deploy new initiatives.
- b Problems and inconsistencies in the internal context require new initiatives.
- c The strategy is implemented in the internal context, and the characteristics of organizational structure, culture and leadership influence the process factors.
- d Having an organizational context that is receptive to change is essential for the successful implementation of strategy.
- e The process factors are primarily used on a continuous basis to implement the strategy and manipulate the internal context.
- f The characteristics of the context and process factors and how they are used directly influence the outcomes.

Figure 1: *Okumus's Theory of Strategy Implementation*

2.2.2. Resource Based View Theory (RBV)

Resource Based View theory was the supporting theory of this study as it is developed on the premise that a firm uses resources to exploit the available opportunities and neutralize any threats to achieve a competitive advantage over others. Thus, this theory avers that that performance by an organization or firm is determined by the resources that are available in that organization or firm. According to Selzinick & Recardo, (2007), the resources used by businesses or firms can be classified into physical, human and organizational. Human resources include all workers in the firm or organization, trainings, experience, intelligence, skills, competences, knowledge and any unique abilities and

characteristics. According to this RBV theory, human resource is an internal resource that if well utilized can deliver competitive advantage to the organization or firm.

In this study, the theory was applied to examine how human resources contribute to the overall performance of road constructions. This theory states that possession of rare and valuable resources that are difficult to copy such as tacit knowledge, complex work relationships can make a firm achieve competitive advantage over competition (Takeuchi, 2007; Koech 2018). The workers building up a pool of human capital and are similar to other resources in the firm and hence with the desired behavior, a firm may have a competitive advantage (Boxall & Steeneveld, 2001). This study also considered the physical and Organizational resources.

2.3 Conceptual Review

Strategy implementation entails turning plans into actions to reach a desired outcome and different scholars have conceptualized strategy implementation as entailing various components. Just strategy implementation is about various terminologies, conceptualizations and purposes, which vary on the basis of theoretical framework of a particular study.

2.3.1 The Concept of Organization Culture

Van den Beg et al, (2004), explains thus, organizational culture is the shared values, and thoughts of a firm's work ethics which may vary from other businesses. Van den Beg & Wilderom, (2004), further states that, organizational culture is the inter-dependent values and beliefs that are shared within the firm and last for eternity. According to Schein (1992), organizational culture refers to a system or method of assumptions developed by a group of individuals who are learning to find solutions to its problems associated with external adaptation and internal integration.

Deshpande & Webster, (2014), defines culture as the shared values amongst groups of individuals which tries to continue over a period of time regardless of whether membership change. According to Deshpande et al., (2014), culture is about the behavioral patterns and systems of a firm which newly employed workers should automatically emulate and follow and it is amongst those conditions which are very difficult to express distinctly, but which is known by everybody through intuition. For

instance, the culture of a large business corporate like a commercial bank is distinct from one of a steel manufacturing firm or a hotel. It is easier explaining an organization culture through how the furniture is arranged, the way the people talk, what they wear or brag about (Deshpande et al., 2014).

Lok & Crawford, (2014), avers that corporate culture is a technique, with additions including information received from; community, profession, law and issues about competition, product or service. According to Lok & Crawford, (2014), the process of culture is about assumptions, values and norms, such as, values for: money; time; facilities; space and people and that the effects of culture are: firm's behavior; technologies; strategies; image; products; services and appearances and yet some firms have very strong cultures, implying that the core values are widely shared within the firm.

2.3.2 The Concept of Organizational Communication

Shonubi et al, (2016), avers that communication is a means through which an idea is transmitted from an individual to the other and it is a way by which an individual or people share information with others so that they can clearly understand each other. Shonubiet al., (2016), opines that communication is not just about giving information, but must be understood, received and acted upon.

Rashid, Rab, Anal, Moeed, Muhammad & Sana, (2013), advises that for an organization to be effective and efficient in performance , it needs: clarity; to understand the physical and human environment; to know the purpose of communication; to know when to plan and communicate, to understand that consultation must be two-way, i.e. top down and bottom up, to know that the facts should be implicit and explicit; understand that consideration is provided to the content and tone of the message; and message should be valuable to the recipient and precise; all the parties in communication to be good listeners with effective feedback and follow up mechanism processes.

2.3.3 Concept of Human Resource

Okumus, (2003), states that strategic human resource practices including development, employee relations, resource, training, and reward management are about the way people are employed and managed by firms. According to Okumus, (2001, 2003), strategy implementation on performance and practices provide source of sustainable and

competitive pros that significantly contribute to a firm's economic performance. In spite of considerable progress, and a significant number of studies already conducted in this area there are many unanswered questions this research sought to address in terms of: strategy implementation, organizational culture, human resource and performance in the road construction projects in Kenya: A case study of Kenya National Highway Authority (KeNHA).

2.3.4 Concept of Performance of Road Construction Projects in Kenya

According to Galbraith & Kazanjian (1986), the performance of road projects is measured on the basis of the number of roads constructed, quality, distance and time taken to complete the road construction. Galbraith & Kazanjian (1986) further states that implementation is investing in time, effort required to effectively integrate the firm's design variables as: tasks; people; structure; technology; reward systems; information and the processes of decision so as to generate the desired levels of performance. According to Kohtamäki et al. (2012), various studies are keen in knowing about strategy implementation and how it relates to performance.

Hrebiniak et al (2001), explained how it was conceptually important measuring and combining the facets of strategic implementation and enhance strategy planning and find the strategic and performance linkages. Wright, Kroll, Lado, & Elenkov, (2005), states that through rewards such as pay, compensations, and incentives organizations and or firms motivate the staff to work hard for better performance. In this study the researcher, highlighted the fragmentations in dimensions and strategy implementation measures that impact strategy; planning; effectiveness and performance.

2.4 Empirical Literature Review

2.4.1 Organization Culture and Performance of Road Construction Projects

Pinto (2010), while writing from India explained how organizational culture influences road projects including ways in which: sections should offer support to each other to achieve project goals; culture influences employee commitment; organizational culture affects planning processes for example how work is estimated and resources assigned to how managers evaluate team performance and their results. Pinto, (2010) further asserts that, managers consider making business-oriented decisions to enhance the performance

of construction companies and since project management is central to operations in different projects, it addresses concerns within various successful business units, whether public, private, or non-profit. While Pinto (2010) concentrated on organizational culture, this research thesis looked into strategic implementation of human resource and organizational communication with regard to organizational performance.

According to Kuo & Kuo, (2010), the strong rise in the number of projects needs more employees' involvement, hence increasing the extent of relations and contacts. Kuo & Kuo, (2010) avers that, the collaboration of project stakeholders interferes with regular work and hence create short tempers and the dislike of such projects by line managers. The roles, responsibilities, competencies and relations amongst project stakeholders should be properly defined and made effective, to avoid more conflicts from arising, hence more efficient project execution (Kuo et al., 2010). While Kuo & Kuo, (2010), concentrated on, human resource this research thesis looked into strategic implementation of organizational culture and organizational communication with regard to organizational performance.

According to Serkan, Andrew and Gokhan (2008), managing cultural diversity in construction projects is important for success in both local and international projects and can offer various pros for projects including organizational success. Serkan, Andrew and Gokhan (2008), notes that cultural differences and its challenges can lead to waste of resources and delay of projects construction. While Serkan et al. (2008) concentrated on cultural differences and their impact on management practices in construction industry, this study conceptualized culture, human resource and communication with regard to construction projects and their implementation strategies.

Hong, X. and Proverbs, D. (2003), compared overall contractor performance (OCP) in Japan, U.K and U.S.A and declared that international comparisons of contraction companies provides a robust benchmark for contractors in various countries and identifies ways towards performance improvement. Hong, X. and Proverbs, D. (2003), in effect avers that construction cost; time; quality and sustainable development, should be embraced to achieve key aspects of construction performance. Hong, X. and Proverbs, D. (2003), used Multiple regression analysis which revealed that overall contractor

performance depends on their past performance on previous similar projects; commitment; time; relations with sub-contractors and the design variations during the time of construction projects. Hong, X. and Proverbs, D. (2003), concentrated on comparative analysis of Japan, USA and UK and failed to focus on the strategic implementation aspects, which this study sought to fill.

According to Pamulu, M. S. (2010), the Nigerian construction market is one of the most developed and biggest in Africa, yet they struggle to survive due to difficult business conditions occasioned by a very competitive environment and relatively poor incomes. Pamulu, M. S. (2010), explored the competitive strategies adopted by indigenous construction firms (ICFs) to enhance competitiveness due to stiff competition. Pamulu, M. S. (2010), in his findings asserts thus, quality, schedule and cost in construction projects were the most significant competitive strategy of ICFs and that, tradeoffs in either quality, schedule and cost can have a devastating effect on project performance. This study agreed with Pamulu, M. S. (2010), by concluding that ICFs should adopt innovative and inclusive competitive strategies focusing on quality, achieving onschedule performance and cost reduction in construction operations. The study also agreed with Pheng, S.L. & Chuan, T.Q. (2006), who found out that experience, planning effort, adequacy of design and specification, cost progress monitoring and leadership skill of leader influence project performance.

2.4.2 Organizational Communication and Performance of Road Construction

Projects

According to Ahimbisibwe and Nangoli, (2012), project communication is defined as the feedback mechanisms, exchange of information with both customers and the entire organization regarding project goals, policy changes, procedures and status reports. Ahimbisibwe et al., (2012), explains that, communication is essential amongst the project team members, the entire organization and clients.

Many studies assert thus, individual commitment is important and critical factors in the performance of projects (Ntayi et al., (2011); Raed et al (2012)). According to Ahimbisibwe and Nangoli, (2012), when managers or members of a team with selfesteem, agree to work on a project, emotionally they get attached to the extent of its success.

Ahimbisibwe et al, (2012) further declares that, effective project communication leads to a sense of responsibility amongst various stakeholders and tasks assigned thus, making an individual to feel part of the construction company setting people in the firm to self-supervise.

According to Cheung, SO., Suen, HCH., & Cheung, KKW. (2004), writing in the International Journal of Engineering Education-Hong Kong, failure to apply the traditional face-to-face meetings and interactions creates a lesser contribution on learning environment hence deficiencies in construction work projects, but which can be improved by using Web-based teaching and thus, offers a Web-based learning package, known as the Construction Contracts Information Service (CCIS), to teach construction contracts for Construction Engineering students. The study by Cheung, SO., Suen, HCH., & Cheung, KKW. (2004), was focused more on the web based construction design and applications in Hong Kong construction industry unlike this study that concentrated on the practical, physical and manual aspects of strategy implementation with regard to road constructions in Kenya.

In Uganda, the underperformance of the construction industry is known according to Ntayi, et al, (2011), who further states that, construction projects always delay and are often finished outside the budget estimates due to inferior design and contract variations thereby affecting the public sector goals set by clients, globally. Ntayi, et al (2011), used institutional theory, to focus on factors applicable towards successful implementation of public road projects in Uganda. Ntayi, et al (2011), opines that, loss of funds in construction projects significantly interferes and stalls the implementation process. According to Ntayi, et al (2011), governments and organizations need emphasize on monitoring mechanisms and staff familiarity with public procurement regulatory frameworks to avoid manipulations by unethical stakeholders. The findings of this researcher agrees with Ntayi, et al (2011) on the human resource aspect. Ntayi, et al (2011) found that professionalism; monitoring; efficiency and compliance significantly enhances successful implementation of public road projects. However, this researcher went further and looked at organizational culture and communication which Ntayi, et al (2011) ignored. Mbaabu, P. (2012), avers that planning, site management, experience,

adequate finance, payment for finished work, favorable conditions, professional subcontractors, adequate raw materials, human capital, maintenance of plants, equipment and machinery, good communication channels amongst parties may influence the successful implementation of road projects.

2.4.3 Human Resource and Performance of Road Construction Projects

In New Zealand and Australia, Richard and Johnson (2001), wrote on the impact of human resource diversity practices on firm performance with regard to the importance of business strategy and human resource practice interactions towards organizational effectiveness and found that business strategy moderates the relationship between human resource practices and firm performance. According to Chow (2012), business strategies when paired with human resource practices have a positive impact on firm performance. Martell, Gupta and Carroll (2013), explains that considerable emphasis has been laid on the importance of integrating human resource practices and business strategy for firm performance and that organizations must work with their staff to produce good results.

Corbett and Harrison (2015), also carried out research on employee involvement and manufacturing performance in New Zealand and Australia, and found that workforce related programs which promotes quality and communication in an organization enhances performance and that a well trained work force assist organizations achieve market share and thus, produce high quality products and meet clients' expectations.

In the US, Huselid et al. (2016) examined the impact of human resource on corporate firm performance of 293 US firms, and considered human resource effectiveness such as compensation, recruitment, training, industrial relations, selection, appraisal, employee attitude, team work, employee participation, empowerment, communications and development. The study by Huselid et al. (2016) avers thus, there is a positive link between strategic human resource effectiveness and firm performance, and that technical human resource effectiveness is not related to firm performance, and as such Huselid et al. (2016) concluded that there exists a relationship between human resource effectiveness and productivity of firms. While Huselid et al. (2016), concentrated on human resource with regard to firm performance, this study undertook to fill the gap on strategic

implementation, organizational culture, human resource and communication with regard to road construction projects in Kenya.

According to Armstrong and Baron (2014), peoples' skills, abilities and experience, make significant contributions towards firm success and thus, constitutes a source of competitive advantage. Armstrong et al., (2014) continues that, strategic human resource practice including resource, training, development, relations and reward systems are employed and managed by firms to achieve competitive advantage through strategic deployment of a committed and capable workforce.

In Lithuania, Ejaz, N. et al, (2013), identified and prioritized the critical success factors influencing construction projects and their performance, where they identified seventyone factors which were grouped into seven groups. Ejaz, N. et al, (2013), further grouped the success factors into a questionnaire survey and distributed them to thirty construction experts on projects management from twelve construction firms. According to Ejaz, N. et al, (2013), the results showed ten critical success factors were responsible for the success of construction projects and their performance and that, throughout the world construction industry is viewed as one of the primary industries upon which the growth and development of a country depends and this is generally determined by the quality of construction industries and their capabilities. Ejaz, N. et al, (2013), however explain that the construction industry is faced with problems related to time, costs, quality, safety, claims and litigations and to overcome these problems, one must understand how well a project is performed, and whether the end results satisfied the initial objectives. According to Ejaz, N. et al, (2013), therefore a project manager cannot manage, control, or improve if he cannot measure projects' success and the projects' success concept may even be more complicated since it involves various stakeholders, with inherent risk and is vulnerable to external factors such as politics and economics. According to Pinter and Pšunder (2014), while writing on problems regarding construction projects, their successes and evaluation, avers that success of projects hinges upon work ethics and human desire to achieve set goals and thus, require a multi-dimensional evaluation criterion. In Kenya, Mbatia Elizabeth Murugi (2015), while writing on the impact of

strategy implementation on performance at Kenya Urban Roads Authority (KURA) explained that strategic decisions are about the long term direction of an organization.

2.4.4 Legislations and Regulations

According to Kenya Roads Act, 2007 which initiated the Kenya National Highways Authority (KeNHA) and inaugurated it in 2008 with its headquarters in Nairobi, Kenya, the authority is made up of 10 regional offices and 3 corridor management offices.

According to gazette notice No 4 (LN 2 of 2016) and CS - MOTIHUD&PW revision of the register in May 2020, KeNHA should develop; rehabilitate; manage and maintain of National Trunk Roads comprising Classes S; A and B, which is about 21,553 k.m. and the classes include:

- i)* Class S: Have large traffic flow and connecting two cities and more
- ii)* Class A: Connects to international boundaries and points including international airports and or seaports.
- iii)* Class B: Forms a critical national route connecting national trading centers; economic hubs; county headquarters and capital city or Class A roads.

Under the Constitution of Kenya 2010, Public Works is responsible for providing an efficient road network system in Kenya. The Ministry gives the policy, regulatory frameworks, coordination, oversight, supervision, liaison, and other services for the smooth running of the roads sub-sector. Other players in the roads sub-sector are Nairobi Metropolitan Area Transport Authority (NaMATA); Kenya Rural Roads Authority (KeRRA); Kenya Urban Roads Authority (KURA); Kenya Roads Board (KRB); County Governments and Kenya Wildlife Services (KWS).

The Authority's functions as defined by the Kenya Roads Act of 2007 are to: construct; upgrade; rehabilitate; maintain roads under its control; control national roads, road reserves and access to roadside developments; implement road policies; adhere to the rules and guidelines on axle load control; ensure good quality of road works; collect and collate data related to the use of national roads; preparing road work programs; monitoring and evaluation; develop and maintain national roads; advise the Minister on all issues on national roads; liaison and coordination in planning and operations; perform all the other functions related to road implementation as may be directed by the Minister.

2.5 Research gaps

This section presents research gaps in line with both independent and dependent variables of the study.

Table 2.1: Research Graphs

Sr. No.	The Author (s)/Year	The title of the study	Objective	Methodology	The findings of the study	Conclusions	Recommendations	Gaps in Knowledge
1	Hong X. et al (2003)	Factors affecting the performance of the contractor: International investigation on Engineering, Construction and Architectural works Management	To examine factors affecting the contractor performance- An International investigation- Engineering, Construction and Architectural Management	Questionnaires were used for primary data collection; Interviews conducted and A sample size of 182 respondents relied upon in the study.	This study found out contractor performance depends on past performance of previous similar project, commitment towards employment, relationship with subcontractors, the no. of variations during construction.	This study concluded that Clients should make efforts to minimize design variations during construction of projects	This study recommended that general performance should be enhanced and that the contractors to consider time, delays, stability, workforce and to set partnerships with subcontractors.	This study concentrated on comparative analysis of the USA and the UK, Japan and failed to focus on the strategic implementation aspects.
2	Cheung SO., et al (2004)	PPMS-Web based Construction Project and Performance Monitoring System as well as automation in Construction projects	To analyze the effects of Web based Construction Projects, Performance Monitoring System and Automation in Construction industry	This study adopted Cross-sectional survey research design techniques. Quantitative method was adopted. The target population was 250 respondents.	The study established that the Web-based construction has the following combinations; Standard Forms of Construction Contracts, Cases, Contractual Problems, & Standard Documents	This study concluded that the, world-wide - web offer performance monitoring and active participation is achieved through e-mail and on-line discussion forums.	This study recommended that, as much as the contents of CCIS were geared towards the Hong Kong Construction Engineering industry, the design idea and the tools applied could be used with no geographical and disciplinary barriers.	This study was focused more on the web based construction design and applications in Hong Kong construction industry.

3	Chow-HS, (2012)	The Linkage of human resource management and the Knowledge related Performance in the Technology Intensive Industries of China.	The effects of Linkage of HRM and Knowledge-related Performance Technology intensive Industries in China.	This study used primary and secondary data sources.	The study established that a new wave of influence was the fourth fan culture of Chow's film industry.	The research concluded that the China's construction projects performed through different online carnival atmosphere created by Chinese and cultural producers.	The study recommended further research in the linkages of HRM and Knowledge related construction performance.	This study concentrated on the China's construction industry.
4	Ejaz N, et al (2013)	Assessment of Critical Success Factors towards Mega Construction project in Lithuania,	This was to identify, prioritize the critical success conditions influencing construction projects performance in Lithuania	This researcher relied on a questionnaire survey designed by incorporating the applicable seventy-one conditions influencing successful construction performance. The success conditions were further grouped into seven.	The study revealed Ten critical success factors for the success of construction projects performance in Lithuania.	The researcher concluded that construction projects across the entire globe is a primary industry on which a country's development and growth hinges and their status is determined by quality construction industry and capabilities.	This study recommended: since construction sector continues to face problems ranging from time, costs, quality, safety, claims and litigation, to overcome them requires that the first mission be to understand the performance of the projects and how the end result satisfies the initial objectives.	The study looked at the critical success conditions and ignored strategic actions necessary for the success of the construction works of the project.
5	Mbaabu P (2012)	Conditions affecting Implementation of road construction in Kenya: A case of Isiolo County.	This study investigated factors influencing implementation of road constructions in Kenya with specific regard	The study used a descriptive survey design in to describe a situation to yielding maximum information with minimal	existence of the strategies made by the consultants. Yet some of the respondents were not aware of the availability of any fundraising strategies which	experience, availability of finance, payment for finished works, favorable external factors, identification of sub-contractors, adequate raw- materials, labor supply, maintenance	The study recommended future and further studies to be undertaken on factors affecting implementation of road construction in Kenya and across	This research failed to look at the strategies for implementation, although it concentrated on the factors that affect the implementation

			to Isiolo County	expenditure of effort, time and money (Kothari, 1995)	had been used by the project.	of plants, equipment and good communication channels amongst parties.	the world.	of road construction projects in Kenya.
6	Huselid MA, et al (2016).	Technical & Strategic HRM effectiveness and how they determine the Performance of a firm.	To examine the effect of HR managers' capabilities on HRM effectiveness and their impact on corporate performance.	schedule and questionnaire.	Findings of the study established that for the U.S. industries, effectiveness and capabilities were closely related. It also found out that, attributes of HR staff enhanced productivity, cash flow, and market value.	measures of performance.	before engaging human resource personal for better outcomes.	The study only considered human resource and did not consider organizational culture and communications. This study focused on human resources, communication and culture variables
7	Ntayi JM., et al (2011)	Perceived Projects valuation, opportunistic behaviour, inter-organizational cooperation, and contractor Performance.	Using Institutional theory, the objective of this research was based on success factors to implement public road construction works in Uganda.	The research used cross sectional and structured self administered questionnaires, while applying PLS-SEM data analysis using Smart-PLS3.	The results found that professionalism, monitoring, familiarity with regulatory framework; perceived inefficiency and compliance significantly increases successful implementation of road construction works, yet sanctions on staff, contractors'	This study concluded thus, regulatory frameworks be written in a less technical language which is easy to interpret by stakeholders and recruitment of qualified staff be given serious consideration.	The study recommended that: Government enhances and improves monitoring mechanisms and staff knowledge on public procurement mechanisms to minimize unethical practices by project stakeholders particularly on contract cost variations during implementations.	The study concentrated on opportunistic behavior and not strategic implementation aspect. This study focused on strategy implementation

					resistance to noncompliance are insignificant predictors.			
8	Pheng Et al SL. (2006)	Environmental conditions and performance of projects' managers in the construct on industries.	This study's objective was to identify conditions facilitating and delaying performance of projects, in Sudan.	75 structured questionnaires were distributed randomly, and 52 questionnaires completed and returned.	Spearman's Correlation Coefficient, explained the strength of relations between key factors, whereas Kruskal-Wallis's test, found thus, there existed comparison and variations in opinions between responders.	The study therefore concluded: The most important conditions influencing project performance included team leader experience, planning effort, designs, specification, cost, progress monitoring and leadership skill of leader.	The study recommended that: since environmental factors are diverse and ever varied, there should be continued research in this area.	This research looked at the environmental factors in relation to work performance of project managers and failed to consider strategic implementation.
9	Pamulu (2010)	Strategic management practice and the construction industry: A case study of Indonesian firms.	The objective of the research was in exploring the competitive strategies adopted by ICFs in improving competitiveness	Seventy- two respondent were relied upon with well-structured questionnaire being given to ICFs in Lagos, Abuja and Nigeria on the basis of convenient sampling technique and Data was analyzed through the use of descriptive statistics and Spear man's rank	strategies of quality, schedule and cost. It also revealed that, tradeoffs in quality, schedule and cost can have a devastating effect on project performance.	focusing on quality and try to achieve on schedule performance and cost reduction in construction works.	competition and relatively low profit margin.	This research concentrated on Strategic management practices rather than strategic implementations of projects.

				correlation.				
10	Pinto, J. K. (2010).	Project management: Achieving competitive advantage. (2 nd edition).	The effects of Project Management: Achieving Competitive advantage.	Descriptive study design was adopted. Target population of 98 project managers. The researcher used the census method where all the 98 project managers were interviewed. Questionnaires were administered to the respondents for data collection	Finding was thus, Project Management makes a decision business-oriented approach to the projects.	In conclusion, the study stated that because understanding projects management are key to various industries, the issue of addressing project management within the context of successful organizations, regardless of their status, whether publicity held, private or not for profit remained paramount	The study recommended further research in project management owing to its diversity and expansiveness	This research restricted itself to project management and failed to address the issues related to strategic management in project construction works.

2.8 Conceptual Framework

The study sought to investigate the influence of strategy implementation on performance of road construction projects in Kenya. A case study of KeNHA. Specifically, the study investigated the effect of organizational culture on the performance of road construction projects, the effect of organizational communication on the performance of road construction projects, and the influence of human resources on the performance of road construction projects. A case study of KeNHA.

The factors influencing the strategy implementation on the performance of road construction projects in Kenya may include: planning, safety, risk management, human factors, procurement methods, stakeholders, contractors etc. However, for purposes of this study the researcher identified human factors (organizational culture, organizational communication and human resources) and their influence on strategy implementation on the performance of road construction projects in Kenya since they are the major influencers of the rest of the factors. The researcher also found out that, limited research has been conducted in this area of study

Figure 2, below shows the conceptual frame work consisting of, the independent variables, consisting of organizational culture, communication and human resources; and the dependent variable namely the performance of road construction projects.

Independent Variables

Organizational Culture
-Values
-Mission
-Vision

Organizational Communication-
Down Top Communication
-Top down Communication

Human Resources
-Compensation
-Work environment

Dependent Variable

Performance of Road Construction
Projects
-Quality of roads
-Distance of roads constructed
-Time taken to complete roads

Legislations & Regulations
• Kenya Roads Act 2007

Intervening Variable

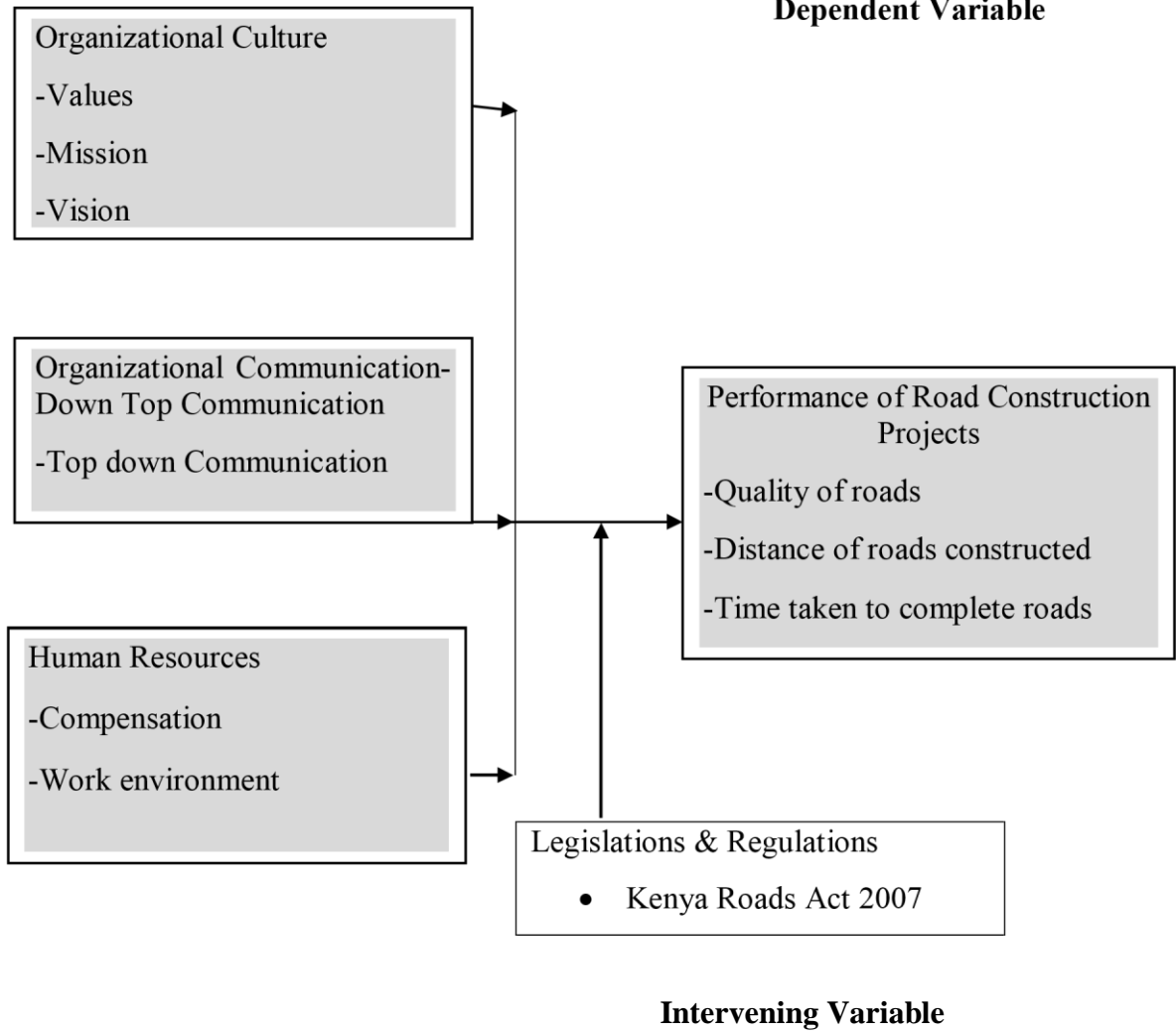


Figure 2: Conceptual Framework (2022)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter presented the methodology that was adopted to carry out the research. It discussed: research design; data type and source; the target population; sampling procedures, methods and techniques applied in selecting the sample size; data collection methods, tools, analysis and presentation.

3.2 Research Design

The design presents a plan as well as the structure that was used to investigate the phenomenon of interest. The research was performed using a case study approach because it helps the research to answer questions such as “what, why, where and how” in respect of the study. A case study design provides a precise explanation to the qualities of sample, either an individual or a group, as they are in the natural environment (Kothari, 2004). In particular, the study design included a robust data collection method that will allow collection of vital and in-depth information from the field. The study also adopted explanatory research design which allows testing of hypothesis. The research adopted both qualitative and quantitative approaches in data analysis.

3.3 Study Area

The study was conducted at the Kenya National Highways Authority (KeNHA), headquartered at Barabara Plaza, Jomo Kenyatta International Airport (JKIA), Off Airport South Road, along Mazao Road Nairobi. Its GPS coordinates are 1° 17' 11.0004" S and 36° 49' 2.0028" E, with a latitude of -1.286389 and longitude of 36.817223. KeNHA is State Corporation, solely responsible for the management, development, rehabilitation and maintenance of international trunk roads in Kenya.

3.4 Target Population of the Study

Target population, is a universal set of study of all members of real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result according to Kothari, (2004). The study population of this research consisted of Kenya

National Highways Authority (KeNHA) employees from the departments of: human resource, finance, procurement, internal audit, marketing, planning and engineering.

Table 3.1. Target Population

Department /Strata	Number of Employees
Senior Managers	11
Audit	12
Human resource	14
Planning	15
Engineering	16
Finance	9
Procurement	14
TOTAL	91

Source: KeNHA (2019)

3.5 Sampling Design and Sample Size

The sample size was made of KeNHA employees selected through stratified random sampling technique. Stratified sampling begins with a purpose in mind and the sample selected includes people of interest while excluding individuals who do not suit the purpose according to Kothari (2004).

This study focused on senior managers in human resource, finance, procurement, audit, marketing, planning, engineering departments and adopted stratified sampling technique where employees in each stratum were randomly selected.

Sample size was drawn using the Yamane formula (1967) given below:

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

Where:

n = Number of

samples N = Total

population e = Margin
of error.

$$n = \frac{91}{1 + 91(0.05^2)}$$

$$n = 74$$

Table 3.2: *Sampling Techniques and Sample Size*

Department	Target Population	Sample size	Percentage (%)
Senior Managers	11	9	12
Audit	12	10	14
Human resource	14	11	15
Planning	15	12	16
Engineering	16	13	18
Finance	9	8	10
Procurement	14	11	15
TOTAL	91	74	100

Source: Researcher (2022)

When the study population is less than 10,000, a sample size of 10%-30% is a good representation of the target population according to Mugenda and Mugenda (2013). For purposes of this study, the target population stood at 91 against which a sample of 74 was selected representing 81% of the target population as indicated in the above table.

3.6 Piloting of the Research Instrument

Piloting was done to establish both the validity and reliability of the research instrument before commencement of the actual research work. Piloting was done at the Kenya Rural Roads Authority (KeRRA), which is accountable for the management, rehabilitation, maintenance and development of national roads that have been categorized as classes D, E, and the unclassified rural roads in Kenya. Similarity in mandate with KeNHA made it a more convenient institution to pilot the study. A total of 10 respondents from Headquarters (Nairobi) representing 11% of the total population were given

questionnaires. This agrees with Mugenda and Mugenda (2013). The results from the respondents that was obtained in the pilot study and expert comments were used to revise the research instrument to improve its reliability and validity.

3.7 Reliability of the Research Instrument

Reliability is the extent to which an experiment, test, or any measuring procedure provides the same results if repeated severally. Cronbach's alpha method (Cronbach, 1951), was used to determine the reliability of the research instrument and it yielded a score of +0.761. According to Sekaran (2001), for each variable under study alpha values should be more than 0.7 for the statements in the instruments to be deemed reliable. Thus, the data collected and subjected to Cronbach's alpha test established its reliability index.

3.8 Validity of the Research Instrument

Validity of the instruments was applied using experts' opinion where some areas of study were edited to remove any ambiguity in order to improve on the content. It was improved and refined through piloting which according to Mugenda and Mugenda (1999), can be administered on at least 10% of the total population in the unit of analysis and the responses obtained helps to confirm validity level of the research instrument. These respondents who participated in the pilot test were not part of the final study analysis. According to Oluwatayo, (2012), validity refers to the extent to which a test, measurement instrument provides a valid or sound results. The content validity was achieved through adequate coverage of the study construct variables to achieve the study objectives.

3.9 Data Collection and Procedure

Questionnaires were used to collect data from the sample population. The type of data collected from this study was primary data. Semi-structured questionnaires consisting of structured, closed and open-ended questions were applied for purposes of data collection in this research and structured questions were designed on a five-point Likert scale.

The questions developed included section one, which focused on information related to the demographics of the respondents. Section two consisted of information related to organizational culture; section three asked question on organizational communication while section four and five asked questions on Human resources and project performance

respectively. The administration of questionnaires was done through the drop and pick method. The purpose of using a questionnaire for collecting primary data was that it helped to collect standard responses from all the interviewees.

3.9.1 Data Analysis

The process of data analysis commenced once a thorough check on the data contained in the returned questionnaires was done to ascertain completeness and consistency levels. The process included cross-checking questionnaire data for purposes of identifying incompleteness and any errors. Data collected was analyzed through descriptive and inferential statistics aided by SPSS software. In order to actually be usable in practice, the model conformed to the linear regression assumptions.

The following is the regression model, which the study adopted.

$$Y = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + \epsilon$$

Y represents the dependent variable firm performance β_0

is a constant

B_1 , B_2 and B_3 are the coefficients of the model

X_1 is organizational structure

X_2 is Organizational communication

X_3 is Human resources

ϵ is the error term

The diagnostic (Linear regression assumption) tests were conducted to ensure non violation according to according to Brooks, (2008) who explained that analyzing and estimating equations when the regression assumptions are violated may lead to the risk of getting biased, inefficient, and inconsistent results. Consequently, linearity test, the multi collinearity, autocorrelation and heteroscedasticity were carried out to ensure proper specification of equations.

3.9.1.1 Linearity Test

Linearity is where two variables, x and y, are related such that $y = a + bx$ where a is a constant b is a coefficient. Thus, the test for linearity was conducted for each variable before any linear regression was done. SPSS statistical software tool using scatter graph and graphical methods were applied to observe the possibility of the data arriving at a linear population.

3.9.1.2 Normality Tests

The normality test was done to test whether and if the sample score were normally distributed with the same mean and standard deviation and the test was found to be significant ($P < 0.05$) thus there was a normal distribution of the variables.

3.9.1.3 Multi collinearity Test

The test for multi collinearity was done to ascertain non-existence inter-correlation amongst the variables. Multi collinearity may cause several problems such as increase in the size of standard errors and the coefficient of determination (R^2).

3.9.1.4 Heteroscedasticity Test

The Classical Linear Regression Models (CLRM) assume that the error term is homoscedastic, and that it has a constant variance. If the error variance is not constant, then there is heteroscedasticity in the data. Running a regression model without checking on the existence of heteroscedasticity may cause biased parameter estimates. In testing for heteroscedasticity, the Breusch-Pagan/Godfrey test (1979) was applied. The null hypothesis of this study suggested that the error variance is homoscedastic.

3.10 Ethical Considerations

A letter of consent from Jaramogi Oginga Odinga University of Science and Technology (JOOUST), was sent (personally hand delivered) to KeNHA to request for participation of staff in the research. The purpose of the study and the research topic was introduced and the staff invited to participate on voluntary basis while assuring them of confidentiality. Each respondent was notified that the research is purely for academic purposes and that his or her confidentiality was assured. The researcher proceeded with the interview after the respondents' confirmation of being ready and willing to participate in the research. This research valued the persons that provided and from whom information was collected; the knowledge gained and indeed the tenets of social research.

CHAPTER FOUR

DATA COMPILATION, ANALYSIS AND PRESENTATION

4.1 Introduction

The chapter is about data compilation, analysis and presentations from the questionnaire survey, which include analysis of age, sex, education standards and experience of work in the demographic section. Subsequent sections present the findings and analyses of descriptive statistics on organization culture, Organizational communication, human resources and performance factors, followed by the analysis of regression findings involving organization culture, communication and human resources representing the independent variables and the performance of road construction projects in Kenya being the dependent variable. Graphical representations using tables and figures were applied to support the findings.

4.2. Descriptive Results

4.2.1 Demographic information

This study collected data from 74 respondents. The demographic information that was collected included age, sex, education and experience of respondents. The following were the findings of data collected.

Table 4.1: Demographic Information

Age of Respondents

Age Category	Frequency	Percent (%)
<20	4	5.5
20-29	28	37.8
30-39	20	27.0
40-49	12	16.2
>50	10	13.5
Total	74	100.0

Level of Education

Education	Frequency	Percent (%)
<20	4	5.5
20-29	28	37.8
30-39	20	27.0
40-49	12	16.2
>50	10	13.5
Total	74	100.0

Work Experience

Years	Frequency	Percent
< 5 Years	11	14.9
5-10 Years	33	44.6
11- 15 years	20	27.0
> 15years	10	13.5
Total	74	100.0

Table 3 shows the findings on age of respondents. 5.5% of those who responded were below 20 years old, 37.8% were in the 20-29 age category, 27% in the 30-39, 16.2% in the 40-49 and 13.5% were above 50 years of age. Most of those who responded, based on analysis of the data, were 20 to 29 years of age although those from 30-39 years old were equally large in number, however, the less than 20 age brackets were least among the sample of respondents that participated in the study. Age was an important aspect of this study as it depicted maturity, innovation, mentorship, speed and experience. Between 20 to 39 years is a very fast and innovative age in the construction industry, while 40 years and above depicts maturity, mentorship and experience.

4.2.1.1 Level of Education

Table-4 shows the education levels among those who responded. Those respondents who had only reached primary level of education accounted for 4.1%, those that had attained Secondary level of education accounted for 18.9% while 24.3% had certificate level education, 25.7% had diploma, 21.6% university degree, 2.7% masters, equally 2.7% had PhD. Majority of those who responded had attained Diploma, however, 77% of those who responded had certificate, diploma, university, masters or PhD level of education, an indication that the degree of understanding amongst respondents, was reasonable other factors being constant.

4.2.1.2 Work Experience

Table 5 shows how many years that those who responded had served in the organization. Those that had served for less than 5 years accounted for 14.9% while those that had served for between 5-10 years accounted for 44.6% and 27% had 11-15 years of service with 13.5% of those who responded having served for over 15 years. The findings show that most of those who responded had put in service 5-10 years while 71.6% had put in service 5 and 15 years inclusive. This indicates that the respondents were highly experienced in the work of the organization and could respond substantively and reliably to the issues that they were asked to respond to in the study.

4.2.2 Descriptive Analysis for Organizational Culture

Table 6 shows the average scores for the statements on organizational culture, based on 74 respondents, measured on a scale of 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree). Standard deviation measures the amount of variation or dispersion of a set of values in statistics, and thus, a low standard deviation shows that the values tend to be close to the mean or the expected value, whereas a high standard deviation shows that the values are wide spread over a range. For the purposes of the analysis, the average score of those who responded was worked out. An average score of zero implies that it doesn't matter, between 1 to 1.8 means that respondents strongly disagree, an average score of 1.81 to 2.6 implies that they disagree, an average score of 2.61 to 3.4 implies those who responded had neutral perception, 3.41 to 4.2 implies that they agree and a mean score of 4.21 to 5 implies that they strongly agree. A standard deviation of above 1.0 means there is no consensus whereas a standard deviation of 1.0 and below implies a consensus.

Table 4.2: *Responses to Organizational Culture*

B	Culture Statements	Mean	S.D.
B1	In my organization there is a mission and vision statement	4.12	0.8458
B2	My organization allows employee participation in decision making and it exhibits respect for varied opinions and ideas.	3.03	0.9657
B3	In my organization we have a risk tolerance culture	3.16	0.5681
B4	The organizational powers of the upper cadre and the lower cadres in my organization are distant apart	4.04	0.6854
B5	In my organization new ideas are tolerated	3.05	0.1567
B6	Risk tolerance contributes a great deal in the strategy implementation with regard to my organization	4.04	0.9458
B7	In my organization power distance is a major bottleneck to strategy implementation	4.35	0.8657
B8	Strategy implementation is enhanced when and if new ideas are tolerated in an organization.	4.09	0.6681
B9	In my organization all employees are motivated	3.93	0.8066
B10	In my organization the management and junior staff relate fairly well	2.86	0.8458
B11	In my organization, customers and staff have a fun and friendly environment	3.86	0.9657
B12	In my organization, there exist clarity of vision, mission and values amongst employees due to training and accessibility of information	4.07	0.5681
B13	All the employees of the organization understand fairly well their roles in achieving the corporate vision	4.16	0.6854

B14	In my organization, employee attitudes, strategic goals and objectives are strongly aligned	4.78	0.7567
B15	My organization aligns itself to its mission, vision and values always	3.69	0.9458
	Average Score	3.82	0.8657

It shows the mode, mean and standard deviation: for whether there existed within the organization a mission and vision statement the mean score and standard deviation were 4.12 and 0.8458 respectively. As to whether there existed a diverse range of opinions and ideas amongst the people, the mean score was 3.03 with a standard deviation of 0.9657; culture of tolerating risks were 3.16 and 0.5681; whether the upper and lower cadres were distant apart in the organization were 4.04 and 0.6854; tolerance for new ideas was 3.05 and 0.1567; risk tolerance helps in strategy implementation: 4.04 and 0.9458; the power distance is a hindrance to strategy implementation: 4.35 and 0.8657; on whether new ideas when and if tolerated enhanced strategy implementation: 4.09 and 0.6681; employees were motivated was 2.93 and 0.8066; the management related well with juniors was 2.86 and 0.8458; on whether customers and staff have a fun and friendly environment in the organization it was 3.86 and 0.9657; if there existed clarity of vision, mission and values amongst employees due to training and accessibility of information stood at 4.07 and 0.5681; and on if all the employees of the organization understood fairly well their roles in achieving the corporate vision was 4.16 and 0.6854; and if employee attitudes, strategic goals and objectives were strongly aligned to the organization stood at 4.78 and 0.7567; if the organization aligns itself to its mission, vision and values always the mean score and standard deviation were 3.69 and 0.9458 respectively. The average mode score, mean score and the average standard deviation for organizational culture is 3.82 and 0.8657. The findings indicate, according to the mode, mean and standard deviation, that most of those who responded agreed organizational culture influences the organization.

4.2.3 Descriptive Analysis for Organizational Communication

Table 4.3: Responses to Communication Statements

C	Statements	Mean	S.D.
C1	My organisation plans and coordinates communication processes in line with strategy implementation needs	3.31	0.316
C2	In strategy implementation communication is very important	4.24	0.596
C3	In my organization communicating with employees concerning the implementation of strategy is often delayed	3.49	0.597
C4	My organization has a communication program and or approach which allows questions to be raised by employees concerning issues on strategy formulation.	3.04	0.629
C5	New requirements, tasks and activities to be performed if not effectively communicated to employees can create more harm and danger.	4.12	0.436
C6	How a strategy is presented to employees can be more impactful and can greatly influence its acceptance.	4.89	0.016
C7	In strategy implementation, an integrated communications plan can be very effective.	4.11	0.196
Average score		3.86	0.635

Table 7 shows the average scores for the statements on organizational communication, based on 74 respondents, measured on the scale of 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree). The mode, mean and standard deviation for the statement “communication processes are planned to match requirements for a strategy to be implemented” was 3.31 and 0.316; On whether strategy implementation communication is very important it stood at 4.24 and 0.596; On whether in the organization, communicating with employees concerning the implementation of strategy was often delayed: 3.49 and 0.597; on whether the organization has a communication program and or approach which allows questions to be raised by employees concerning issues on strategy formulation: 3.04 and 0.629; on whether new requirements, tasks and

activities to be performed if not effectively communicated to employees can create more harm and danger: 4.12 and 0.436, on whether a strategy presented to employees can be more impactful and can greatly influence its acceptance: 4.89 and 0.016; On whether, in strategy implementation, an integrated communications plan can be very effective: 4.11 and 0.196. The average mode score, mean score and the average standard deviation was 3.86 and 0.635, which showed that most of those who responded agreed that communication influences the organization.

4.2.4 Descriptive Analysis for Human Resource

Table 8 shows the average scores for the statements on human resource, based on 74 respondents, measured on 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree).

Table 4.4: *Responses to Human Resource Statements*

D	Statements	Mean	S. D.
D1	Trainings and orientation programs are effective methods that enable employees gain skills necessary in serving clients.	4.95	0.516
D2	In my organization, customers' suggestions on methods, means and ways of improving service quality are shared with workers	4.65	0.496
D3	In my organization, manuals and individual computers are provided to employees to ease their work	4.46	0.797
D4	In my organization, workers have access to the products and policy information necessary for their work	4.86	0.629
D5	In my organization, departments cooperate fairly well with each other	4.89	0.436
D6	Workers get the required materials from across the departments with ease and in time.	3.77	0.975
D7	My organization encourages decision-making by its workers	3.89	0.516
D8	In my organization's desire to meet customer requirements, employees are given the discretion to customize their services	2.96	0.496
D9	Employees in my organization earn salaries and or wages above market rate	3.92	0.797
D10	Involving employees in decision-making in corporate strategy is key to performance.	4.78	0.629
D11	In my organization, complaints and negative comments by our customers are escalated to employees.	4.97	0.436
	Average Score	4.37	0.768

The mode, mean and standard deviation for “trainings and orientation programs are effective methods that enable employees gain skills necessary in serving clients were at 4.95 and 0.516; on whether in the organization, customers’ suggestions on methods, means and ways of improving service quality are shared with workers, the mean and the standard deviation was 4.65 and 0.496 respectively; if in the organization, manuals and individual computers are provided to employees to ease their work: 4.46 and 0.797; whether in the organization, workers have access to the products and policy information necessary for their work, it stood at 4.86 and 0.629; departments of this organization cooperate well with each other was: 4.89 and 0.436; whether workers get the required materials from across the departments with ease and in time, this stood at 3.77 and 0.975; whether the organization encourages decision-making by its workers: 3.89 and 0.516; whether in the organization’s desire to meet customer requirements, employees are given the discretion to customize their services it was 2.96 and 0.496; on whether the employees in the organization earn salaries and or wages above market rate: 3.92 and 0.797; on whether by involving employees in decision-making in corporate strategy is key to performance: 4.78 and 0.629; on if in the organization, complaints and negative comments by our customers are escalated to employees: 4.97 and 0.436. The average mean score and the average standard deviation for human resource are 4.37 and 0.768 respectively, which indicated that most of the interviewees strongly agreed that human resource influences the organization.

4.2.5 Descriptive Analysis for Performance of Road Construction Projects

Table 4.5: Responses to Performance of Road Construction Projects Statements

E	Statements	Mean	S.D.
E1	My organization minimizes risk, injury or loss of property	3.95	0.482
E2	My organization achieves its goals relatively easy, in a timely manner and at a fair cost with fairly good choices	4.27	0.393
E3	Providing reasonable and dependable levels of service	4.32	0.938
E4	My organization maximizes its overall benefits from both the public and private transport companies	4.72	0.985
E5	Helping to maintain and enhance the quality of the natural and human environment	3.28	0.722
E6	My organization Maintains physical assets in the transportation system	4.32	0.704
E7	The project managers are committed to meeting cost, schedule, safety, and quality standards	3.91	0.482
E8	All the project personnel, particularly the supervisors, foremen, and field construction staff are motivated and committed to the organization's goals	3.95	0.393
E9	In my organization, the scope and work definition of the project are clear	3.53	0.938
E10	The project managers are experienced and capable in terms of technical, administrative, human relations and communication skills	3.01	0.985
E11	Project work is linked to safety programs, safety monitoring, safety regulations	3.86	0.722
E12	Procedures are implemented to track project progress relative to goals established in the planning phase	3.11	0.704
	Average Score	3.85	0.845

Table 9 shows the average scores for the statements on the performance of road construction projects in Kenya with specific regard to KeNHA, based on 74 interviewees, measured on a scale of 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree). It showed mean and standard deviations for the statements: “on whether the organization minimizes risk, injury or loss of property the mean score and the standard deviations stood at 3.95 and 0.482 respectively; as to whether the organization achieved its goals relatively easy, in a timely manner and at a fair cost with fairly good

choices: 4.27 and 0.393; whether the organization provided reasonable and dependable service levels: 4.32 and 0.938; whether the organization maximizes its overall benefits from both the public and private transport companies: 4.72 and 0.985; whether the organization, helps in maintaining and enhancing the quality of the natural and human environment: 3.28 and 0.722; on whether the organization, maintains the physical assets of the transportation systems: 4.32 and 0.985; if the project managers are committed to cost measures, schedule, safety, and quality standards: 3.91 and 0.482; on whether, the personnel including the supervisors, foremen, and field construction workers are motivated and committed to the goals of the project and 3.95 and 0.393; there is clarity on the scope of the project and work definition: 3.53 and 0.938; the project managers are experienced and capable in terms of technical, administrative, human relations and communication skills: 3.01 and 0.985; project work is linked to safety programs, safety monitoring, safety regulations: 3.86 and 0.722; on whether, the procedures are followed to check on the project progress relative to goals set in the planning stage: 3.11 and 0.704. The average mode score, mean score and average standard deviation score for the performance of construction projects in Kenya were 3.85 and 0.845, which indicated that most of the interviewees agreed that the performance of construction projects in Kenya affects the organizations.

4.3 Regression Results

This section includes regression assumption and simple regression analysis conducted. It assessed the existing relationship between organizational culture, organizational communication and human resources (independent variables) and performance of road construction projects (dependent variable) as reflected in table 4.3,4.4 and 4.5, which includes the model summary, ANOVA and Coefficients.

4.3.2 Hypothesis Testing

Table 4.6: Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	2.905	1.323		2.196	.031
	Culture	.200	.073	.241	2.742	.008
	Communication	.652	.134	.347	4.878	.000
	Human Resource	.435	.086	.415	5.065	.000
a. Dependent Variable: Performance						

Hypothesis one (H_{01}) states that organizational culture adopted by the organization has no influence on the performance of road construction projects in Kenya. The outcomes in table 12 indicate that there is significant effect of culture on performance of road construction ($\beta = 0.200$, $p < 0.5$). Hence, rejecting the stated null hypothesis with 95% confidence level. The research concluded thus, there is a significant effect of culture on performance of road construction projects in Kenya National Highways Authority. The result supports the findings according Fakhar S, Rana, L, Ayesha K, & Lalarukh S. (2012).

Hypothesis two (H_{02}) states that organizational communication adopted by the organization has no influence on the performance of road construction projects in Kenya. The results in table 12 show that there is significant effect of communication on performance of road construction projects in Kenya ($\beta = 0.652$, $p < 0.5$). Hence, rejecting the stated null hypothesis with 95% confidence level. The study concludes that there is significant effect of communication on performance of road construction projects in Kenya with specific regard to the Kenya National Highways Authority. This finding concurs with the Oyetunde O, & Oladejo M (2012), writing on the communication approach and firm performance.

Hypothesis two (H₀₃) states that human resources have no significant influence on the performance of road construction projects in Kenya: A case study of National Highway Authority. The results in table 12 indicate a significant effect of human resource on performance of road construction projects Kenya ($\beta = 0.435$ $p < 0.5$). Thus, rejecting the stated null hypothesis with 95% confidence level. The study therefore concluded that there is a significant effect of human resource on performance of road construction projects in Kenya: A case study of Kenya National Highways Authority. These findings agree with Huselid MA, Jackson SE, and Schuler RS (2016).

The final model for the multiple regression is:

$$Y = 2.905 + 0.200X_1 + 0.652X_2 + 0.435X_3 + .$$

Where:

Y represents the dependent variable (Performance of Road Construction Projects) and the independent variables are: X₁ is organizational culture

X₂ is Organizational communication

X₃ is Human resources is the error

term

Table 4.7: Model Summary^b

Model Summary^b								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	Df	Sig. F Change
1	.965 ^a	.931	.928	4.82545	.931	314.440	3	.000
a. Predictors: (Constant), Human Resource, Communication, Culture								
b. Dependent Variable: Performance								

The findings show that the R square (R =0.931) is significantly different from zero, and 93.10% ($R^2 = 0.931$) of the variations in the dependent variable (Performance of Road Construction Projects), is explained by the set of independent variables, which include organizational culture, organizational communication and human resource, while only

7.20% of the variations in Performance of Road Construction Projects is explained by other independent variables. This table provides the R and R² values, where R value represents the simple correlation and is 0.965 (the "R" Column), indicating a high degree of correlation and the R² value (the "R Square" column) shows how much of the total variations (93.1%) in the dependent variable (performance) can be explained by the independent variables.

Table 4.8: ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21965.147	3	7321.716	314.440	.000 ^b
	Residual	1629.947	70	23.285		
	Total	23595.095	73			
a. Dependent Variable: Performance						
b. Predictors: (Constant): Human Resource, Organizational Communication, Organizational Culture						

The ANOVA analysis for the dependent variable, performance of road construction project, and predictors Human resource, organizational communication and organizational culture indicates that ANOVA was significant (F = 314.44, p = 0.005. This table shows a regression model that is able to predict the dependent variable significantly. Since, p < 0.005, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

4.5 Chapter Summary

This chapter began with preliminary analysis of data presented in the form of questionnaires from the respondents. The analysis included general information such as Age of respondents, level of education and work experience. The second part of the analysis included analysis of descriptive data on responses to organizational culture, responses to communication statements, responses to human resource statements and responses to performance of road construction project statements. The third part of the

analysis was regression analysis with SPSS 24 to test the relationship between the independent variables (organizational culture, communication and human resource) and the dependent variable (performance of road construction projects). The next chapter will provide research findings and implications in both theory and practice.

Table 4.9: *Summary of Hypotheses Testing*

Hypothesis	Findings	Conclusion
Hypothesis one (H ₀₁): Organizational culture adopted by the organization has no influence on the performance of road construction projects.	There is significant effect of culture on performance of road construction projects in Kenya National Highways Authority ($\beta = 0.200, p < 0.5$)	There is evidence of a positive significant influence of organizational culture on performance of road construction projects therefore the null hypothesis is REJECTED
Hypothesis two (H ₀₂): Organizational communication adopted by the organization has no significant influence on the performance of road construction projects in Kenya.	There is significant effect of communication on performance of road construction projects in Kenya National Highways Authority ($\beta = 0.652, p < 0.5$)	There is evidence of a positive significant influence of Organizational communication on the performance of road construction projects in Kenya, therefore the null hypothesis is REJECTED
Hypothesis two (H ₀₃): states that human resources have no influence on the performance of road construction projects in Kenya: A case study of National Highway Authority	There is significant effect of human resource on performance of road construction projects in Kenya National Highways Authority ($\beta = 0.432, p < 0.5$)	There is evidence of a positive significant influence of human resources on the performance of road construction projects therefore the null hypothesis is REJECTED

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The research investigated influence of organizational culture on the performance of road construction projects in Kenya: A case of Kenya National Highways Authority (KeNHA). This final chapter presents the summary and conclusions on the research outcomes as well as discuss the impact of the findings, contributions to policy and further research.

5.2 Summary of Findings

Major outcomes of the study relied on the study objectives to help answer the study hypotheses. The researcher applied regression model to demonstrate the relationship between the variables of the study. Regression model demonstrated how strategy implementation and performance of road construction projects in Kenya were related. The researcher relied on a regression model equation given as: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + .$

5.2.1 Organizational culture and the performance of road construction projects in Kenya.

This study examined influence of organizational culture and the performance of road construction projects in Kenya with regard to KeNHA. The study realized $p=0.008$ which was significant. It found a significant effect of culture on performance of road construction ($\beta = 0.200, p < 0.5$), leading to the rejection of the stated null hypothesis with 95% confidence level. The regression equation for this objective was: $Y = 2.905 + 0.200X_1 + .$

5.2.2 The organization communication and the performance of road construction projects.

This study intended to evaluate organizational communication and its effects on the performance of road construction projects in Kenya, with regard to KeNHA. The study realized a $p=0.000$. The findings showed a significant effect of communication on performance of road construction projects ($\beta = 0.652, p < 0.5$), thus the stated null

hypothesis was rejected with 95% confidence level. This research thus found, a significant effect of communication on performance of road construction projects in Kenya National Highways Authority. The regression equation for this objective was: $Y = 2.905 + 0.652X_2 + .$

5.2.3 Human resources and the performance of construction projects in Kenya

The study aimed at assessing human resources and their influence on the performance of road construction projects in Kenya with regard to KeNHA. This research realized a $p=0.000$. The results showed a significant effect of human resource on road construction projects and how they perform ($\beta = 0.435$ $p < 0.5$). This led to rejecting the null hypothesis with 95% confidence level. The regression equation for this objective was: $Y = 2.905 + 0.435X_3 + .$

5.3 Conclusions of the Study

This study investigated strategy implementation and the performance of road construction projects in Kenya. A case of KeNHA. Measures of strategy implementation included organizational culture, organizational communication and human resource, which were the independent variables. The performance of road construction projects was the dependent variable. According to the study, organizational culture, communication and human resource strategy implementation require combined process of both decisions making and action (Pina, Torres and Yetano, 2011). According to Pina, Torres and Yetano, (2011), the institutional theory states that competing institutional models of action and level of strategic choice for organization respond to environmental factors, yet conversely the upper echelon theory looks at the collective behavior of top management, that is imagined to produce greater performance indicators than personal efforts. Organizational culture, organizational communication and human resource all face incremental and discontinuous change factors which may influence the organizational performance. Thus, in conclusion the success of road construction projects is achievable through strategy implementation such as through, innovation, quality, timely performance and cost reduction. Managers' experience, efforts, design and specification influenced project performance.

5.4 Recommendations of the Study

This research recommended that firms seeking enhanced performance of road construction projects need to improve their organizational culture, organizational communication and human resource performance as well. The findings showed thus, improvements on organizational culture, organizational communication and human resource lead to improved performance of road construction projects. The other recommendations of the study include: KeNHA ensure that organizational culture factors are put in place to create job satisfaction, since job satisfaction relates positively with Basic pay and government should provide an enabling ground for factors to thrive as all stakeholders' benefit; telecommunication sector to examine job satisfaction factors. Both private and public Sectors should put more emphasis on basic pay as the research findings indicated greatest positive influence on job satisfaction.

Employee empowerment was positive and significant according to this study at organizational level and thus, this research recommends that, HR managers expand their spectrum in employee empowerment and consider employees of all cadres, since empowered employees occasionally find their jobs more satisfying as they always have it much easier enjoying jobs where they have a say on what to do.

The research recommends that HR professionals may encourage their employees in engaging in organizational training schedules and should also consider using the National Institute and Training Authority (NITA) to ensure their employees are all round and well skilled in their different has various benefits for an organization such as elimination of wastage, Uniformity, less labor turnover, less supervision and high morale.

5.5 New Knowledge generated from the research

The new knowledge was about not just confirming but also providing a framework to be adopted by the influencers of Strategy Implementation on the Performance of Road Construction Projects by the Kenya National Highway Roads Authority. The influencers of strategy implementation are the government, the directors, the managers and other senior staff cadres. This study has established a basic structure that underlines the concept and system of operations on road constructions in Kenya.

5.6 Suggestion for Further Research

This research found out that future study is considered necessary, especially in analyzing organizational culture. This research, had a case study as its main focus, and this may have limitations. It would be more enriching to sample a broad-based population of organization to see if the findings obtain. This research therefore recommends a follow up study with a wider and broader population to provide a higher level of confidence in extrapolation of findings in the construction companies in Kenya.

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APPENDICES

Appendix I: QUESTIONNAIRE

Dear Respondent,

The main purpose of this questionnaire is to collect data purely for academic purposes, data analysis and storage of research data. From the onset, the researcher makes it clear that, to participate in this research and or to respond to this questionnaire is voluntary. The study seeks to assess the “Influence of Strategy Implementation on the Performance of Road Construction Projects in Kenya: A Case Study of Kenya National Highway Authority (KeNHA)”. The researcher requests the respondent to be honest and as ethical as possible when responding. All information provided will be handled with integrity and treated with strict confidentiality. Do not put any identification or name on this questionnaire.

Section A: Demographic Information

Details of the Participants	
<i>Age</i>	< 20
	20 - 29
	30 - 39
	40 - 49
	> 50
<i>Gender</i>	Male
	Female
<i>Level of Education</i>	Diploma
	University
	PhD
	Masters
	Degree
	Diploma
	certificate
	Secondary
	Primary
<i>work experience</i>	< 5 Years
	5-10years
	11-15years
	> 15years

Section B: Culture

Using a scale of 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree), express your level of agreement with the statements below on organizational culture in your organization

Statement	1	2	3	4	5
In my organization there is a mission and vision statement					
My organization allows employee participation in decision making and it exhibits respect for varied opinions and ideas.					
In my organization we have a risk tolerance culture					
The organizational powers of the upper cadre and the lower cadres in my organization are distant apart					
In my organization new ideas are tolerated					
Risk tolerance contributes a great deal in the strategy implementation with regard to my organization					
In my organization power distance is a major bottleneck to strategy implementation					
Strategy implementation is enhanced when and if new ideas are tolerated in an organization.					
In my organization all employees are motivated					
In my organization the management and junior staff relate fairly well					
In my organization, customers and staff have a fun and friendly environment					
In my organization, there exist clarity of vision, mission and values amongst employees due to training and accessibility of information					
All the employees of the organization understand fairly well their roles in achieving the corporate vision					
In my organization, employee attitudes, strategic goals and objectives are strongly aligned					
My organization aligns itself to its mission, vision and values always					

You are required to make additional comments if any regarding organization culture in your organization and its effects on project performance.

.....

Section C: Communication

Using a scale of 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree), express your stand on the following statements regarding Communication process in your organization

Statement	1	2	3	4	5
My organization plans and coordinates communication processes in line with strategy implementation needs					
In strategy implementation communication is very important					
In my organization communicating with employees concerning the implementation of strategy is often delayed					
My organization has a communication program and or approach which allows questions to be raised by employees concerning issues on strategy formulation.					
New requirements, tasks and activities to be performed if not effectively communicated to employees can create more harm and danger.					
How a strategy is presented to employees can be more impactful and can greatly influence its acceptance.					
In strategy implementation, an integrated communications plan can be very effective.					

You are required to make additional comments if any regarding communication process in your organization and its effects on project performance.

.....

Section D: Human Resource

Using a scale of 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree), express your level of agreement with the following statements on human resources in your organization

Statement	1	2	3	4	5
Trainings and orientation programs are effective methods that enable employees gain skills necessary in serving clients.					
In my organization, customers' suggestions on methods, means and ways of improving service quality are shared with workers					
In my organization, manuals and individual computers are provided to employees to ease their work					
In my organization, workers have access to the products and policy information necessary for their work					
In my organization, departments cooperate fairly well with each other					
Workers get the required materials from across the departments with ease and in time.					
My organization encourages decision-making by its workers					
In my organization's desire to meet customer requirements, employees are given the discretion to customize their services					
Employees in my organization earn salaries and or wages above market rate					
Involving employees in decision-making in corporate strategy is key to performance.					
In my organization, complaints and negative comments by our customers are escalated to employees.					

You are required to make additional comments if any regarding Human Resource Management in your organization and its effects on project performance.

.....

Section E: Performance of Road Construction Project

Using a scale of 1 (strongly Disagree), 2 (Disagree), 3 (Neutral), 4 (Agree) to 5 (Strongly Agree), you are required to express your opinion on the statements below regarding project performance in your organization.

Statement	1	2	3	4	5
My organization minimizes risk, injury or loss of property					
My organization achieves its goals relatively easy, in a timely manner and at a fair cost with fairly good choices					
My organization Provide reasonable and dependable levels of service					
My organization maximizes its overall benefits from both the public and private transport companies					
My organization Helps to maintain and enhance the quality of the natural and human environment					
My organization Maintains physical assets in the transportation system					
The project managers are committed to meeting cost, schedule, safety, and quality standards					
All the project personnel, particularly the supervisors, foremen, and field construction staff are motivated and committed to the organization’s goals					
In my organization, the scope and work definition of the project are clear					
The project managers are experienced and capable in terms of technical, administrative, human relations and communication skills					
Project work is linked to safety programs, safety monitoring, safety regulations					
Our clients are satisfied with the work that we do					

You are required to make additional comments if any regarding Performance of Road Construction Project in your organization and its effects on project performance.

.....
 Thanks for your time during this exercise.

Yours faithfully, **Interviewer**

Appendix II: Approval letter for research



**JARAMOGI OGINGA ODINGA
UNIVERSITY OF SCIENCE AND TECHNOLOGY
DIVISION OF RESEARCH, INNOVATION AND OUTREACH
JOOUST-ETHICS REVIEW OFFICE**

Tel. 057-2501804
Email: erc@jooust.ac.ke
Website: www.jooust.ac.ke

P.O. BOX 210 - 40601
BONDO

OUR REF: JOOUST/DVC-RIO/ERC/ES

20th January, 2023

Festus Kirimi
B151/4442/2016
JOOUST

Dear Mr. Kirimi,

RE: APPROVAL TO CONDUCT RESEARCH TITLED "INFLUENCE OF STRATEGY IMPLEMENTATION ON THE PERFORMANCE OF ROAD CONSTRUCTION PROJECTS IN KENYA: A CASE STUDY OF KENYA NATIONAL HIGHWAYS AUTHORITY (KeNHA) NAIROBI"

This is to inform you that JOOUST ERC has reviewed and approved your above research proposal. Your application approval number is ERC 23/01/19-31. The approval period is from 20th January, 2023– 19th January, 2024.

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 JOOUST IERC.
- 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 NACOSTI IERC within 72 hours of notification.
- iv. Any changes, anticipated or otherwise that may increase the risks of affected safety or welfare of study participants and others or affect the integrity of the research must be reported to NACOSTI IERC within 72 hours.
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to JOOUST IERC.

Prior to commencing your study, you will be expected to obtain a research permit from National Commission for Science, Technology and Innovation (NACOSTI) <https://oris.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Francis Anga'wa', is written over a horizontal line.

For
Prof. Francis Anga'wa
Chairman, JOOUST ERC

Copy to: Deputy Vice-Chancellor, RIO

Director, BPS

DEAN, SBE

Appendix III: Research Letter



JARAMOGI OGINGA ODINGA UNIVERSITY OF SCIENCE & TECHNOLOGY

BOARD OF POSTGRADUATE STUDIES

Office of the Director

Tel. 057-2501804
Email: bps@jooust.ac.ke

P.O. BOX 210 - 40601
BONDO

Our Ref: B151/4442/2016

Date: 17th October 2022

TO WHOM IT MAY CONCERN

RE: FESTUS KIRIMI – B151/4442/2016

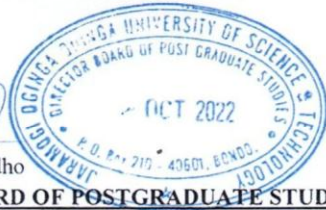
The above-mentioned person is a bonafide postgraduate student of Jaramogi Oginga Odinga University of Science and Technology in the School of Business and Economics, pursuing Master of Business Administration (Strategic Management). He has been authorized by the University to undertake research on the topic: *“Influence of Strategy Implementation on the Performance of Strategy Implementation on the Performance of Road Construction Projects in Kenya: A Case Study of Kenya National Highways Authority (KeNHA) Nairobi”*.

Any assistance accorded him shall be appreciated.

Thank you.

Prof. Dennis Ochuodho

DIRECTOR, BOARD OF POSTGRADUATE STUDIES



Appendix IV: The map Showing KeNHA Road Network:



Appendix VII: The map of Kenya showing the country of Kenya:

