COMPETITIVE STRATEGIES AND ORGANIZATIONAL PERFORMANCE OF CONSTRUCTION COMPANIES IN KISUMU COUNTY, KENYA

FREDRICK ABONDA

A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

DECLARATION

This research project is my original work and has not been submitted for the award of any degree in any other university.

Signed……Date ……

Fredrick Abonda

D61/80505/2012

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

Signed……. Date ……

Dr Vincent Machuki

Department of Business Administration

School of Business

University of Nairobi.

ACKNOWLEDGEMENT

The encouragement, guidance and support of others made it possible to successfully complete this research project. May I use this moment to sincerely convey my acknowledgment to every one of those individuals who gave a helping hand to finish this study and particularly to; Our father God for the great and wonderful care throughout this course, My wife, Mercy for her unconditional love, care, encouragement and unwavering support during my academic studies, My research supervisor, Dr. Vincent Machuki who continuously guided me, and provided useful clarifications during the course of my research proposal effort, finally the lecturers and staff members of School of Business, University of Nairobi Kisumu Campus for their contribution to my learning and growth.

ABSTRACT

Competitive strategy is a long-term action plan of a particular firm in order to outperform its rivals and gain market leadership. This entails identifying assets of competition inside the chaotic surroundings thereafter developing strategies that suit organizational skills to the modifications within the surroundings. Competitive advantage is composed of the maneuvers, tactics and procedures a company has and is employing to draw customers, resist competitive stress and enhance its market position. The research objectives were to determine the competitive strategies adopted by construction firms in Kisumu County and establish the influence of the competitive strategies on firm performance. This study was based on Game Theory and Strategic Conflicts model. The study used cross sectional descriptive survey design. Target population was composed of 200 listed resident construction companies operating in Kisumu County. A random sampling technique was employed to select 134 respondents who were determined using Yamane formula. A structured questionnaire was used to collect primary data. Descriptive statistics and inferential statistics were used to analyze data. The study established that the construction firms in Kisumu County adopted competitive strategies which include; cost leadership which was achieved by offering competitive prices among others, product differentiation which was achieved by the reputation of the firm products, growth strategies which include a strong brand, expanding and opening branches in other regions, grand strategies which was achieved by adoption of new building technologies and embracing business integration with other firms. The study findings established that firm performance was significantly influenced by the three generic strategies (cost leadership, differentiation and focus). Further, out of the four growth strategies studied, the findings revealed that market penetration and market development were the only strategies that significantly affected firm performance. However, grand strategies had three strategies namely; joint venture, innovation and strategic alliance that influenced firm performance significantly. The findings also showed grand strategies had significant effect on all the tested five performance indicators, whereas generic strategies significantly influenced learning and growth and environmental safety and corporate social responsibility. The study findings equally established that growth strategies had significant influence on the following three performance indicators; financial performance, customer satisfaction and environmental safety and corporate social responsibility. The research findings showed that three broad strategies: generic strategies, growth strategies and grand strategies had statistically significant influence on firm performance. The findings also revealed that the most predictor variable was the generic strategies followed by grand strategies and the least was growth strategies. The research therefore deduced that competitive strategies have influence on firm performance and therefore advise firms to adopt competitive strategies. Arising from the study findings, the researcher proposes the following areas for further study: There is a particular need for further study establishing factors affecting the embracing and execution of competitive strategies within the construction industry in Kisumu County. Also a further research should be undertaken to identify the influence of competitive strategies on performance of resident construction companies in other counties and compare the results.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ACRONYMS & ABBREVIATIONS

CGK: County Government of Kisumu

CSR: Corporate Social Responsibility

FY: Financial Year

IP: Intellectual Property

KNBS: Kenya National Bureau of Statistics

LAPSSET: Lamu Port-South Sudan-Ethiopia-Transport

NCA: National Construction Authority

NGO: Non-Governmental Organization

NSE: Nairobi Securities Exchange

R&D: Research and Design

SBSC: Sustainable Balanced Score Card

SGR: Standard Gauge Railway

SMEs: Small and Medium Enterprises

SPSS: Statistical Package for Social Scientist

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Over the years several researches have been done by those in the discipline of strategic management to establish the variations in performance of organizations within the same industry. Researchers have established that competitive strategy have some effect on firm performance (Eunice & Kepha, 2013; Kimani & Douglas, 2014; Machuki, 2011; Kelly, 2016). The role of competitive strategy is to set up a financially rewarding and retainable role in opposition to industry forces and rivalry. It entails singling out rivalry assets inside tempestuous surroundings thereafter growing master plan suiting firm skills modified within its surroundings. The organization's rivalry game plan is composed of the plans, measures, tactics and procedures it has and is taking to draw customers, resist competitive stress and enhance how it ranks in the industry (Thompson & Strickland, 2010). The three generic strategies include; general low-cost manufacturer aspiration, involving cost leadership approach, aspiring to distinguish one's merchandise from that of competitors, and is referred to as differentiation approach, and recognition on a slender market segment, referred to as focus strategy (Porter 2000).

Lester (2009) observed that competitive strategy allows an organization to outline the enterprise presently as well as in the future, and chose the markets to enter into. Ansoff (1991) observes that corporations that have advanced competitive strategies have a tendency to be nicely aligned and bring higher financial effects and performance than those which aren't. This factor to a controversy that the overall performance of a corporation is related to the competitive strategy it adopts.

The competitive strategy of companies is anchored in theoretical propositions of game theory and strategic conflict model. The standards of game theory offer a language to formulate, structure, examine, and recognize strategic eventualities which play important position in strategic management of corporations. Strategic conduct display that one characteristic of a successful method is unpredictability which indicates the opportunity of a deliberately randomized strategy (Wigner, 2010). Strategic conflict evaluation involves analyzing a particular conflict to its causes and viable outcomes offering expert recommendation to policymakers. It's supposed to understand conflict and prevent its outbreaks in the future (Johnson, 1999).

The construction industry in Kisumu County is notably aggressive. The construction sector is changing with new governance structure, new technological advancement, research and positive partnership between the authorities and numerous professional agencies working towards industry good practice and development. There are over two hundred registered construction companies in Kisumu as per the National Construction Authority records (NCA, 2015), and a total of 461construction companies prequalified with the County Government of Kisumu (CGK) in FY2014-2016 to provide construction services and are actively competing in the industry. This number is expected to increase. Other than warding off competition from the resident construction companies, the free to entry market, globalization and the dynamic nature of technology implies that the construction firms are no longer competing in a localized market but a global market. The construction firms in Kisumu County have to be cognisant in their strengths and weaknesses to triumph over the challenges of increased competition.

1.1.1 Competitive Strategies

The term strategy is described as scheme, policy, grand design employed in maneuvers, moves, role and stratagem intended to outsmart competition at the same time as fulfilling stakeholders' expectations consistent with the enterprise's scope of commercial enterprise (Mintzberg, 1994). Competitive strategy is subsequently an endeavor to attempt and modify an organization's competency with respect to the rival's in adequate productive manner and furthermore to form activities and choices of administrators and work force in an organized, firm-wide recreation designs (Johnson, 2008).

There are fundamentally unique routes to the competitive advantage that are provided by the three generic strategies, consolidating a choice roughly as competitive advantage looked for with the extent of the strategic focus or goal wherein competitive upper hand is to be accomplished (Porter, 1998). Cost leadership strategy and differentiation strategy targets competitive benefit in broad industry sections at the same time, whereas focus strategy target low-cost aspect (value cognizance) or differentiation (differentiation consideration) in a narrow market segment (Porter 1998). Promoters of Porter's generic strategies assume that all the strategies can create better than expected profits for a company in the sector. But, they may be a hit for very extraordinary reasons. Competitive benefit is critical so as for a firm to perform above average within a given industry. It suggests that a firm is able to produce value that is seen as superior to that of its competition. Porter (1980), states that competitive strategy enables a firm to defend itself in a given industry. A competitive approach, therefore, have to be based on a company's particular and individual blessings, competencies, and instances. Porter asserts that, in

order to outperform competitors, an organization should follow one of the generic strategies.

1.1.2 Organizational Performance

Performance can be described as component of monetary as well as nonfinancial indicators which provide information on degree of achievement of goals and impacts (Kaplan and Norton, 1993). Organization's central purpose in any business venture is consistent performance since it can only be able to develop and advance through better performance. Therefore, one of the most imperative factors within management studies is organizational performance and is apparently the most pivotal indicator of the competitive technique adopted.

The significance of strategic performance computation has risen significantly in the most recent couple of years. Recreation and performance aligned administration crusaders pushed for improved performance quantification to get more prominent responsibility as well as enhanced firm productivity (Ingraham, 2005). Numerous firms esteem performance measurement and use it as a method for establishing how well they are performing (Van Dooren, 2010). Defenders of performance measurement advocate for using a wide range of sorts of measures to illustrate different aspects of performance and give an unbiased and far reaching perspective of an organization's performance.

1.1.3 Kenya’s Construction Industry

Kenya’s construction sector as anticipated is to witness rapid progress because both the public and private sector are increasing the scope of their projects and are heavily investing in roads, railway, ports, energy and housing development. First, there is a big

shortfall in infrastructure-inclusive of roads, rail, energy and ports-provides a tremendous exposition for continued growth in the industry, which accounts for 5% of Kenya's GDP and personnel at least a million people. Second, the souring housing need across the nation is as a result of the rapid increase in population, thus presenting a major opportunity for growth that keeps the private developers rushing to keep up with this demand (Kenya National Bureau of Statistics 2015).

Kenya's construction industry continues to remain resilient and exhibits positive growth as demonstrated by the growth of investment in both commercial and residential building projects in the course of recent years in spite of the latest global economic slowdown. Kenya's construction sector grew by 113.1% in 2014 as indicated by information from the Economic Survey 2015. This growth was supported by increased real estate projects and huge government road construction projects, and was equally reflected in the cement consumption which rose by 21.8% (KNBS, 2015).

Going forward, the industry is predicted to flourish and grow further anchoring on the multi-billion infrastructural projects including; Lamu Port-South Sudan-Ethiopia-Transport (LAPSSET) Corridor project, standard gauge railway (SGR), renovation of existing roads and airports in the country and modernization of Nairobi transport system. In addition to the above construction growth motivators, there exist also other growth drivers such as; programs to upgrade informal settlement, manufacture of construction materials and construction of low-cost houses for middle and low income earners (KNBS, 2015).

Building and construction industry's major players include contractors, architects, engineers, quantity surveyors, property developers, suppliers of materials and equipment, and government agencies. The number of registered contractors in Kenya as at January 2014 had risen to about 25,000; this is according to the country's National Construction Authority (NCA) records. The forces that drive competition include rise in population, globalization, regional economic integration, technology, government, changing customer needs.

1.1.4 Construction Companies in Kisumu

The increase in construction activities in Kisumu County has seen the rise in the number of registered contractors over the past few years. As per the records of the County Government of Kisumu, the number of prequalified contractors for FY2014-2016 to do road projects was 461 and those prequalified for building works was 547. The majority of contractors are registered to do road works and building projects with a few registered in the specialist works category (electrical, plumbing, instrumentation and water). Majority of the contractors are doing County Government projects with another group concentrating on private developers' projects. The low barrier to entry could a factor to heightened competition for projects among Kisumu county resident contractors as well as from non-resident contractors.

Kisumu County is experiencing a positive growth in building and construction sector as call for commercial enterprise premises and housing increases. Facilitating this growth is the increasing middle-income class, demand for enterprise premises and the soaring need

for hospitality and assembly centres in large part inspired by means of the achievement of the devolution and implementation of county government projects.

Better infrastructures, a rise in the number of banks and non-governmental organizations in addition to institutions of higher learning have also been attributed to the flourishing construction industry. There are close to ten new construction related manufacturing plants setting up along the Kisumu-Kericho highway between Rabuor and Awasi centers. The manufacturing plants include; three quarry factories, cement manufacturing factory, steel manufacturing factory and timber treatment facilities (Business Daily, 2016). In addition to the growing list of latest construction activities in Kisumu County is the setting up of Sh400 million paint plant by Crown Paints at Kisian, construction of hospitality facilities and shopping malls. In the last five years, close to twelve new hotels have been constructed in Kisumu, which include; Pinecone, Clarice, Acacia Premier, Royal Swiss, Le Savannah, Desert Rose and Sovereign. New chain store supermarkets, which include; Uchumi, Naivas, Tumaini, Khetias and Maisha Mart have also taken space in the shopping malls that have sprouted throughout Kisumu which includes Tuff Foam, Westend, United and Lake Basin (Business Daily, 2016).

The building and construction companies in Kisumu County should develop competitive strategies to address the aspect of improving and sustaining positive performance to rally investor's interest in their services. These requirements pose a new challenge to managers of the construction firms because they have to implement strategies to ensure they remain afloat and record impressive performance.

1.2 Research Problem

The role of competitive strategy on firm performance has been widely researched over the years. There is a general agreement that competitive strategies have influence on organizational performance. There are essential features that contribute to the robustness of competitive strategies embraced by various companies that can prompt unrivaled performance levels in the present turbulent economic situations. The quest for the firms to attain leading positions in terms of performance has led to vigorous search for markets which has led to stiff competition among firms offering the same products in the same industry, both locally and internationally. Consequently, heightened competition has been witnessed in the 21st century that no firm can find comfort in lagging behind. Changes in the environment such as customer preferences and choices has put the companies on toes with each firm fighting for its survival and all this is based on strategy choice and their implementation.

Globalization has brought competition closer to home and this has brought with it too much pressure on the management of such firms to develop competitive strategies that will enable the firm to achieve effective and efficient operations that will have a positive implication on their performance. Building and construction industry has customarily worked in a pretty reasonable condition for a long time. But, these days the business is confronting drastically competitive opposition in another regulations free condition (Reynolds, 2005).

Competitive strategies adopted by companies in their operations fluctuate broadly in light of the working condition. Kisumu County's construction industry is presumed to be very

dynamic and profoundly competitive with the emergence of many new registered resident contractors as well as non-resident contractors. Construction firms in Kisumu County are establishing that fierce rivalry in the sector requires the outline of competitive techniques to guarantee their performance. The capability of a company to command a competitive gain is based at the sustainability of the competitive advantages that they can direct with a specific authority. The business operating condition in the nation has fundamentally transformed resulting in some construction firms opening some branches across borders of county and country and thus growing competition in the industry globally. It is critical that every construction organization has to take into account a way to enter a market and then build and guard its competitive position.

A number of empirical studies (Dess & Davis, 1984; Hawes and Crittendon, 1984) found that business strategy had significant effect on organizational performance of SMEs in Ghana. Despite the fact that, other research (Chan & Wong, 1999; Hlavacka, Ljuba, Viera & Robert, 2001) verified that cost leadership and differentiation techniques are not totally unrelated; they can be merged to get preferred general performance over a solitary technique. Other studies have been done in this line in Kenya, for example Wambugu (2012), studied competitive strategies and performance of NGOs in Nairobi; Oyeila (2011) and Karanja (2010) studied the effect of competitive strategies on commercial banks' performance and noted that strategies adopted contributed to increased networking and customer base; Adhiambo (2009) established that organizations must repackage their products and services, be imaginative and move with innovation for survival in the so powerful and turbulent business environment in her research to determine the influence of competitive position on commercial bank's performance; Obiero (2008) put emphasis

on competitive strategies adopted by Kenya's cement manufacturing companies and observed that pricing of products, low cost of materials and proximity to customers were among the key strategies.

The above mentioned studies were done on competitive strategies and their relationship to performance. However, these studies were focused on specific firms which operate in different industries. In general, the studies were meant to determine the connection between various strategies and performance of the companies that adopted them. However, a study to determine the connection between competitive strategies and their influence on the performance targeting construction companies in Kisumu County has probably not been done. Therefore, this study sought to address this gap in knowledge. What is the influence of competitive strategies on performance of construction companies in Kisumu County?

1.3 Research Objectives

The objectives of the study were to;

i. Determine the competitive strategies adopted by firms in the construction industry in Kisumu County
ii. Establish the influence of competitive strategies on firm performance in the construction industry in Kisumu County

1.4 Value of the Study

The findings from the study will have value to scholars intending to do further research on strategies adopted by the construction industry players during theory building. This

paper will present strategies that different players use to position themselves to compete effectively and their effect on performance. The study findings can form a premise to identify competitive strategies adopted by part of the construction sector players in the process of studying the entire country construction industry.

The construction industry sector plays an important role in the county's economy. The research findings can assist county government policy makers in the respective specialty departments in putting in place appropriate policies which support the construction industry firms in Kisumu County as a way of increasing their contribution to the economy. The relevant authorities will rely on the research findings to set policies aimed to prepare the industry for the dynamic and competitive operating environment brought about by globalization and rise in technological advancements.

The managers and practitioners of the various construction firms in Kisumu County can benefit immensely from the findings when strategizing for their firm. The study findings will show the best competitive strategies to be used. This will help the managements in hiring of strategists and when strategizing on how to handle competition in their respective industries, the management will have to rely on the research findings from this study to explore the best strategies to compete and perform effectively.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section displays a survey of the writing identified with the subject under investigation as exhibited by different specialists. The materials are drawn from a few sources which are firmly identified with the subject and the purpose of the research. The chapter first presents the theoretical framework on which the study is founded and then the concept of competitive strategy, competitive strategies adopted and the effects of these strategies on performance of the firm.

2.2 Theoretical Foundation

This study is based on the following theories; Game Theory and Strategic Conflicts Model which explain the way organizations are affected by the environment and how they can use the resources that they have to gain competitive advantage. Firms make strategic choices that a manager will observe in each feasible workable state of affairs in an industry to reap a bonus over his firms competitors. In times of uncertainty, Weidinger & Platts (2012) advises that a set of standards aimed at decision making in situations of competition and conflict referred to as game theory to be used. A strategic game represents a state of affairs where two or more participants are faced with selections of action, by which each can gain or lose, depending on what others pick out to do or not to do. The final result of a game, therefore, is decided jointly by the techniques chosen by all contributors. Canary & Lakey (2012) said that the results of tactical leadership and decision making, which might all be fundamental for more appropriate organizational performance, do never again calmly exist together. Incongruity is by all accounts the core

of this problem and all things considered, a superior comprehension of dispute's impacts on key basic leadership and decision making is required. Substantive friction is normal inside best administration groups as executives battle with settling on high-stakes decisions under states of equivocalness and vulnerability.

2.2.1 Game Theory

The stature of game theory has soared in the last five decades, and has been of great importance in a number of disciplines of the social sciences (Lim, 1999). The concern first outlined zero-sum games, such that one character's gains are precisely same net losses of the alternative player. Turocy & von Stengel (2001) described game theory as a conventional research of selection-making where a number of participants ought to make alternatives that doubtlessly have an effect on the pursuits of other players.

Game theory applies in lots of studies of competitive scenarios, consequently the problems are known as games and the members are called players. A participant is described by Osborne (2002) as an person or group of individuals making a decision. Camerer et al., (2001) went on to define the assumptions of the game theory as that, all players form beliefs based totally on evaluation of what others would possibly do, pick a pleasant reaction given the ones beliefs, and regulate excellent responses and ideals till they are identical. Camerer et al., (2001) emphasized that those assumptions are once in a while violated, that means that now not every player behaves rationally in tough situations. Osborne & Rubinstein (1994) additionally highlighted that the fundamental assumption that motivates the game theory is that decision-makers are rational and that they act strategically. Osborne & Rubinstein (1994) similarly stated that decision-makers

are privy to their options and chooses their action intentionally after some process of optimization.

2.2.2 Strategic Conflict Model

Strategic conflict model is one of the rivalry based hypotheses of business methodology. The strategic conflict model augments Porter's generic strategies in that it perceives the capacity an organization needs to control its commercial center condition, as a result enhancing its competitive standpoint. Utilizing a game theoretic foundation, strategic conflict can assist companies perceive and pursue a desired position within their industry. As firms take action, additionally they count on what movement they believe their competitors will take. Shapiro highlighted a number of the potential strategic "movements" such as product standardization (in highly networked industries), strategic control of data (impacting rival organizations' beliefs about market conditions), investment in physical capital, investment in intangible assets (for example R&D), horizontal mergers, and strategic contracting (Shapiro, C. 1989).

Teece et al., (1997) factor out that the pertinence of making utilization of strategic conflict's gaming standards can be set one of a kind. For instance, an organization that overwhelmingly rules a given industry should not have to be as mindful of opponent company's diversions as an organization in an industry where the competitive benefits are additional inconspicuous or uniformly scattered, likewise strengthening the statute that they need for a technique is pushed through the duration of rivalry.

2.3 Competitive Strategies

Companies require competitive strategies for their survival. This is specially the case if the firm is contending in markets overflowing with alternatives for purchasers. In line with Thompson et al., (2004), a competitive strategy refers to an extended-time period plan of action that an organization devises toward accomplishing a competitive advantage over its competitors after establishing the strengths and weaknesses of the latter and comparing them to its own. There are essential styles of competitive advantage an organization can employ to harvest: low-cost or differentiation. The two major sorts of competitive strategy blended with the extent of exercises for which a firm tries to accomplish them, prompt three well known generic strategies for achieving improved performance in a sector, and include: cost leadership, differentiation, and focus. The focus strategy has two variants, cost focus, and differentiation focus (Porter, 2005).

2.3.1 Cost Leadership Strategy

One of Porter's generic strategies is the cost leadership strategy and is utilized as a part of business methodology (Porter, 2005). Cost leadership strategy depicts an approach to set up the upper hand of a firm over adversaries. In fundamental words, it infers the most decreased business operation cost. It is very often directed by company productiveness, capacity, magnitude, purview and average knowledge, and skill. The low-cost strategy desires to utilize size of production, very much determined range and different economies, for example, a great buying technique, delivering exceptionally institutionalized items, utilizing high innovation among others. A number of organizations pick a vital blend to accomplish market leadership. Cost leadership, predominant customer care, and product leadership constitute the strategic mix.

There are ten cost accelerators that Porter (2005) recognized to decide the cost conduct of different esteem exercises. Consequently, a firm that is seeking after a cost leadership strategy ought to have a high score on the greater part of the ten price drivers. The ten cost drivers recognized by Porter are economies of scale which will show itself through product improvement, big scale advertisement, and scale delicate firm framework, the geographical organization of sales force rather than product line organization, research and development of up to date items or copies and decrease in freight costs. Learning which the second driver is shows itself through work productivity change, item plan adjustment, enhanced planning, yield change and enhanced usage of resources. Additional cost drivers include the design of capacity use, internal and external linkages, sharing of assets and procedures in the organization and its esteem chain, combination of significant worth exercises, activity timing, optional strategies, the area of significant worth exercises and institutional components.

A cost pioneer will acquire better than expected return as argued by Porter, and subsequently it is additionally expected that the organizational performance of the company may ameliorate. As indicated by Allen et al. (2006), a company outlining, creating and advertising its services or products more productively than its rivals is considered to have executed a cost leadership strategy. The strategies to reduce cost procedures over the action cost chain will speak to enhance low cost control. Endeavors to lessen expenses will proliferate through the entire business process from item configuration to the last phase of offering the item. Akan et al., (2006) advises that an organization should work to being a low cost leader by outsource activities that don't contribute towards minimization of cost base to other companies.

Low expenses will allow a firm to offer generally institutionalized items that offer highlights worthy to numerous clients at the most minimal focused cost and such low costs will increase competitive advantage and increment piece of the overall industry share. And thus clarifies that the cost effectiveness picked up in the entire procedure will empower a company to mark up a cost lower than the rival which at last leads in high deals since rival couldn't match such a minimal pricing base. Jassim (2008) clarified that the essential concentration of a low-cost technique is to accomplish low costs in respect to contenders. As per Porter (2005), the key rationale of cost authority demands an organization to occupy the cost pioneer position, not any of the few companies competing for this position.

2.3.2 Differentiation Strategy

Differentiation strategy is one of Porter's generic strategies and includes making an item that is seen as special. The one of a kind highlights or advantages ought to give better an incentive than the client if this methodology is to be fruitful. Since clients see the item as unmatched and incomparable, the price elasticity of interest has a tendency to be diminished and clients have a tendency to be more brand followers. The phenomenon of brand loyalists can give impressive protection from the rivalry. Porter, (2005) likewise contended that the rationale of differentiation strategy requires an organization to be really one of a kind at something or be seen as one of a kind. Porter infers that compensation for being the only one of its kind is a top notch cost.

According to Jassim (2000), differentiation's essential concentration is making uniqueness with the end goal that the firm's merchandise and services are unmistakably recognized from those of its rivals. Porter (2005) contended that a company makes an

incentive for a consumer by either bringing down purchaser cost or raising purchaser execution, by bringing down conveyance, establishment or financing costs, bringing down the required rate of utilization, bringing down direct cost of upkeep or space, incidental costs, danger of item malfunction and bringing down the consumer cost in other esteem exercises. Increasing the purchaser performance incorporates surpassing the purchaser's coveted performance, meeting purchaser's non-monetary objectives and fulfilling their requirements in a superior manner (Porter, 2005). On the off chance that a firm effectively wins a premium cost in surfeit of differentiation cost then its profits will be better than expected to bring about enhanced firm performance.

As indicated by Pollitt and Bouckaert, (2000) differentiation is considered as a wellspring of competitive advantage. In spite of the fact that study in a specialty market may bring about changing a merchandise keeping in mind the end goal to enhance differentiation, the progressions themselves are not differentiation. Showcasing or merchandise differentiation is the way toward depicting the contrasts between goods or services, or the subsequent record of contrasts. Product differentiation is done keeping in mind the end goal to exhibit the exceptional features of a company's merchandise and make a feeling of significant worth. Advertising reading materials are resolute in the aspect that any differentiation must be esteemed by purchasers. Extraordinary selling suggestion alludes to promoting to impart merchandise’s differentiation. As indicated by Pollitt and Bouckaert, (2000) differentiation strategy is fitting where the objective client segment is not cost cautious, a market that is competitive or oversupplied, clients have particular needs which are conceivably served below standards, and where the organization is having exceptional assets and potentials empowering it to fulfill these requirements in

ways that are hard to duplicate. The competitive advantage could incorporate patents and licenses or other Intellectual Property (IP), remarkable specialized skill (e.g. Apple's design aptitudes or Pixar's animation ability), gifted work force (e.g. a games group's star players or a financier company's star merchants), or inventive procedures. Fruitful brand administration additionally brings about a sense of uniqueness notwithstanding when the physical item is the same as contenders'. Along these lines, Chiquita could label bananas, Starbucks labeled espresso, and Nike labeled tennis shoes. Design brands depend intensely on this type of stature differentiation.

2.3.3 Focus Strategy

This strategy affords an enterprise opportunity to concentrates its exertion on one specific section of the market; gives attention to low cost or differentiation in its objective portion in a constrained competitive latitude and means to end up plainly understood for giving products or services for that division. Focus strategy enables a firm to form a competitive advantage by providing goods or services that satisfy the needs of their specialty customers. A firm has the option to seek after cost leadership strategy or differentiation strategy to suit it to the market segment it has chosen. The focus strategy is known as a restricted strategy on the grounds that the business is concentrating on a limited (particular) portion of the market. Porter (2005) pointed out that the focus strategy has two variations; cost center and differentiation center. Cost center endeavors contrast in cost conduct while on the other hand differentiation center adventures extraordinary requirements of the purchasers in a specific segment. While embracing a narrow focus, the firm in an ideal environment focuses on several objective markets.

A firm in an ideal environment will focuses on several objective markets (additionally referred to as division technique or specialty strategy) if it opts to embrace a narrow focus strategy (Reck et al, 2008). The target market ought to be a well-defined class with particular needs. A choice of offering low costs or differentiated products should depend upon the prerequisites of the chosen portion and the assets and abilities of the company. Strategy specialists have indicated that an organization can better address the needs of a target market if it concentrates its marketing endeavors on maybe a couple narrow market segments and fitting its marketing mix to these particular markets. An organization commonly hopes to pick up a competitive advantage through commodity or service advancement and additionally label promoting as opposed to efficiency. The strategy is most reasonable for generally modest enterprise yet can be utilized by any organization. This strategy is suitable for organizations targeting trade sections that are less susceptible to substitutes or where the rivalry is weakest to gain better than expected rate of return. Subsequently, firm performance is required to ameliorate. Reck et al, (2008) assert that in embracing a wide focus scope, the guideline is the same: the organization should learn the requirements and needs of the mass market, and contend either on value (minimal price) or differentiation (Standard, quality, and label) contingent upon its assets and abilities.

2.3.4 Corporate Growth Strategy

Igor Ansoff (1991) provided a grid that focused on the organization's available and potential stock and markets (clients) to indicate possible growth strategy. Through the means of thinking about methods of progressing through current products and advanced

products, and in present trades and advanced trades, there exist four viable product-market mixtures.

Ansoff's network provides four one-of-a-kind corporate growth techniques: market penetration - the firm tries to expand with existing merchandise in their present market sections, intending to expand its percentage of the market proportion, market advancement - company looking for increment with the guide of focusing on its present merchandise to new market divisions, merchandise improvement - the organization grows new stock focused to its present market portions and broadening - the company develops methods for enhancing into new ventures by growing new items for product spanking into fresh territories, (Ansoff, 1991).

2.3.5 Pearce and Robinson's Grand Strategies

The grand strategy frequently is considered the principal strategy to bring forth simple direction for strategic actions. They may be the premise of composed and supported endeavors coordinated in the direction of accomplishing long term enterprise goals. Pearce et al. (2010) have deliberated about fifteen principal grand strategies that strategists ought to recollect. The 15 principal grand strategies are; joint ventures, vertical integration, concentrated growth, conglomerate diversification, market development, product development, innovation, horizontal integration, concentric diversification, turnaround, divesture, liquidation, bankruptcy, strategic alliances, and consortia (Pearce et al., 2010).

Either of Pearce and Robinson's grand strategies might need to fill in as the thought for accomplishing the prevalent long time objective of a solitary organization. Many

corporations that are worried with more than one industries, agencies, and product lines, or consumer groups typically integrate several grand strategies.

2.4 Firm Performance

Organizational performance alludes to the capacity of an organization to achieve such objectives as; production of superior products, commanding huge market share, generation of high profit, legitimate financial outcomes, and survival during turbulent times while employing appropriate strategies for activity (Koontz & Donnell, 2003). Organizational performance additionally can be utilized to see how a company is getting along compared to other organizations it shares the industry with on matters; quality of the product, its percentage share of the market and profit levels. It is an impression of the fecundity of company resources measured in terms of profit, development, sales, and growth of the firm (Johnson et al., 2006).

The genuine yield or results of a business as measured towards its gathered yields (or desires and goals) forms the core of organizational performance. Firm performance includes three distinct aspects of organization outcomes: economic performance (return on resources, return on financing, profit); investor return (monetary charge conveyed, general investor return); and product market performance (percentage market share, income) (Richard et al. 2009). Organizational performance is more extensive and incorporates specialists in many fields such as finance, strategy planning experts, legal experts and operation managers. Numerous firms have in most recent years, attempted to control organizational performance through the use of balanced scorecard approach in which general performance is followed and measured in more than one aspect, for

example; employee competency, innovations in products and services, customer satisfaction, environment stewardship, corporate social responsibility, and financial performance (investor return).

According to Griffin (2003), the degree to which the company is fit for meeting the desires of its partners and its own particular wants for survival explains organizational performance. As indicated by Swanson (2000), organizational performance can be defined as the esteemed powerful yield of a framework as products or services. The overall organizational performance might be subdivided into three classifications such as: monetary performance (income), internal non-money related general performance (productiveness) and outer non-monetary general performance (customer satisfaction). Public organizations are focused toward non-fiscal goals like conveying brilliant open services to natives whereas private sector firms take a stab at alluring financial results.

To acquire overall performance through personnel, the organization needs to consider them as asset and have to be treated with attention in order that the employees become efficient. There are some indicators through which firm overall performance can be judged. The balanced scorecard gives both qualitative and quantitative measures that acknowledges the expectations of various stakeholders and associated evaluation of performance in the preference of a strategy. In this manner overall performance is related each to short time period outputs and system control (Johnson et al., 2006). Due to the belief that human beings are the maximum treasured property in a company, the significance of overall performance management has been pushed to the fore (Bartlett & Ghoshal, 2005). The general performance of a machine contracted in a business endeavor

needs to accordingly evaluate the performance of all properties including the human ones.

Organizational performance can be measured holistically using Kaplan and Norton's (2016) sustainability balanced scorecard. The sustainability balanced scorecard offer directors a quick however entire perspective of the business. The Balanced Scorecard is an evaluation framework as well as moreover an administration framework, which enables organizations to elucidate their vision and approach and make an interpretation of them without hesitation (Kaplan & Norton, 2006). The sustainability balanced scorecard provides input round both the inner business procedures and outer results with a view to continually improve vital execution and results. While completely conveyed, the sustainability balanced scorecard changes strategic plan from an instructive exercise into the operational hub of a corporation. The balanced scorecard incorporates both monetary actions that illuminate the after effects of moves officially taken, and operational actions driving subsequent general monetary accomplishments (Kaplan & Norton, 2006).

2.5 Competitive Strategies and Firm Performance

Previous studies have demonstrated that there might be a strong connection between competitive strategies and the performance of companies. Many study findings that deduced roughly the exceptional correlation between competitive strategies and the performance of organizations (Eunice & Kepha, 2013; Kelly, 2016; Kimani & Douglas, 2014; Machuki, 2011; Wambugu, 2012).

Several studies have empirically researched the impact of Porter's competitive strategies on the general performance of enterprises. Kalia (2012) studied the competitive strategies

adopted by Chinese firms in the construction industry in Kenya and established that they embraced generic strategies, growth strategies and grand strategies to sustain their performance. Eunice and Kepha (2013) researched on the influence competitive strategies had on the performance of Kijabe hospital. They found that performance was greatly influenced by cost leadership strategy followed by product development, market development, focus strategy and least influential strategy was differentiation. Dess and Davis (1984) studied the general performance results of the competitive strategies in the manufacturing SMEs in Ghana. In their study, they found that those organizations can be sorted into four groups construct absolutely in light of the competitive techniques that they embrace: cost leadership, stuck in the center, focus and differentiation. In expressions of financial progress, the four organizations were seen to be remarkably particular from each other. It was noticed that focus category firms experienced the best earnings burgeon, followed by cost leadership, differentiation and stuck in the middle groups. As far as profit for general resources, the performance contrast was not critical among the four firms. While the most elevated return was clear in the cost leadership gathering, the least was apparent in the focus gathering.

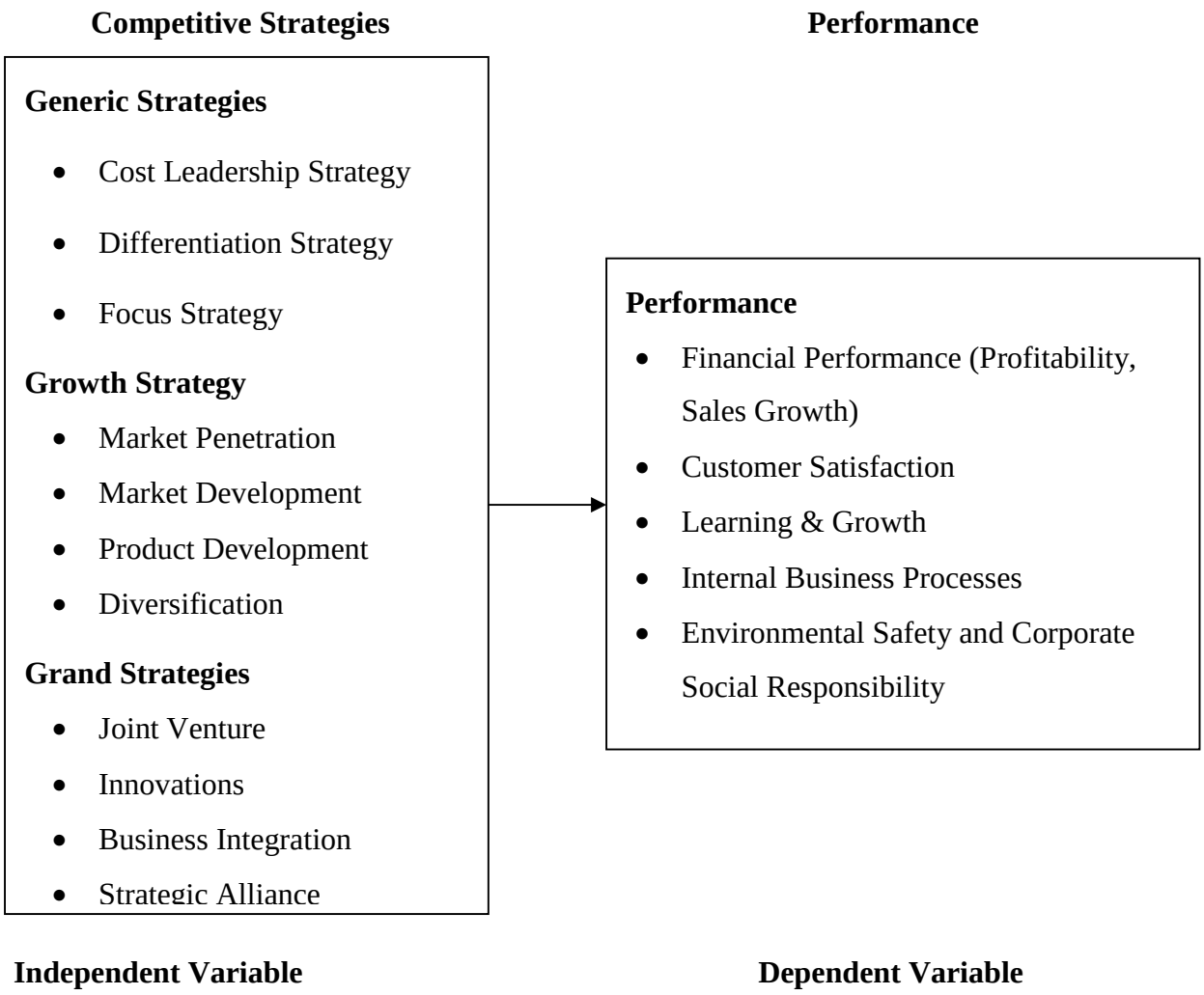
Powers and Hahn (2004) studied the effect of competitive strategies on firm performance in the banking industry. The findings of their study showed that banks fall into five categories fundamentally in view of the type of approach they utilized: standard differentiation technique, focus strategy, stuck in the middle, low-cost strategy and client bolster differentiation system. Their findings set up that, ordinary organizations utilizing competitive strategy perform better (in expressions of profit for property) compared to those stuck in the middle. Organizations that adopted cost leadership strategy registered

impressively higher performance compared to those stuck in the middle. In any case, other technique firms couldn't increase extensive general performance advantage over the stuck in the middle category.

2.6 Conceptual Model

The study will apply the conceptual model in Figure 2.1 to illustrate how various variables will participate in the study. The conceptual framework will provide the study with a guideline on how independent and dependent variables will interact in relation to the effect of competitive strategies on organizational performance of construction firms in Kisumu County. The independent variables for the study will be three broad competitive strategies namely; generic strategies, growth strategies and grand strategies. Each of them will be examined to find out their effects on the organizational performance of the construction companies operating in Kisumu County. The organizational performance will be the dependent variable.

Figure 2.1: Conceptual Model



CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the research design and methodology that was used to meet the objectives of the study. The objectives were establishing the competitive strategies adopted by firms and their influence on the performance of construction companies in Kisumu County. The chapter was structured into research design, target population and sample, data collection and data analysis.

3.2 Research Design

The study used a cross sectional descriptive survey. A cross-sectional study is the simplest variety of descriptive or observational epidemiology that can be conducted on representative samples of a population. The choice is necessitated by the nature of data to be collected, which is cross sectional. Cooper and Emory (1985) contend that the surveys are more efficient and economical than observations. It also allows for comparative analysis in order to obtain rational conclusions. The sample survey is considered most appropriate for this study since the population of interest is large. Descriptive studies are concerned with finding out who, what, where, when or how much of a phenomena (cooper and schindler 2003). Therefore, the research design was suitable for this research. This research design had also been successfully used by Lekolool (2010), Khabala (2009) and Njoroge (2006) in carrying out similar studies in Kenya.

3.3 Target Population

The target populace is the specific population about which records is desired. Ngechu (2004) described population as a set of humans, services, components, event, and set of items or families which are being investigated. The unit of analysis was the 200 listed resident construction firms in Kisumu County and the target respondent was the top manager from each of the listed firms since they specifically manage the everyday administration of the organizations and are the ones familiar with the impacts competitive strategies have on the performance of the particular companies.

3.4 Sampling Design and Sample Size

In this study, the respondents were selected using the random sampling technique. Random sampling gives unprejudiced results since no number of populaces has any possibility of being chosen more than after.

To compute the sample size, the researcher utilized a simple formula provided by Yamane (1967). Calculations of sample size using this formula is as indicated below, with assumptions of 95% confidence level and P = 0.5.

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

Where;

n is the sample size

N is the population size = 200 NCA registered construction firms in Kisumu County,

e is the level of precision = 5%.

The formula was applied to arrive at the sample size as follows;

$$n = \frac{200}{1 + 200(0.05^2)} = 134$$

3.5 Data Collection

A questionnaire was used to collect primary data in this study. The choice of questionnaire as data collection technique was based on the fact that it is able to allow collection of a lot of data from a large number of individuals in a short time and in a generally cost effective way. Likewise, the quantification of questionnaire results can be rapidly and easily done by the researcher or through use of computer software.

The questionnaire in this study consisted of closed ended questions so as to get a high response rate and also save on time. The need for easy collection of satisfactory and precise data essential for the research, informed the option of instrument used. The closed ended questions were presented on a likert type scale. The questionnaire utilized a five point likert scale namely Not at All (NA), Little Extent (LE), Moderate Extent (ME), Great Extent (GE) and Very Great Extent (VGE) which was assigned scores of between 1, 2, 3, 4 and 5 respectively. The questionnaire has three sections, A, B and C. Section A targeted company demographic information, Section B picked information on competitive strategies; Cost Leadership, Differentiation Strategy, Focus Strategy, Market Penetration, Market Development, Product Development, Diversification Strategy, Joint Venture, Innovations, Business Integration and Strategic Alliance Strategy and section C collected data on Firm Performance (financial performance, customer satisfaction,

learning & growth, internal business processes and environmental safety & corporate social responsibility). The questionnaire was developed based on the literature and past empirical studies in the fields of competitive strategies and firm performance

The questionnaires were administered through mail to the respondents who are top managers in the sampled construction firms and collected later.

3.6 Data Analysis

The researcher carried out data cleanup process through editing, coding, and tabulation keeping in mind the end goal to identify any inconsistencies in the responses and dole out particular numerical values to the responses for further analysis. The collected data were cleaned, coded and analyzed using the Statistical Package for Social Sciences (SPSS).

Since the study involved quantitative data, a number of quantitative analysis methods were used like descriptive statistics and inferential statistics. Descriptive statistics included measures of central tendency like the mean, while measures of variability like the standard deviation was used in the study to know which competitive strategy is most practiced by the construction firms. To draw out the quantitative importance of the information, connections and forecasts among factors were resolved utilizing correlations and regression analysis (Mugenda and Mugenda, 2003). A descriptive examination was utilized to dissect the reactions and Pearson Product Moment Correlation Coefficient used to decide the connection between the dependent and independent factors. A correlation analysis was done at a 0.05 level of significance. In this study, the objective was to examine the influence of competitive strategies (independent variable) on firm performance (dependent variable) which necessitated the use of multiple correlation

analysis as the statistical tool to analyze the multivariate relationships between generic strategies and performance, between growth strategies and performance, between grand strategies and performance, and between competitive strategies and firm performance. Likewise, to decide whether any of these three broad competitive strategies was significantly identified with performance, a regression equation for the three competitive strategies was developed as;

Performance = f (Generic Strategies + Growth Strategies + Grand Strategies + Error)

$$y = o + {}_1x_1 + {}_2x_2 + {}_3x_3 + £$$

Where;

y is the performance; β_o is the constant; β_1 is the coefficient of generic strategies; x_1 is generic strategies; β_2 is the coefficient of growth strategies; x_2 is growth strategies; β_3 is the coefficient of grand strategies; x_3 is grand strategies; £ is precision error at 95% confidence level.

CHAPTER FOUR: DATA ANALYSIS AND FINDINGS DISCUSSION

4.1 Introduction

This chapter deals with data analysis, presentation and interpretation based on the study objectives. The objectives were: to determine the competitive strategies embraced by firms in the construction industry in Kisumu County and to establish the influence of competitive strategies on firm performance in the construction industry in Kisumu County. The chapter presents the results of data analysis and is structured as follows: response rate results, organization demographics results, presentation of the competitive strategies descriptive statistics and finally the presentation of the inferential statistics.

4.2 Response Rate

The researcher distributed 134 structured questionnaires to the top or section manager of each the listed firms out of which 84 were filled and returned. This was a 62.7% response rate. This response rate was considered acceptable for this study to warrant statistical analysis. According to Mugenda and Mugenda (2003), in a survey design, the expected response rate is 50%. Therefore the above response rate met the criterion hence the response rate was appropriate for this study. A number of scholars have inconclusively debated on the appropriate response rate with proposals ranging from 30-80% (Kinuu, 2014). Machuki (2011), posited that a 43.3% response rate was justified for a study conducted through administering of questionnaires. This study's response rate contrasts well with other related findings. Eunice & Kepha (2013) achieved a response rate of 45% in their study. Table 4.1 presents the achieved response rate.

Table 4.1: Response rate

	Frequency	Percent
Questionnaires distributed	134	100.0
Returned filled questionnaires	84	62.7
Un returned questionnaires	50	37.3

Source: Research Data (2017)

4.3 Organizational Demographics

The study sought information on the demographics of the companies which include: the year of company establishment, period of operation in Kisumu County, work experience of the respondent in the company, current position of the respondent in the company, length of service of the respondent in the current position and number of employees in the company. The findings are summarized in Tables 4.2, 4.3, 4.4, 4.5, 4.6 and 4.7.

Table 4.2: Year of establishment

Year Range	Frequency	Percent
1980-1989	2	2.4
1990-1999	3	3.6
2000-2009	27	32.1
2010-2014	52	61.9
Total	**84**	**100.0**

Source: Research Data (2017)

The findings of the study in Table 4.2 show that more than half of the sampled construction firms in Kisumu County were established between 2010 and 2014, the

period when the devolved units of governance came into force. This sharp increase in registered construction companies is an indicator of the increased level of competition in the construction industry in Kisumu County.

Table 4.3: Period of operation in Kisumu County

Period of Operation	Frequency	Percent
3 - 6 years	52	61.9
7 - 10 years	26	31.0
11 years & Above	6	7.1
Total	**84**	**100.0**

Source: Research Data (2017)

The study findings in Table 4.3 imply that the construction industry in Kisumu County is largely composed of firms with less than 11years of experience in the region, an indicator of more new entrants with the introduction of devolved governments.

Table 4.4: Work experience in the company

Work Experience in the Company	Frequency	Percent
1 - 4 year	42	50.0
5 - 9 years	39	46.4
10 years & Above	3	3.6
Total	**84**	**100.0**

Source: Research Data (2017)

The study findings imply that 96.4% of the senior employees or respondents have worked for the company for less than 10 years as shown in Table 4.4. The few years of

experience in the company could pose some challenge on adopting the appropriate competitive strategies.

Table 4.5: Employee current position

Employee Current Position	Frequency	Percent
Construction Manager	2	2.4
Administrator	8	9.5
Human Resource Officer	7	8.3
Director	27	32.1
Manager	19	22.6
Operations Manager	8	9.5
Business Development Manager	3	3.6
Projects Manager	10	11.9
Total	**84**	**100.0**

Source: Research Data (2017)

The findings in Table 4.5 show that 27(32.1%) of the construction companies in Kisumu County have their competitive strategies planned and managed by the Directors. The strategic path for the companies is mostly handled by the owners or directors which could be could a challenge since not all directors could be having the technical expertise to handle strategic plans.

Table 4.6: Length of service in the current position

Number of Years in Current Position	Frequency	Percent
1 - 4 years	49	58.3
5 - 10 years	31	36.9
11 years & Above	4	4.8
Total	**84**	**100.0**

Source: Research Data (2017)

Table 4.6 shows that 80(95.2%) respondents have served less than 11years in their current positions. This indicates that a big percentage of employees entrusted with strategic plans of the companies have less than 11 years of experience in those positions.

Table 4.7: Number of employees

Number of Employee Range	Frequency	Percent
1-10	50	59.5
11-50	20	23.8
51-100	8	9.5
101 & above	6	7.2
Total	**84**	**100.0**

Source: Research Data (2017)

The research established that 83.3% of the sampled firms fall in the category of small and medium enterprises (SMEs) based on the number of employees they have.

4.4 Competitive Strategies Adopted by Construction Companies in Kisumu County

The study's first objective was to establish the competitive strategies adopted by construction companies in Kisumu County. In order to determine this objective the researcher developed a questionnaire with statements descriptive of the following competitive strategies; generic strategies (cost leadership strategy, differentiation strategy, and focus strategy), growth strategies (market penetration, market development, product development, and diversification) and grand strategies (joint venture, innovations, strategic alliance, and business integration). This exercise's intention was the need to reveal information on the level to which the competitive strategies were adopted by the firms. The questionnaire was structured in a 5-point Likert scale, where the respondents would indicate the extent to which the presented statements applied in their organization's operations. A one sample t-test was done at 95% confidence level (P = 0.05) and test value of 3 (average and mid-point of the 5-point scale). The one sample t-test produced the t-values and mean scores. The mean scores demonstrate the positioning of the competitive strategy and the extent to which it applied while the t-values indicate whether there were any significant contrasts over the reviewed organizations on the degree to which the competitive strategy applied in the sampled firms.

4.4.1 Adoption of Generic Strategies

The three generic strategies identified by Porter (1985), include: cost leadership, differentiation and focus. Cost leadership approach makes a forte of increasing competitive advantage by methods of including the least cost in the industry. For a firm

to be a low-cost leader, it needs to employ low production cost, and a dedicated team. On the other hand, a firm applying differentiation strategy will have to concentrate its endeavors on giving a distinct product or service. Because the product or service is exact and one of a kind; this strategy offers record client dedication. Differentiation of product satisfies a customer need and incorporates packaging the product or service to the taste of the client and allowing firms to charge a premium to catch and keep hold of the market segment. A business concentrates its efforts on one specific section of the market under the focus strategy. The business can concentrate on differentiation or cost advantage in its objective section under a narrow aggressive scope and intends to end up noticeably surely understood for delivering goods or services to that section.

The study sought on the application of the generic strategies (cost leadership strategy, differentiation strategy, and focus strategy) by construction companies in Kisumu County and the influence on performance. The one sample t-test results are shown in Table 4.8.

Table 4.8: Adoption of generic strategies

Generic Strategies	N	t	Mean	Sig. (2-tailed)	Std. Deviation	Coefficient of Variation
Cost leadership strategy	84	9.584	3.6431	.000	.73504	20.2%
Differentiation strategy	84	9.214	3.7179	.000	.85343	23.0%
Focus strategy	84	8.564	3.3250	.000	.41571	12.5%

Source: Research Data (2017)

NB: Ranking was on a 5-point scale: 1-Not at all; 2-Little Extent; 3-Moderate extent; 4-Great extent; 5-Very great extent

The findings in Table 4.8 imply that cost leadership strategy and differentiation strategy were applied to a great extent with means of 3.6 and 3.7 respectively whereas focus strategy was applied to a moderate extent with a mean of 3.3. The generic strategies

equally showed statistically significant differences across the sampled firms on the level to which they applied (t-values = 9.58, 9.21 and 8.56 respectively for cost leadership, differentiation and focus, $p < 0.05$). The highest variability from the response was on differentiation strategy with 23% but had a standard deviation of 0.85343.

4.4.2 Adoption of Growth Strategies

The growth strategies as described by Ansoff (1991) include; market penetration, product development, diversification and market development. The study sought on the application of the growth strategies by construction companies in Kisumu County and the influence on performance. The one sample t-test analysis is shown in Table 4.9

Table 4.9: Adoption of growth strategies

Growth Strategies	N	t	Mean	Sig. (2-tailed)	Std. Deviation	Coefficient of Variation
Market Penetration	84	4.536	3.5917	.000	1.42897	39.8%
Market Development	84	10.235	3.8833	.000	.94543	24.3%
Product Development	84	.612	3.0917	.541	1.63982	53.0%
Diversification	84	-1.446	2.8125	.151	1.42024	50.5%

Source: Research Data (2017)

NB: Ranking was on a 5-point scale: 1-Not at all; 2-Little Extent; 3-Moderate extent; 4-Great extent; 5-Very great extent

The findings in Table 4.9 reveal that market penetration and market development were applied close to a great extent with mean scores of 3.59 and 3.88 respectively. While product development and diversification were applied to a moderate extent with mean scores of 3.09 and 2.81 respectively. There were statistically significant differences on the extent to which market penetration and market development applied in the sampled

firms (t-values = 4.536 and 10.235 respectively, $p < 0.05$). Product development and diversification showed insignificant difference on the extent of their application (t-values = 0.612 and -1.446 respectively, $p > 0.05$). Product development equally showed the highest level of coefficient variation of 53.0%.

4.4.3 Adoption of Grand Strategies

Pearce and Robinson's grand strategies included; joint venture, innovation, strategic alliance, and business integration. The study sought on the application of grand strategies by construction companies in Kisumu County and the influence on firm performance. The preliminary descriptive results is shown in Table 4.12

Table 4.10: Adoption of grand strategies

Grand Strategies	N	t	Mean	Sig. (2-tailed)	Std. Deviation	Coefficient of Variation
Joint Venture	84	-5.784	2.3417	.000	1.24682	53.2%
Innovations	84	14.196	4.0833	.000	.83599	20.5%
Strategic Alliance	84	-3.073	2.6500	.003	1.24786	47.1%
Business Integration	84	-.292	2.9667	.771	1.24976	42.1%

Source: Research Data (2017)

NB: Ranking was on a 5-point scale: 1-Not at all; 2-Little Extent; 3-Moderate extent; 4-Great extent; 5-Very great extent

Table 4.10 findings exhibit high ranking for innovations strategy with a mean score of 4.08 and thus applying to a great extent and having a statistically significant difference on the extent to which it applies (t-value = 14.196, $p < 0.05$). The results also show that joint venture applies across the sampled firms to a little extent (mean score 2.34, t-value = -5.784, $p < 0.05$).

4.4.4 Adoption of Competitive Strategies

The study also sought to find out how the companies compare in the adoption of the broad competitive strategies (generic strategies, growth strategies and grand strategies) and if there were any statically significant differences. The researcher carried out a one sample t-test at 95% confidence level and test value of 3 (average and mid-point of the 5-point scale). The findings are in Table 4.11.

Table 4.11: Adoption of competitive strategies

Competitive Strategies	N	t	Mean	Sig. (2-tailed)	Std. Deviation	Coefficient of Variation
Growth strategy	84	31.510	3.2383	.000	1.12580	34.8%
Grand strategy	84	35.016	3.0104	.000	.94179	31.3%
Generic Strategy	84	83.486	3.5620	.000	.46738	13.1%

Source: Research Data (2017)

NB: Ranking was on a 5-point scale: 1-Not at all; 2-Little Extent; 3-Moderate extent; 4-Great extent; 5-Very great extent

The findings in Table 4.11 show that generic strategies applied to a great extent with mean score of 3.56 whereas growth strategies and grand strategies were applied to a moderate extent with mean scores of 3.23 and 3.01 respectively. The competitive strategies equally showed factually consequential contrasts through the sampled firms on the scale to which they applied (t-values = 83.49, 31.51 and 35.02 respectively for generic strategies, growth strategies and grand strategies, $p < 0.05$). The highest variability was on growth strategies with 34.8% but had a standard deviation of 1.12580.

4.5 Manifestation of Organizational Performance

The researcher applied the Sustainable Balanced Score Card (SBSC) in measuring the organizational performance. The following indicators of performance were measured; financial performance, learning & growth, customer satisfaction, internal business processes, and environmental safety & CSR.

Coefficient of variation was used to measure variability in indicators of performance. The t-test values were applied in showing the statistical significance of the differences in the indicators of performance while p-values were applied in showing the significance levels. A likert scale with a range of 1 to 5 was used to measure the indicators of performance. The findings are presented in Table 4.12.

Table 4.12: Manifestation of organizational performance

Firm Performance	t	Mean	Sig. (2-tailed)	Std. Deviation	Coefficient of Variation
Financial Performance	1.953	3.1306	.053	.73246	23.4%
Learning Growth	3.078	3.3583	.003	1.27547	38.0%
Customer Satisfaction	3.171	3.2917	.002	1.00750	30.6%
Internal Business Processes	10.198	3.8750	.000	.93990	24.3%
Environmental Safety & CSR	13.057	3.9333	.000	.78305	19.9%

Source: Research Data (2017)

NB: Ranking was on a 5-point scale: 1-Not at all; 2-Little Extent; 3-Moderate extent; 4-Great extent; 5-Very great extent

The results in Table 4.12 indicate that environmental safety & CSR and internal business processes indicators of performance were influenced by competitive strategies to a great extent with mean scores of 3.93 and 3.88 respectively. Environmental safety & CSR and

internal business processes, customer satisfaction, and learning & growth equally showed factually consequential contrasts over the sampled firms on the scale to which they applied (t-values = 13.057, 10.198, 3.171 and 3.078 respectively, $p < 0.05$). Learning & growth showed the greatest percentage of variability of responses at 38.0%.

4.6 Competitive Strategies and Organizational Performance

In this section, the researcher sought to ascertain the second objective of the study to establish the influence of competitive strategies on construction firm performance. The researcher presented the preliminary results which were generated through hierarchical regression analysis. In carrying out this analysis, the competitive strategy variables (generic strategies growth strategies and grand strategies) were regressed on each indicator of performance at 95% confidence level ($p = 0.05$). Through this analysis, the identity of the independent impact (positive or negative) of every strategy variable on the different pointers of performance was established and demonstrated.

4.6.1 Generic Strategies and Performance

The study carried out the test of relationship between the generic strategies adopted by construction firms in Kisumu County and performance. The study then performed correlation and regression analysis to establish the relationship. The finding of the research was summarized in Table 4.13

Table 4.13: Generic strategies and performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.938[a]	.880	.877	.21828	.880	284.301	3	116	.000

a. Predictors: (Constant), Cost leadership, Differentiation, Focus

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	40.637	3	13.546	284.301	.000[b]
	Residual	5.527	116	.048		
	Total	46.164	119			

a. Dependent Variable: Overall Performance

b. Predictors: (Constant), Cost Leadership, Differentiation, Focus

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.073	.215		.338	.736
	Cost Leadership	.162	.035	.192	4.686	.000
	Differentiation	.600	.029	.823	20.384	.000
	Focus	.187	.049	.125	3.786	.000

a. Dependent Variable: Overall Performance

Source: Research Data (2017)

Table 4.13 shows that Pearson correlation coefficient is 0.938 and a significant value of 0.000. The finding implies that there was a noteworthy connection between generic strategies and performance ($r = .938$; $p<0.05$). Since the p value was less than 0.05, the study concluded that there was a statistical positive relationship between generic strategies and performance. Generic strategies significantly affect firm performance ($p<0.05$). The findings also shows that the R square to be 0.880. This finding implies that 88.0% of the performance is affected by generic strategies while 22.0% is affected by other factors not in the study.

The finding of the study in Table 4.13 reveals that differentiation was the most predictor variable with B value of 0.600 followed by focus strategy with B value of 0.187 and lastly cost leadership with B value of 0.162. The findings also revealed that cost leadership strategy, differentiation strategy, and focus strategy had significant influence on performance ($p<0.05$). The simple linear regression model is shown in equation 4.1

$$y = 0.073 + 0.162\,x_1 + 0.600\,x_2 + 0.187\,x_3 + £ \qquad (4.1)$$

Where y is the performance; x_1 is the cost leadership strategy, x_2 is the differentiation strategy, x_3 is the focus strategy and $£$ is the precision error at 95% confidence level.

The regression equation 4.1 is showing that the performance of Kisumu County construction firms will be 0.073 if the following variables; cost leadership, differentiation and focus strategies remain constant at zero. The findings also established with all the other free factors kept at zero, there will be an increment in performance by 0.162units for every unit increment in cost leadership strategy and a unit increment in differentiation

strategy leads to 0.600 increment in performance whereas a unit increment in focus strategy would result to 0.187 increment in performance.

4.6.2 Growth Strategies and Performance

The study went further and carried out the test of correlation between the growth strategies embraced by construction firms and performance. The study then performed correlation and regression analysis to establish the relationship. Through correlation and regression analysis the nature of the positive or negative effect of each growth strategy variable on performance are established and displayed. The examination results in a constant, the standardized beta coefficients (β) for the independent variables, t-values, and consequence levels among different out-turns. The beta coefficient (β) demonstrates the input of every growth strategy variable towards a unit change in the performance indicator while t-values reveal the importance of the effect of the growth strategy variables on firm performance. This essentialness is affirmed by contrasting the resultant importance level and the test level (p=0.05). The finding of the research was summarized in Table 4.14

Table 4.14: Growth strategies and performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.773[a]	.597	.583	.40218	.597	42.601	4	115	.000

a. Predictors: (Constant), Diversification, Market Development, Market Penetration, Product Development

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.563	4	6.891	42.601	.000[b]
	Residual	18.601	115	.162		
	Total	46.164	119			

a. Dependent Variable: Overall Performance

b. Predictors: (Constant), Diversification, Market Development, Market Penetration, Product Development

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.792	.162		11.042	.000
	Market Penetration	.260	.039	.596	6.581	.000
	Market Development	.194	.046	.295	4.251	.000
	Product Development	-.041	.035	-.107	-1.149	.253
	Diversification	.058	.033	.133	1.748	.083

a. Dependent Variable: Overall Performance

Source: Research Data (2017)

The findings in Table 4.14 show that Pearson correlation coefficient is 0.773 and the significant value of 0.000. The study finding indicates that there was a significant relationship between growth strategies and firm performance ($r = .773$; $p<0.05$). This finding implies that growth strategies affect 59.7% of the performance while 40.3% is affected by other factors not in the study.

It is also revealed from the research findings that market penetration was the most positive predictor variable with B value of 0.260 followed by market development with B value of 0.194 followed by diversification with B value of 0.058 and the last was product development with a negative B value of -0.041. The research analysis also established that market penetration and market development had meaningful influence on performance of construction firms ($p<0.05$), while product development and diversification had inconsequential influence on performance ($p>0.05$). The simple linear regression model is shown in equation 4.2

$$y = 1.792 + 0.26x_1 + 0.194x_2 - 0.041x_3 + 0.058x_4 + £ \quad (4.2)$$

Where y is the performance; x_1 is the market penetration, x_2 is the market development, x_3 is the product development x_4 is the diversification and $£$ is the precision error at 95% confidence level.

The regression equation 4.2 is showing that the performance of Kisumu County construction firms will be 1.792 if the following variables; market penetration, market development, product development and diversification strategies remain constant at zero. The findings also established that by keeping all other free factors at zero, a unit increment in market penetration strategy will prompt performance of construction

companies to increase by 0.260units and a unit increment in market development strategy will result to 0.194 increment in performance while on the other hand a unit increment in product development strategy would result to 0.041 decrement in performance and finally a unit increment in diversification strategy would lead to 0.058 increment in firm performance.

4.6.3 Grand Strategies and Performance

The study also did multiple regression analysis to test the correlation between grand strategies and performance. Through correlation and regression analysis the nature of the positive or negative effect of each grand strategy variable on performance are established and displayed. The statistical analysis produced a constant, the standardized beta coefficients (β) for the independent variables, t-values, and significance levels among other outputs. The contribution of each grand strategy variable towards a unit change in the performance indicator was revealed by the beta coefficient (β) while t-values displayed the significance of the effect of the grand strategy variables on firm performance. This significance is confirmed by comparing the resultant significance level with the test level (p=0.05). The results is shown in Table 4.15

Table 4.15: Grand strategies and performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.992[a]	.984	.984	.07980	.984	1783.758	4	115	.000

a. Predictors: (Constant), Business Integration, Innovation, Joint Venture, Strategic Alliance

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.432	4	11.358	1783.758	.000[b]
	Residual	.732	115	.006		
	Total	46.164	119			

a. Dependent Variable: Overall Performance

b. Predictors: (Constant), Business Integration, Innovation, Joint Venture, Strategic Alliance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.169	.049		23.733	.000
	Joint Venture	.096	.010	.192	9.411	.000
	Innovation	.322	.014	.433	23.384	.000
	Strategic Alliance	.272	.018	.544	15.342	.000
	Business Integration	.030	.017	.060	1.755	.082

a. Dependent Variable: Overall Performance

Source: Research Data (2017)

The results in Table 4.15 indicate that Pearson correlation coefficient is 0.992 and a significant value of 0.000. The study finding indicates that there is a meaningful correlation between grand strategies and firm performance ($r = .992$; $p<0.05$). This research finding has revealed that 98.4% of performance is affected by grand strategies while 1.6% is affected by other factors not in the study.

The study also revealed that market innovations was the most positive predictor variable with B value of 0.322 followed by strategic alliance with B value of 0.272 followed by joint venture with B value of 0.096 and lastly the business integration with B value of 0.030. The research findings also established that joint venture, innovation, and strategic alliance had remarkable influence on performance ($p<0.05$), while business integration had insignificant effect on performance ($p>0.05$). The simple linear regression model is shown in equation 4.3

$$y = 1.169 + 0.096x_1 + 0.322x_2 + 0.272x_3 + 0.030x_4 + £ \quad (4.3)$$

Where y is the performance; x_1 is the joint venture, x_2 is the innovation, x_3 is the strategic alliance x_4 is the business integration and $£$ is the precision error at 95% confidence level.

The regression equation 4.3 is indicating that the performance of the construction firms will be 1.169 if the following variables; joint venture, innovations, strategic alliance and business integration strategies remain constant at zero. The findings also established that keeping all other free factors at zero, a unit increment in joint venture strategy would lead to a 0.096 increment in the performance of construction companies and a unit increment in innovations strategy would lead to 0.322 increment in performance while a unit

increment in strategic alliance strategy would result to 0.272 increment in performance and finally a unit increment in business integration strategy would lead to 0.030 increment in firm performance.

4.7 Competitive Strategies and Performance Perspectives

Organizational performance was measured using the Sustainable Balanced Score Card (SBSC). The influence of competitive strategies on the following perspectives of performance was measured: financial performance, learning & growth, customer satisfaction, internal business processes, and environmental safety & CSR.

4.7.1 Competitive Strategies and Financial Performance

The study sought on the impact of competitive strategies applied by construction firms on the financial performance indicators. The study looked at the following aspects; number of new contracts awarded in the year 2016, improvement in firm's profitability and growth in overall sales to measure the financial performance of the construction firms.

The study carried out correlation and regression analysis to test the connection between competitive strategies and financial performance. The result is shown in Table 4.16

Table 4.16: Competitive strategies and financial performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.584[a]	.341	.324	.60224	.341	20.009	3	116	.000

a. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.771	3	7.257	20.009	.000[b]
	Residual	42.072	116	.363		
	Total	63.844	119			

a. Dependent Variable: Financial Performance

b. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.568	.506		3.096	.002
	Generic Strategies	.188	.193	.120	.970	.334
	Growth Strategies	-.238	.083	-.360	-2.872	.005
	Grand Strategies	.562	.130	.722	4.307	.000

a. Dependent Variable: Financial Performance

Source: Research Data (2017)

The findings in Table 4.16 show that Pearson correlation coefficient is 0.584 and a significant value of 0.000. The findings established that there is a considerable connection between competitive strategies and financial performance ($r = .584$; $p<0.05$). The findings also show that the R square to be 0.341. This finding implies that 34.1% of the financial performance is affected by competitive strategies while 65.9% is affected by other factors not in the study.

The finding of the study in Table 4.16 reveals that grand strategies was the most predictor variable with B value of 0.562 followed by generic strategies with B value of 0.188 and lastly growth strategies with B value of -0.238. The findings also established that grand strategies and growth strategies had significant effect on financial performance ($p<0.05$) while generic strategies had insignificant effect on the financial performance of the construction companies ($p>0.05$). The simple linear regression model is shown in equation 4.4

$$y = 1.568 + 0.188\,x_1 - 0.238\,x_2 + 0.562\,x_3 + £ \qquad (4.4)$$

Where y is the financial performance; x_1 is the generic strategies, x_2 is the growth strategies, x_3 is the grand strategies and $£$ is the precision error at 95% confidence level.

The regression equation 4.4 is revealing that the financial performance of the construction firms will be 1.568 if the following variables; generic strategies, growth strategies and grand strategies remain constant at zero. The study equally established that taking all other free factors at zero, a unit increment in generic strategies would prompt a 0.188 increment in financial performance of construction companies and a unit increment in growth strategies would lead to 0.238 decrement in financial performance whereas a

unit increment in grand strategies would result to 0.562 increment in financial performance.

4.7.2 Competitive Strategies and Learning & Growth

The study sought on the impact of competitive strategies applied by construction firms on the learning and growth performance indicator. The study looked at the firm's commitment towards continuous employee training and acquisition of new skills to measure the learning and growth aspect of the construction firms as a performance indicator.

The study carried out correlation and regression examination to test the connection between competitive strategies and learning and growth aspect of firm performance. The result is shown in Table 4.17

Table 4.17: Competitive strategies and learning & growth

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.842[a]	.709	.701	.69715	.709	94.106	3	116	.000

a. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	137.213	3	45.738	94.106	.000[b]
	Residual	56.379	116	.486		
	Total	193.592	119			

a. Dependent Variable: Learning & Growth

b. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.558	.586		-2.657	.009
	Generic Strategies	.641	.224	.235	2.862	.005
	Growth Strategies	.008	.096	.007	.082	.935
	Grand Strategies	.866	.151	.640	5.736	.000

a. Dependent Variable: Learning & Growth

Source: Research Data (2017)

Table 4.17 shows the study findings with Pearson correlation coefficient is 0.842 and a significant value of 0.000. The findings established that there is an exceptional link between competitive strategies and learning and growth performance ($r = .842$; $p<0.05$). The findings also show that the R square to be 0.709. This finding implies that 70.9% of the learning and growth performance is affected by competitive strategies while 29.1% is affected by other factors not in the study.

The finding of the study in Table 4.17 reveals that grand strategies was the most predictor variable with B value of 0.866 followed by generic strategies with B value of 0.641 and lastly growth strategies with B value of 0.008. The findings also established that generic strategies and grand strategies had significant effect on learning and growth performance ($p<0.05$) while growth strategies had insignificant effect on the learning and growth performance of the construction companies in Kisumu County ($p>0.05$). The simple linear regression model is shown in equation 4.4

$$y = -1.558 + 0.641x_1 + 0.008x_2 + 0.866x_3 + £ \quad (4.5)$$

Where y is the learning and growth performance; x_1 is the generic strategies, x_2 is the growth strategies, x_3 is the grand strategies and $£$ is the precision error at 95% confidence level.

The regression equation 4.5 is implying that the learning and growth performance of the construction firms will be -1.558 if the following variables; generic strategies, growth strategies and grand strategies remain constant at zero. The study equally established that taking all other free factors at zero, a unit increment in generic strategies would prompt a 0.641 increment in learning and growth aspect of construction companies and a unit

increment in growth strategies would lead to 0.008 increment in learning and growth indicator whereas a unit increment in grand strategies would result to 0.866 increment in learning and growth aspect.

4.7.3 Competitive Strategies and Customer Satisfaction

The study sought on the impact of competitive strategies applied by construction firms on the customer satisfaction aspect of performance. The study looked at how much business was produced from existing clients versus business created from new clients to measure the level of customer satisfaction as an indicator of performance of the construction firms in Kisumu County. The finding of the study is summarized in the tables below.

The study carried out correlation and regression examination to test the connection between competitive strategies and customer satisfaction aspect of performance. The result is shown in Table 4.18

Table 4.18: Competitive strategies and customer satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.441[a]	.195	.174	.91567	.195	9.355	3	116	.000

a. Predictors: (Constant),Generic Strategies, Growth Strategies, Grand Strategies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.532	3	7.844	9.355	.000[b]
	Residual	97.260	116	.838		
	Total	120.792	119			

a. Dependent Variable: Customer Satisfaction

b. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.980	.770		2.572	.011
	Generic Strategies	.233	.294	.108	.791	.431
	Growth Strategies	-.444	.126	-.487	-3.518	.001
	Grand Strategies	.653	.198	.611	3.293	.001

a. Dependent Variable: Customer Satisfaction

Source: Research Data (2017)

The study finding has shown in Table 4.18 that Pearson correlation coefficient is 0.441 and a significant value of 0.000. The findings established that competitive strategies have a noteworthy connection with customer satisfaction ($r = .441$; $p<0.05$). The findings also show that the R square to be 0.195. This finding implies competitive strategies affect 19.5% of the customer satisfaction aspect while 80.5% is affected by other factors not in the study.

The finding of the study in Table 4.18 reveals that grand strategies was the most predictor variable with B value of 0.653 followed by generic strategies with B value of 0.233 and lastly growth strategies with a negative B value of -0.444. The findings also established that grand strategies and growth strategies had significant effect on customer satisfaction aspect ($p<0.05$) while generic strategies had insignificant effect on customer satisfaction performance of the construction companies in Kisumu County ($p>0.05$). The simple linear regression model is shown in equation 4.6

$$y = 1.980 + 0.233\,x_1 - 0.444\,x_2 + 0.653\,x_3 + £ \qquad (4.6)$$

Where y is the customer satisfaction indicator; x_1 is the generic strategies, x_2 is the growth strategies, x_3 is the grand strategies and $£$ is the precision error at 95% confidence level.

The regression equation 4.6 is implying that customer satisfaction performance of the construction firms will be 1.980 if the following variables; generic strategies, growth strategies and grand strategies remain constant at zero. The study equally established that taking all other free factors at zero, a unit increment in generic strategies would prompt a 0.233 increment in customer satisfaction aspect of construction companies and a unit

increment in growth strategies would lead to 0.444 decrement in customer satisfaction indicator whereas a unit increment in grand strategies would result to 0.653 increment in customer satisfaction aspect.

4.7.4 Competitive Strategies and Internal Business Processes

The study sought on the impact of competitive strategies applied by construction firms on the internal business process aspect of performance. The study looked at the degree to which firm's commitment to adoption and use of new building technologies had improved over the last 3years to measure the level of internal business processes as an indicator of performance of the construction firms in Kisumu County.

The study carried out correlation and regression examination to test the connection between competitive strategies and internal business processes indicator of performance. The result is shown in Table 4.19

Table 4.19: Competitive strategies and internal business processes

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.691[a]	.478	.464	.68800	.478	35.364	3	116	.000

a. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	50.217	3	16.739	35.364	.000[b]
	Residual	54.908	116	.473		
	Total	105.125	119			

a. Dependent Variable: Internal Business Processes

b. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.949	.579		3.369	.001
	Generic Strategies	-.082	.221	-.041	-.370	.712
	Growth Strategies	.117	.095	.138	1.240	.217
	Grand Strategies	.606	.149	.607	4.067	.000

a. Dependent Variable: Internal Business Processes

Source: Research Data (2017)

The study established that there is significant relationship between competitive strategies and internal business processes indicator of performance (r = .6911; p<0.05). The findings have also revealed that competitive strategies affect 47.8% of the internal business processes indicator of performance while 52.2% is affected by other factors.

The finding of the study in Table 4.19 reveals that grand strategies was the most predictor variable with B value of 0.606 followed by growth strategies with B value of 0.117 and lastly generic strategies with a negative B value of -0.082. The findings also established that grand strategies had significant effect on internal business processes indicator of performance (p<0.05) while generic strategies and growth strategies had insignificant effect on internal business processes indicator of the construction companies in Kisumu County (p>0.05). The simple linear regression model is shown in equation 4.7

$$y = 1.949 - 0.082\,x_1 + 0.117\,x_2 + 0.606\,x_3 + £ \qquad (4.7)$$

Where y is the internal business processes indicator; x_1 is the generic strategies, x_2 is the growth strategies, x_3 is the grand strategies and $£$ is the precision error at 95% confidence level.

The regression equation 4.7 is implying that internal business processes indicator of performance of the construction firms will be 1.949 if the following variables; generic strategies, growth strategies and grand strategies remain constant at zero. The study equally established that taking all other free factors at zero, a unit increment in generic strategies would prompt a 0.082 decrement in internal business processes indicator of performance of construction companies and a unit increment in growth strategies would lead to 0.117 increment in internal business processes indicator of performance whereas a

unit increment in grand strategies would result to 0.606 increment in internal business processes indicator of performance.

4.7.5 Competitive Strategies and Environmental Safety & CSR

The study sought on the impact of competitive strategies applied by construction firms on the environmental safety and corporate social responsibility aspect of performance. The study looked at the degree to which firm's commitment to involvement in corporate social responsibility (CSR) activities and the firm's record in complying with safety, health and environmental procedures have improved to measure the performance of the firm on the environmental safety and corporate social responsibility front.

The study carried out correlation and regression examination to test the connection between competitive strategies and environmental safety and corporate social responsibility aspect of performance. The result is shown in Table 4.20

Table 4.20: Competitive strategies and environmental safety and CSR

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.952[a]	.906	.904	.24259	.906	374.617	3	116	.000

a. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	66.140	3	22.047	374.617	.000[b]
	Residual	6.827	116	.059		
	Total	72.967	119			

a. Dependent Variable: Environmental Safety and Corporate Social Responsibility

b. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.642	.204		-8.049	.000
	Generic Strategies	1.461	.078	.872	18.745	.000
	Growth Strategies	.394	.033	.557	11.784	.000
	Grand Strategies	-.313	.053	-.377	-5.963	.000

a. Dependent Variable: Environmental Safety and Corporate Social Responsibility

Source: Research Data (2017)

The research findings have established that competitive strategies have outstanding connection with environmental safety and corporate social responsibility aspect of performance (r = .952; p<0.05). The findings also revealed that 90.6% of environmental safety and CSR aspect of performance is affected by competitive strategies while 9.4% is affected by other factors. Study findings in Table 4.23 revealed that generic strategies was the most predictor variable with B value of 1.461 followed by growth strategies with B value of 0.394 and lastly grand strategies with a negative B value of -0.313. The findings also established that generic strategies, growth strategies and grand strategies had significant effect on environmental safety and CSR aspect of performance (p<0.05). The simple linear regression model is shown in equation 4.8

$$y = -1.642 + 1.461x_1 + 0.394x_2 - 0.313x_3 + £ \quad (4.8)$$

Where y is the environmental safety and ; x_1 is the generic strategies, x_2 is the growth strategies, x_3 is the grand strategies and $£$ is the precision error at 95% confidence level.

The regression equation 4.8 is implying that environmental safety and corporate social responsibility aspect of performance of the construction firms will be -1.642 if the following variables; generic strategies, growth strategies and grand strategies remain constant at zero. The study equally established that taking all other free factors at zero, a unit increment in generic strategies would prompt a 1.461 increment in environmental safety and CSR aspect of performance of construction companies and a unit increment in growth strategies would lead to 0.394 increment in environmental safety and CSR aspect whereas a unit increment in grand strategies would result to 0.606 decrement in environmental safety and CSR aspect.

4.8 Competitive Strategies and Performance

This section gave statistical review of the correlation between competitive strategies and organizational performance. The study carried out multiple regression analysis to test the connection between competitive strategies and performance. Through correlation and regression analysis the nature of the positive or negative effect of each competitive strategy variable on performance are established and displayed. The review produced a constant, the standardized beta coefficients (β) for the independent variables, t-values, and significance levels among other results. The participation of each competitive strategy variable towards a unit change in the performance indicator is revealed in the beta coefficient (β) while t-values manifest the meaning of the effect of the competitive strategy variables on firm performance. This importance is affirmed by contrasting the resultant meaningfulness level and the test level (p=0.05). The result is shown in Table 4.21

Table 4.21: Competitive strategies and performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.988[a]	.976	.975	.09782	.976	1569.463	3	116	.000

a. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.054	3	15.018	1569.463	.000[b]
	Residual	1.110	116	.010		
	Total	46.164	119			

a. Dependent Variable: Overall Performance

b. Predictors: (Constant), Generic Strategies, Growth Strategies, Grand Strategies

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.459	.082		5.585	.000
	Generic Strategies	.488	.031	.366	15.530	.000
	Growth Strategies	-.033	.013	-.058	-2.416	.017
	Grand Strategies	.475	.021	.718	22.405	.000

a. Dependent Variable: Overall Performance

Source: Research Data (2017)

The study findings in table 4.21 established that there a special connection between competitive strategies and firm performance (r = .988; p<0.05). The findings have also revealed that competitive strategies affect 97.6% of the performance while only 2.4% is affected by other factors.

The finding of the study in Table 4.21 revealed that generic strategies was the most predictor variable with B value of 0.488 followed by grand strategies with B value of 0.475 and lastly growth strategies with a negative B value of -0.033. The findings also established that generic strategies, growth strategies and grand strategies had significant effect on performance of the construction companies (p<0.05). The simple linear regression model is shown in equation 4.9

$$y = 0.459 + 0.488\,x_1 - 0.033\,x_2 + 0.475\,x_3 + £ \qquad (4.9)$$

Where y is the performance; x_1 is the generic strategies, x_2 is the growth strategies, x_3 is the grand strategies and $£$ is the precision error at 95% confidence level.

The regression equation 4.9 implies that performance of the construction firms will be 0.459 if the following variables; generic strategies, growth strategies and grand strategies remain constant at zero. The study equally established that by keeping all other free factors at zero, a unit increment of generic strategies will prompt a 0.488 increment in performance of construction companies and a unit increment of growth strategies would lead to 0.033 decrement in performance whereas a unit increment of grand strategies would result to 0.475 increment in performance.

4.9 Discussion of Findings

The study sought to identify the competitive strategies embracedd by construction companies in Kisumu County and how they influenced performance. The study established that the construction companies adopted several competitive strategies which include; generic strategies (cost leadership strategy, differentiation strategy, and focus strategy), growth strategies (market penetration, market development, product development, and diversification) and grand strategies (joint venture, innovations, strategic alliance, and business integration). The research has additionally corroborated that there is no specific strategy that on its own can impact an organization's performance.

Organizations' need to be sufficiently aggressive to guarantee development and maintenance of market share in the business since this would absolutely mean growth in sales and profits. The strategy choice varies according to the market and other competitors. The findings of the study determined that there are conventional competitive strategies in the construction industry; however, execution differs from company to company. As established during the study, various competitive strategies influence firm performance in various ways and how they are consolidated may decide the general impact. From the findings, distinctive strategies showed diverse levels of essentialness and this infers competitive strategies have impact on an organization's performance, however, the noteworthiness of the effect differs on whether a single strategy is adopted or several strategies are adopted.

The study findings have revealed that generic competitive strategies if adopted alone will contribute 88% of firm performance, while growth strategies will account for 59.7% of the performance and grand strategies will influence performance by 98.4%. These findings are similar to other previous study carried out by Kalia (2012) that established that the three broad competitive strategies (generic, growth and grand) had varying levels of influence on firm performance if adopted independently. The study also established that the various competitive strategies have varying influence and significance on the following performance indicators; financial performance, learning and growth, customer satisfaction, internal business processes and environmental safety and corporate social responsibility. Competitive strategies account for 34.1% of firm financial performance, 70.9% of learning and growth performance indicator, 19.5% of customer satisfaction aspect, 47.8% of internal business processes aspect, and 90.6% of environmental safety and CSR performance indicator. These findings corroborate those of Kelly (2016) that found out that competitive strategies have significant effect on customer satisfaction, learning and growth, internal business processes, and environmental safety and CSR.

The findings of the research established that 97.6% of the changes in performance of the construction companies is credited to the consolidated impact of the competitive strategies. From the study, additional findings demonstrate that generic strategies had the greatest impact on the performance of the construction firms with a B value of 0.488, second is grand strategies with a B value of 0.475, and lastly the growth strategies which had the least effect on the performance of the firms with a B value of -0.033. The findings also revealed that generic, growth and grand strategies had significant effect on overall performance of the construction firms ($p<0.05$). The findings are consistent with

the findings of Machuki (2011) that established that competitive strategies is a major factor that plays a vital part in deciding firm performance.

This study established that cost leadership strategy has influence on performance of construction companies. The findings are consistent with other previous study done by Brooks (1993) that established that a cost leadership strategy is intended to create low-cost products as compared to the competitors by putting more emphasis on cost-effective output. The research concluded that the respondents were consistent with low-cost strategy features, which includes: company pricing its products lower than its rivals; the company buying in bulk to reduce cost; the company is very strict on wastage of materials; the company outsourcing some functions which are not core to reduce costs; the company employing new technology to reduce costs; the company cutting costs on overheads such as human resource to reduce costs. These findings are in agreement with a previous study done by Brooks (1993) that found out that a company can establish a superior cost advantage over its enemies and gain large market share or earn higher profit margin.

The study also revealed that performance of construction firms is influenced by differentiation strategy. This concurs with a past research that found out that differentiation is a showcasing procedure utilized by a firm to build up solid character in a particular market; additionally referred to as segmentation strategy (David, 2000). This is principally through features such as the company is packaging same service or product in different ways to target different markets; the company is employing company branding to differentiate itself and products from other competitors; the company is laying emphasis on improving quality and producing high end products; the company is

providing budget for research and development; the company has well trained staff and the company has ability to handle customer complaints adequately. This contention is in agreement with Porter (2008) who argued that differentiation is seen to include formation of unique products or services. The findings are in agreement with McCracken, (2002) verdict that the critical tactic in formulating a differentiation strategy is to figure out what makes an organization not the same as a competitor's. If this strategy is to be successful, then the unique features should provide the customer with superior values. The unrivaled product as seen by the customer leads to reduced price elasticity of demand as the customer tend to be more loyal to the brand, hence providing a considerable level of insulation from competition.

The study further established that focus strategy has influence on the performance of construction companies through aspects such as the company is laying emphasis on county government projects; the company focuses on roads projects; the company is targeting building projects; the company focuses on projects from private developers; and the company focuses on national government projects. The study findings are in agreement with previous studies that equally observed that successful focus strategy gives the seller a competitive edge over its rivals since most buyers view the products/services as superior and unique (Stone, 1995). The findings are in agreement with other findings that have argued that a firm can pick to concentrate on a specific product or service range, topographical zone or select client group. The focus strategy endeavors to take care of the requirements of a specific market segment, regardless of whether based on differentiation or low-cost.

The research also established that performance of construction firms in Kisumu County is influenced by growth strategies. This is highlighted by Porter (2008) who argues that companies grow new products focused on its current trade sections and by expanding rapidly into new ventures by growing modern products for modern markets. And is accomplished by the following features; the company is expanding and opening branches in other regions; the company is working to enhance its deals in the market; the company is working towards being a "Design Build" firm; the company is also supplying of construction materials; and the company is venturing in the real estate industry. The findings compliment a past report that contends that the process of a company enlarging or varying its range of products or field of operations is the most unsafe of the growth strategies as it needs both resource and trade improvement and might be one of the company's core abilities (Barney 2002).

The study further revealed that grand strategy has influence on performance of construction companies in Kisumu County. The research revealed that partnerships and alliances increased the synergies of the two organizations and if the arrangements are done carefully both organizations can benefit immensely. This is through aspects such as the company participates in joint venture bidding & works; the company readily adopts new building technologies; the company works with other firms in strategic alliances; and the company embraces business integration with other firms.

The discoveries in this investigation additionally agreed with the earlier discoveries of Wambugu (2012) whose research found that non-financial performance was to a larger extent affected by the strategy adopted though this was in a non-competitive environment. On financial performance, findings from earlier studies by Adhiambo

(2009) and Obiero (2008) were confirmed after the research found out that different competitive strategies determined the performance of firms. An earlier study by Eunice & Kepha (2013) examined the influence of competitive strategies on the performance of Kijabe Mission hospital. Their findings established that cost leadership strategy, differentiation strategy, focus strategy and growth strategy have a significant effect on the performance of an organization and corroborates the findings of this study. A study by Kimani & Douglas (2014) sought to find out the influence of competitive strategies on performance of farmers cooperatives in Butere Sub-County and established that cost leadership strategy had significant effect and was widely used, as well as focus strategy which also had a positive impact. They also observed that the farmers were not keen on differentiation strategy but noted it was a powerful tool that farmers could utilize to improve their performance, basically agreeing with the findings of this study.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section summarizes the research discoveries, reaches determinations and points of interest suggestions for policy and practice in line with the research objective which was to determine the competitive strategies adopted by construction companies in Kisumu County and their influence on performance. The chapter finishes up by giving challenges encountered during the investigation and recommendations for additional inquiry about similar topics.

5.2 Summary of Findings

As a general rule for an organization to exist in the market, it has to have a reason for its existence and this is to be able to offer goods and/or services to the market in a competitive manner. The strategies which were examined and mostly adopted by construction firms in Kisumu County include; cost leadership strategy, differentiation strategy, focus strategy, market penetration, market development, product development, diversification, joint venture, innovation, strategic alliance and business integration.

The study deduced that generic strategies (cost leadership, differentiation and focus) affected performance to a great extent. Regression analysis showed that 88% of performance is affected by generic strategies while 12% is affected by other elements not part of the research. It also established that cost leadership, differentiation and focus strategies had remarkable effect on performance.

Further, the study revealed that growth strategies had a notable influence on performance. The regression analysis showed that 59.7% of performance is affected by growth

strategies while 40.3% is influenced by different elements not in the investigation. It further revealed that market penetration and market development had considerable impact on performance while product development and diversification had inconsequential effect on performance.

In addition, the study found out that grand strategies had meaningful influence on performance. The regression analysis showed that 98.4% of performance is affected by grand strategies while 1.68% is influenced by different elements not in the investigation. It also established that joint venture, innovation and strategic alliance had significant effect on performance while business integration had immaterial effect on performance.

Besides, the study also analyzed the effect of the broad competitive strategies on the performance indicators and established that there is a weighty relationship between competitive strategies and financial performance. The finding of the study showed that competitive strategies had exceptional impact on financial performance. The regression model summary revealed that 34.1% of financial performance was affected by the competitive strategies while 65.9% is affected by other factors. The finding showed that growth strategies and grand strategies had significant contribution on financial performance while generic strategies had insignificant effect on financial performance.

The study finding showed that competitive strategies has significant effect on learning and growth aspect of performance ($p<0.05$). The regression analysis showed that 70.9% of learning and aspect of performance is affected by competitive strategies while 29.1% is affected by other factors. The finding showed that generic strategies and grand strategies had significant contribution on learning and growth aspect of performance

while growth strategies had insubstantial influence on learning and growth aspect of performance.

The study finding showed that competitive strategies had significant effect on customer satisfaction performance indicator. The regression analysis indicated that 19.5% of customer satisfaction performance indicator is affected by competitive strategies while 80.5% is affected by other factors. The finding showed that growth strategies and grand strategies had significant contribution on customer satisfaction aspect of performance while generic strategies had insignificant effect on customer satisfaction performance indicator.

The research finding also established that competitive strategies had notable effect on internal business processes performance indicator. The regression analysis indicated that 47.8% of internal business processes performance indicator is affected by competitive strategies while 52.2% is affected by other factors. The finding showed that grand strategies had significant contribution on internal business processes aspect of performance while generic strategies and growth strategies had insignificant effect on internal business processes aspect of performance.

The study also established that competitive strategies had significant effect on environmental safety and corporate social responsibility performance indicator. The regression analysis indicated that 90.6% of environmental safety and corporate social responsibility performance indicator is affected by competitive strategies while 9.6% is affected by other factors. The finding showed that generic strategies, growth strategies

and grand strategies had significant contribution on environmental safety and corporate social responsibility performance indicator.

The finding of the study showed that performance had been greatly affected by the competitive strategies adopted by construction companies. Therefore the study concluded that there is a positive relationship between competitive strategies and performance. Regression results indicated that 97.6% of performance is affected by competitive strategies while 2.4% is affected by other factors. It also showed that that generic strategies is the most predictor variable with the B value of 0.488; followed by grand strategies with B value of 0.475, and the least predictor variable is growth strategies with the B values of -0.033. The finding also revealed that generic strategies, growth strategies and grand strategies had significant effect on performance.

5.3 Conclusion

As pointed out in the discussion, the study findings concludes that the construction companies in Kisumu County have adopted the following competitive strategies; generic strategies (cost leadership strategy, differentiation strategy, focus strategy), growth strategies (market penetration, market development, product development, diversification) and grand strategies (joint venture, innovation, strategic alliance, business integration).

From the results, the investigation infers that there is a noteworthy connection between generic strategies and the performance of construction companies in Kisumu County. It additionally infers a large proportion of the performance of construction firms is influenced by generic strategies with a small percentage being influenced by other factors. The study equally concluded that differentiation strategy was the most predictor

variable among the individual generic strategies, followed by focus strategy and lastly cost leadership strategy. In deciding the performance of the organization, cost leadership strategy plays a noteworthy part as lower prices of products/services attract more customers, hence more sales volumes that lead to better organizational performance. The research demonstrates that cost leadership is the one of the best type of competitive strategy that construction firms in Kisumu County use to enhance organizational performance through tight cost controls, reduction of innovation and marketing expenses, and discounting prices when selling their products/services. The role in making an organization's product standout against other products and services in the market can be attributed to differentiation strategy. Organizations employing this strategy can make a specialty for themselves in the market and even make clients with unwavering devotion to. Differentiation strategy is focused on strategically positioning the company distinct from its rivals through providing customers with something that is unique and different (Pearce & Robinson, 2005). Organizations should therefore apply differentiation strategy for the benefit of their organization to spur performance in the organization.

From the findings of the study, it is deduced that there is a significant relationship between construction firm performance and growth strategies. The study equally makes conclusion that nearly more than half of the performance of construction firms is influenced by growth strategies if adopted alone. The most predictor variable among the specific growth strategies studied is market penetration and the least is product development. This implies that the two most effective growth strategies employed by the construction firms are market penetration and market development. Growth strategy affects performance through aspects such as expanding and opening new branches,

working to improve sales in the market, working towards being a design build firm, venturing in supply of construction materials and engaging in real estate activities.

The research additionally infers that there is a noteworthy connection between performance of construction firms and grand strategies. The research finding infers that 98.4% of the performance of construction firms is influenced by grand strategies if adopted alone. Specific grand strategies and their influence on performance are as follows; innovation is the most predictor variable followed by strategic alliance. The study concludes that business integration was the least influential strategy among the grand strategies.

The finding of the study showed that the following performance indicators have been greatly affected by the competitive strategies; financial performance, learning and growth, customer satisfaction, internal business processes, and environmental safety and corporate social responsibility.

The study concludes that there is an exceptional correlation between competitive strategies and financial performance. Regression results indicated that less than half of financial performance is affected by competitive strategies. The broad competitive strategy that largely contributed to financial performance was grand strategies followed by growth strategies. Generic strategies had the least contribution towards financial performance among the firms sampled.

The research resolves that there is a notable link between competitive strategies and learning and growth aspect of performance. Regression results indicated that 70.9% of learning and growth performance indicator is affected by competitive strategies. Grand

strategies had significant effect on learning and growth and was the most predictor variable whereas growth strategies was least predictor variable and had insignificant effect on learning and growth.

The survey equally deduced that there is a special link between competitive strategies and customer satisfaction aspect of performance. Regression results indicated that less than half of customer satisfaction performance indicator is affected by competitive strategies. The broad competitive strategies that had significant effect on customer satisfaction aspect of performance are growth strategies and grand strategies, whereas generic strategies had insignificant effect.

The research infers that there is a remarkable relation between competitive strategies and internal business processes aspect of performance. Regression results indicated that 47.8% of internal business processes performance indicator is affected by competitive strategies. The study also established that grand strategies had significant effect on internal business processes and was the most predictor variable, while growth strategies and grand strategies had insignificant effect.

The research findings also deduce that there is a significant relationship between competitive strategies and environmental safety and corporate social responsibility aspect of performance. Regression results indicated that 90.6% of environmental safety and corporate social responsibility aspect of performance is affected by competitive strategies. The study also infers that generic strategies, growth strategies and grand strategies have significant influence on environmental safety and corporate social

responsibility aspect of performance. The most predictor variable among the three broad strategies is generic strategies followed by growth strategies.

The findings of the study equally conclude that performance has been greatly affected by the competitive strategies. Regression results indicated that 97.6% of performance is affected by competitive strategies while. This is a very huge proportion of performance thus leaving very minimal percentage to other factors. The most predictor variable in firm performance was generic strategies followed by grand strategies. Based on the study findings; the research concluded that generic strategies, growth strategies, and grand strategies had significant effect on performance.

The study found out that other studies done on the same concept realized the same output though the context was different. Andrews et al, (2006) established that competitive strategies are of significance in firm performance, a point of view which was supported by Oyedijo and Akewusola (2013). It concluded that all competitive strategies have impact on the performance of any firm that adopts it. However, there is variance on the competitive strategies impact magnitude and it largely depends on the industry and the implementation.

5.4 Recommendations for Theory, Policy and Practice

The accompanying study proposals were made in view of the components that were found to be contributing more fundamentally to the regression models of competitive strategies on construction companies' performance. Research established that the competitive strategies had either critical or inconsequential impact on the construction companies' performance. The organizations were additionally seeking after more than

one competitive strategy to some levels. Organizations were utilizing cost leadership strategy, differentiation strategy, focus strategy, growth strategy and grand strategy to improve firm performance to some level. It was established that generic strategies, growth strategies and grand strategies had significant influence on performance.

The study established that generic strategies were the most effective competitive strategies therefore recommends that construction companies should continue adopting the generic strategies and specifically differentiation strategy. They should continue enhancing differentiation of their products/services since this is what gives them the highest competitive advantage. The study also established that generic strategies, growth strategies and grand strategies had significant influence on performance and therefore recommends that construction companies in Kisumu County should continue adopting them in their operations.

The study recommends to policy makers and the management of the construction companies in Kisumu County to adopt a mix of the competitive strategies since they have positive influence on performance of the companies compared to application of individual strategies.

The study also recommends that the construction companies need to be well versed with what the customers need, what they prefer, how they prefer it, and even how much they are willing to pay in ensuring that they sell the right products and services and remain competitive in the market.

Finally the study recommends that the management of construction companies should be ready to respond to the five elementary competitive forces that drive industry rivalry

which incorporates risk of new participants; danger of substitute items; bargaining power of suppliers; bargaining power of buyers and rivalry among current competitors.

The study advanced the hypothesis that competitive strategies have positive significant effect on the performance of an organization, thus the need to validate or falsify the hypothesis. The research findings had positive statistical results that enabled the establishment of the relationship between competitive strategies adopted by construction companies and their overall influence on performance and led to definite conclusions on major theoretical propositions.

The research determined that the construction companies in Kisumu adopted various competitive strategies at differing levels. Competitive strategies adopted include; cost leadership strategy, differentiation strategy, focus strategy, market penetration, market development, product development, diversification, joint venture, business integration, strategic alliance and innovation. The various competitive strategies had varying degree of impact on performance if adopted individually. It equally suggested that the various competitive strategies if adopted at the same time contributed about 97.6% of firm performance. Despite the fact that the outcomes showed factual essentialness for a few measures of organizational performance and not meaningful for others, the discoveries of this study suggest that competitive strategy is a vital element in deciding firm performance. The discoveries add to the general collection of information as well as body of knowledge and in addition giving premise to facilitate the improvement of hypothesis and research especially on competitive strategies adopted by companies and their influence of the performance of the organizations.

The research gives confirmation of the significant part that the management and competitive strategies of a company renders in deciding firm performance. It in this manner gives some credence to the game theory whose real accentuation is on how ownership of key assets, plans, maneuvers and abilities empowers a company to pick up and maintain a competitive advantage.

5.6 Limitations of the Study

The study findings ought to be deciphered and comprehended inside the bounds of natural constraints. In the first place, this research did not accomplish 100% response rate. This is a result of high rate of non-response occasioned by hesitance of the respondents to return back the survey questions. Combined with constrained time and assets, endeavors of getting more reactions were incredibly impeded. In this manner, the accuracy of the outcomes could have been enhanced if more information were gotten for investigation.

Secondly, the research findings precision was also constrained to the degree to which the respondents were straightforward in responding to the questionnaires. Given the delicate nature of information gathered, there may have been probability of noting inquiries in certain way in order to abstain from giving away pivotal and private competitive trade innovations and secrets. This was despite assurance with the introduction letter that the study information would be used for academic purposes only and in a confidential manner.

Thirdly, the research prevalently used regression and correlation investigation in testing the different connections between and among different factors. The decision was arrived at with presumption that the connections were direct or linear in nature. There is a

probability that the connections between and among the factors is non-linear and along these lines testing their connections utilizing nonlinear regression models is probably going to prompt distinctive outcomes.

And finally, the study was limited in scope since it covered Kisumu County resident construction companies, as such the recommendations of this study may only be applicable to a different industry or company at a minimal extent. The study was also limited to certain strategies whereas there are many more strategies which firms can adopt to remain competitive.

5.7 Suggestions for Further Research

The study has reviewed the competitive strategies adopted by resident construction companies in Kisumu County, and their effect on firm performance. Emerging from a portion of the suggestions and restrictions of the investigation, a few proposals for additionally look into are set. The examination overwhelmingly depended on regression and correlation investigation to test the speculated connections which were thought to be direct or linear. In spite of the fact that these methodologies were most appropriate for testing the accepted connections under investigation, they may not be accurate. While this does not nullify the findings of the investigation, more research is required that will use non-linear regression models and additionally extraordinary process of defining variables into measurable factors that will likewise consider utilization of other scientific approaches to test the theorized connections for this examination.

Arising from the study findings, the researcher proposes the following areas for further study: There is a particular need for further study to identify the factors affecting the adoption and implementation of competitive strategies within the construction industry in

Kisumu County. Likewise a further report ought to be embraced to determine the influence of competitive strategies on performance of resident construction companies in different counties and compare the results.

REFERENCES

Adhiambo, O. S. (2009). Competitive positioning and performance of commercial banks in Kenya. School of Business, University of Nairobi, Kenya.

Akan, J. J. Hofer, C. W., and Boulton, W. R. (2006). Toward a system for classifying business strategies. *Academy of Management Review*.

Allen, R. Helms, M., Takada, M., & White, C. (2006). Rewards and organizational performance in Japan and the United States: a comparison. *Compensation & Benefits Review*, January/February, 7(14).

Ansoff, H. I. (1991). Critique of Mintzberg Henry. *The Design School-Reconsidering the Basic Academy of Annual Best Meetings Proceedings.*

Barney, J.B., (2002). Gaining and sustaining competitive advantage. *Prentice Hall New Jersey.*

Brooks, M.R. (1993). International competitiveness: assessing and exploring competitive advantage by ocean container carriers. *Logistics and Transportation Review*, 3(23): 275-293.

Camerer, C. (2003). *Behavioral Game Theory*. New Jersey: Princeton University Press.

Chan, R., Y. and Wong, Y., H. (1999). Bank generic strategies: does Porter's theory apply in an international banking center. *International Business Review*, 8(5): 561-590.

Cooper, D.R and Emory W. (1985). *Business Research Methods,* 3rd Edition, R.D Irwin

David, F.R., (2000). Strategic Management: Concepts. *Upper Saddle River, Prentice Hall Inc New Jersey.*

Dess, G., & Davis, P. (1984). Porter's (1980) generic strategies as determinants of strategic group membership and organizational performance. *Academy of Management Journal*, 27(3): 467–488.

Dulo, G. A. (2006). *The sources of competitive advantage and the performance of firms in the Kenya sugar industry.* (Unpublished MBA project). School of Business, University of Nairobi, Kenya.

Eunice, W. & Kepha, O (2013). Effects of Competitive Strategies on the Performance of Mission Hospitals in Kenya (A Case of Kijabe Mission Hospital). *International Journal of Science and Research (IJSR) ISSN (Online).* 2(11): 3-20.

Hawes, J.M. and Crittendon, W.F. (1984). A taxonomy of competitive retailing strategies. *Strategic Management Journal*, 5(2): 27-87.

Hlavacka, S., Ljuba, B., Viera, R. and Robert, W. (2001). Performance implications of Porter's generic strategies in Slovak hospitals. *Journal of Management in Medicine.* 15(1): 44-66.

Ingraham, R. (2005). Performance; promises to keep and miles to go. *Journal of Management Studies,* 65(4), 390-395.

Jassim, R. (2008). Competitive Advantage through the Employees. *Research Paper, College of Technology, Jeddah.*

Kalia, M.A. (2012). *Competitive Strategies Adopted by Chinese Firms in the Building and Construction Industry in Kenya.* (Unpublished MBA project). School of Business, University of Nairobi, Kenya.

Kaplan, R.S. and Norton, D.P. (2006). Using the Balanced Scorecard as a Strategic Management System. *Harvard Business Review*, Jan-Feb.

Kaplan, R.S., Norton, D.P. (1993). "Putting the Balanced Scorecard to Work." *Harvard Business Review*, September-October. 5, 134-147.

Karanja, E. (2010). *Competitive Strategies Adopted by Standard (K) Limited.* (Unpublished MBA project). School of Business, University of Nairobi, Kenya.

Karanja, P. (2002). *Competitive Strategies of Real Estate firms: Perspective of Porters Generic Model*. (Unpublished MBA research Project). University of Nairobi.

Kelly, J.O. (2016). *Strategy Content, Quality Management Practices, Organizational Factors and Performance of ISO 9000 Certified Middle Level Colleges in Kenya*. (Unpublished Ph.D thesis). University of Nairobi, Nairobi.

Kenya National Bureau of Statistics (2015). *Economic Survey.* 2015, 204-208

Kimani, C. & Douglas, M. (2014). Effects of Competitive Strategies Adopted By Farmers' Cooperatives on Performance in Butere Sub-County, Kenya. *International Journal of Business and Management Invention ISSN (Online):* 2319 – 8028, ISSN (Print): 2319 – 801X

Kinuu, D. (2014). *Top Management Team Psychological Characteristics, Institutional Environment, Team Processes and Performance Of Companies Listed In Nairobi Securities Exchange*. (Unpublished Ph.D thesis). University of Nairobi, Nairobi.

Kothari, C. (2007). Research Methodology, Methods & Techniques. *2nd Ed New Delhi: Wishwa Prakashan*

Lester, R. (2009). Made in America. *MIT Commission on Industrial Productivity*, Boston.

Lim, J. (1999). Fun, Games & Economics: An appraisal of game theory in economics. *Undergraduate Journal of Economics*. 3,2-22.

Machuki, V.N. (2011). *External environment-strategy coalignment, firm- level institutions and performance of publicly quoted companies in Kenya.* (Unpublished Ph.D thesis). University of Nairobi, Nairobi.

Malburg, C. (2000). Competing on costs. *Industry Week.* 249(17): 31.

Mintzberg. H., Quinn, J.B., & Ghoshal, S. (1999). The strategy process; Revised European Edition. *Harlow, England: Pearson Education Ltd.*

Mugenda, M. & Mugenda, G. (2003). *Research Methods, quantitative and qualitative approaches*. Nairobi, Acts Press.

Obiero, H. O. (2008). *Competitive Strategies Applied by Cement Manufacturing Firms in Kenya*. (Unpublished MBA project). School of Business, University of Nairobi, Kenya.

Oyeila, B. (2011). *Completive Strategies and Performance of Commercial Banks an Kenya*. (Unpublished MBA project). School of Business, University of Nairobi, Kenya.

Osborne, J. and Rubinstein, A. (1994). A Course in Game Theory. London: Massachusetts Institute of Technology.

Pearce II, J. A., Mittal A., & Robinson, R, B. (2010). Strategic management; formulation, Implementation and Control, (10th ed). *Special Indian Edition*. New Delhi, India: Tata McGrow- Hill.

Pollitt C. and G. Bouckaert (2000). *Public Management Reform*: *An International Comparison*. Oxford: Oxford University Press

Porter M.E., (2000). *Competitive Strategy: Techniques for Analyzing Industries and Competitors*, Free Press, New York.

Poter, M. E. (2004). *Competitive strategy: techniques for analyzing industries and competitors*. The Free press.

Porter, M.E. (2005). *Competitive Advantage strategies: Creating and Sustaining Superior Performance*, With a New Introduction: Free Press, New York.

Porter, M. E. (2008). *Competitive strategy: Techniques for analyzing industries and competitors*.

Powers TL, Hahn W (2004). Critical competitive methods, generic strategies, and firm performance. *The International Journal Bank Market*, 22(1): 43-64.

Reynolds, R. L. (2005) *Basic micro economics: An outline.* Alternative Microeconomics Part II. Retrieved March 20th, 2008.

Shapiro, C. (1989). The theory of business strategy. *RAND Journal of Economics.* 20(1): 125-137.

Stone, M. (1995). Strategic development related to Europeanization of UK logistics and distribution service suppliers. *European Business Review*. 95(5): 9-14.

Teece, D. J., Pisano, G., & Shuen, A. (1997). Dynamic capabilities and strategic management. *Strategic management journal*, *18*(7), 509-533.

Thompson A. and Strickland, A.J. (2010). *Strategic Management: Concepts and Cases*. Irwin, New York.

Toffler A. (1980). The Third Wave. Bantom Books University Press

Van Doreen, A. (2010). A multi-dimensional analysis of local economic development in Graff-Reinet, Eastern Cape. J*ournal for new Generation Science. 8*(1): 11-28.

Wambugu, I. M. (2012). *Competitive Strategies and Performance of International Non-Governmental Organizations in Nairobi.* (Unpublished MBA project). School of Business, University of Nairobi, Kenya.

Wang, Y. and Lo, H.P. (2003). Customer-focused performance and the dynamic model for competence building and leveraging a resource-based view. *Journal of Management Development.* 22, 483-526.

Yamane, Taro. (1967). *Statistics, An Introductory Analysis*, 2nd Ed., New York: Harper and Row.

APPENDICES

Appendix I: Introduction Letter

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
KISUMU CAMPUS

Telephone: 732160 Ext. 208
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 19134-40123
Kisumu, Kenya
0202659307 / 0720348080

Ref: CHSS-SOB D61/80505/2012

April5, 2017

TO WHOM IT MAY CONCERN

The bearer of this letter **Fredrick Abonda**

REGISTRATION NO: D61/80505/2012

The above named student is in the Master of Business Administration Degree Program. As part of requirements for the course, he is expected to carry out a study on "**Competitive strategies and organizational performance of construction companies in Kisumu County, Kenya**". He has identified your organization for that purpose. This is to kindly request your assistance to enable him complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated, thanking you in advance.

Sincerely,

CO-ORDINATOR
05 APR 2017
SCHOOL OF BUSINESS
KISUMU CAMPUS
UNIVERSITY OF NAIROBI

Dr. Nixon Omoro
Asst. COORDINATOR, SOB, KISUMU CAMPUS

Cc. File Copy

ISO 9001:2008
The Fountain of Knowledge
Providing leadership in academic excellence

Appendix II: Questionnaire

DECLARATION

This is a questionnaire for construction firms on their competitive strategies and how they influence a firm's performance. The questions are for academic analytical purposes only. Confidentiality will be upheld.

If it's not too much trouble, kindly give replies in the spaces given and tick (√) in the case that matches your reaction to the inquiries where appropriate

SECTION A:

DEMOGRAPHIC CHARACTERISTICS

1. Name of company (optional)……...

2. Year company was established……

3. Period of operation in Kisumu County……

4. Period you have served in the company……..

5. Current position you occupy in the company…….....

6. Length of service in the current position…….

7. Number of employees

1-10 ◯ 11-50 ◯ 51-100 ◯ 101 & Above ◯

SECTION B:

COMPETITIVE STRATEGIES

8. The following statements are descriptive of the competitive strategies adopted by organizations. Please indicate (by ticking as appropriate) the extent to which each statement applies to your organization. Use 1-Not at All, 2-Little Extent, 3-Moderate Extent, 4-Great Extent, 5-Very Great Extent

Statement	1	2	3	4	5
The company prices its products lower than its rivals					
The company buys in bulk to reduce cost					
Company is very strict on wastage of materials					
The company outsources some functions which are not core to reduce costs					
The company employs new technology to reduce costs					
The company has cut costs on overheads such as human resource to reduce costs					
The organization uses different ways to package similar products and services with the aim of reaching different markets					
The organization employs company branding to differentiate itself and products from other competitors					
The company lays emphasis on improving quality and producing high end products					
The company provides budget for R&D					
The company has well trained staff					
The company has ability to handle customer complaints					
The company is a popular brand name					
The company targets County Government projects					
The company focuses on roads projects					
The company targets building projects					
The company focuses on projects from private developers					
The company focuses on National Government projects					
The company is expanding and opening branches in other regions					
The company is working to improve its sales in the market					
The company is working towards being a “Design Build” firm					
The company is also supplying of construction materials					

The company is a player in the real estate industry					
The company participates in Joint Venture bidding & works					
The company readily adopt new building technologies					
The company works with other firms in strategic alliances					
The company embraces business integration with other firms					

SECTION C:

PERFORMANCE INDICATORS

9. Number of new contracts awarded in the year 2016

None ◯ 1 ◯ 2 ◯ 3 ◯ 4 & Above ◯

10. What level of aggregate sales is repeat business? That is, how much business is produced from existing clients versus business created from new clients?

None ◯ 1-25% ◯ 26-50% ◯ 51-75% ◯ 76-100% ◯

11. Below are some of the performance measures that are influenced by the competitive strategies embraced by the organization. If you don't mind demonstrate the degree to which you concur with the measures of firm performance that have been most influenced by the company's competitive strategies.

Use 1-Not at All, 2-Little Extent, 3-Moderate Extent, 4-Great Extent, 5-Very Great Extent

Statement	**1**	**2**	**3**	**4**	**5**
Firm's profitability has improved over the last 3years					
Firm overall sales have grown over the last 3years					
Firm's commitment towards continuous employee training on new skills has improved					
Firm's commitment to adoption and use of new building technologies has improved in the last 3years					

Firm's involvement in corporate social responsibility activities has improved					
Firm's record in complying with safety, health and environmental procedures has improved					

Appendix III: List of Construction Firms

1. Gogni Rajope P.O Box 353 Kisumu
2. Haya Bishan Singh & Sons Ltd P.O Box 253-40100 Kisumu
3. Skylark Construction Ltd P.O Box 2740-40100 Kisumu
4. Building Construction Concepts Ltd P.O Box 3740-40100 Kisumu
5. Mahendra Construction Company P.O Box 707-40100 Kisumu
6. Bridgestone Construction Co. Ltd P.O Box 2634-40100 Kisumu
7. Fremerc Builders Ltd P.O Box 7594-40100 Kisumu
8. Mwangaza Civil Works Co. Ltd P.O Box 1021-40100 Kisumu
9. Ticho Enterprises P.O Box 56 Daraja Mbili
10. Shajanand Holdings Ltd P.O Box 3146-40100 Kisumu
11. Brimaz General Merchants Ltd P.O Box 4283-40100 Kisumu
12. Kisumu Concrete Products Ltd
13. The Penter Mc Company P.O Box 3734-40100 Kisumu
14. Sasah Contractors Ltd P.O Box 768-40100 Kisumu
15. Linmond Investment Co. Ltd P.O Box 3826-40100 Kisumu
16. Jalin Ltd P.O. Box 5116 Kisian
17. Ahero Skytop Enterprises P.O Box 7594-40100 Kisumu
18. Raluso Gen Comm Agency P.O. Box 3802 Kisumu
19. Evaton Co Ltd. P.O. Box 4601 Kisumu
20. Sroreline Insurance Agencyp.O. Box 1146 Kisumu
21. Mbithi Builders P.O. Box 297 Ahero
22. 25. Triple Contractor Ltd P.O. Box 6293 Kisumu
23. Bubble Engineering Company P.O. Box 10 Maseno
24. Janam Contractors. Ltd P.O. Box 9399 Kisumu
25. Kibwana And Partners P.O. Box 3434 Kisumu
26. Geobe Invest. Ltd P.O. Box 14 Kisumu
27. Star Will Engineering Services P.O. Box 417 Kiaumu
28. Marjsaals Bld Const & Gen Supplies P.O. Box 4953 Kisumu
29. Geolake Intl P.O. Box 10 Kisumu
30. Nyams Trading Co Ltd P.O. Box 251 Kisumu
31. Abby Eng. Works Ltd P.O. Box 190 Kisumu
32. Rawelo Cons Ltd P.O. Box 4535 Ksm
33. Decotec Enterprises Ltd Box 2171 Kisumu
34. Ojenge Investment. Ltd P.O. Box 9783 Kisumu
35. Odumbe General Construction Supplies Ltd P.O. Box 3262 Kisumu
36. Kaju Cons. Co. Ltd P.O. Box3825 Ksm
37. Prosolur Holdings Ltd P.O. Box 6360 Kisumu
38. Brentele Construction Co. P.O. Box 73 Ahero
39. Damsays Ent. P.O. Box 4008 Kisumu
40. Winever Agencies Ltd P.O. Box 3252 Kisumu

41. Wexford Ent Ltd P.O. Box 2526 Kisumu
42. Capro Contractions P.O. Box 4676 Kisumu
43. Je Contractors & Eng. P.O. Box 2715 Kisumu
44. Bedama Supplies Ltd P.O. Box 4591 Kisumu
45. Jokas Services Ltd P.O. Box 4591 Kisumu
46. Benbruce Const & General P.O. Box 1153 Kisumu
47. Update Venture Ltd P.O. Box 2147 Kisumu
48. Pratical Innovation P.O. Box 304 Ahero
49. The Saint Eng. P.O. Box 1120 Kisumu
50. Ugambe Co. Ltd P.O. Box 1120kisumu
51. Sangoro Investment P.O. Box 41 Muhoroni
52. Chrisbe Ltd P.O. Box 3536 Kisumu
53. Western King Contractors P.O. Box 9611 Kisumu
54. Bulk House Ltd. P.O. Box 810 Ahero
55. Kremooh Enterprises. P.O. Box 6541 Kisumu
56. Matabella Services P.O. Box 318 Kisumu
57. Josian Entrerprise P.O. Box 1865 Kisumu
58. Yams Construction Investment Ltd P.O. Box 89 Ahero
59. Odambo International P.O. Box 4 Rabuor
60. Sunbet Contractors P.O. Box Ltd 4591 Kisumu
64. Makulama Invest. P.O. Box 40304 Ksm
65. Glory Invest. Ltd P.O. Box 2742 Ksm
66. Povo Civil Contractors Ltd P.O. Box 4835 Kisumu
67. Regional Consmaintor. Ltd P.O. Box 171 Kisumu
68. Decotec Ent Ltd P.O. Box 2171 Kisumu
69. Ramuma Ent. Ltd P.O. Box 3642 Kisumu
70. Great Stand Stone Movers. Ltd P.O. Box 70810 Kisumu
71. Gawmax Ent P.O. Box 37 Kisumu
72. Nyobonyo Entr P.O. Box 214 Kombewa
73. Majimbo Contr. P.O. Box 3627 Kisumu
74. Kocamit Cons & Inve Co Ltd P.O. Box 7816 Kisumu
75. Dokebu Con. Ltd P.O. Box 9399 Kisumu
76. Zateb Eng. P.O. Box 7193 Kisumu
77. Orient Survellance Ltd P.O. Box 1962 Kisumu
78. Hydratec Concepts Ltd P.O. Box 7728 Kisumu
79. Majok Const Co. Ltd P.O. Box 5116 Kisumu
80. Gathenjoro Ent Ltd P.O. Box 4803 Kisumu
81. Hasajo Entreprises P.O. Box 1895 Kisumu
82. Jossy Draft Engineering Construction P.0 Box 3808 Kisumu
83. Interpex Ltd Box 18260 Kisumu

61. Ordermark Investment Co. P.O. Box 3144 Kisumu
62. Jaboma International Ltd P.O. Box 3782 Kisumu
63. Geomedia Ent Ltd P.O. Box 2225 Kisumu
87. Swidi Building Construction P.O. Box 25 Sondu
88. Highway Emporium P.O. Box 2147 Kisumu
89. Thomas Taka & Co. Ltd P.O. Box 5009 Kisumu
90. Westmore Invest. Ltd P.O. Box 2258 Miwani Kisumu
91. Japco Gen. Cons. P.O. Box 7981 Kisumu
92. Blue Tech Eng P.O. Box 9399 Kisumu
93. Kandenge Enterprisess Ltd P.O. Box 3635 Kisumu
94. Unim Limited Ltd P.O. Box 1222 Kisumu
95. Adegah Building & Civil Works P.O Box 2578 2578 Kisumu
96. Ricardo Building Cons P.O. Box 6653 Kisumu
97. Anji Enterprises P.O. 3835 Kisumu
98. Indepth Stationers Ltd P.O. Box 19287 Kisumu
99. Filani Engineering Works P.O. Box 568 Kisumu
100. Damida Investemnet P.O. Box 4752 Kisumu
101. Altas Plumber & Builders P.O. Box 10661 Kisumu
102. Sj Eng. Contractors P.O Box 19569 Kisumu
103. Nam Rajope P.O. Box 2295 Kisumu
104. Gravin Holdings Ltd P.O. Box 2636 Kisumu
105. Pulse Destiny Comm P.O Box 19666 Kisumu
84. Nadir (K) Ltd P.O. Box 4837 Kibos
85. Waltom Enterprises Box 661 Kisumu
86. Toreta Agencies Box 3772 Kisumu
107. Lenacha & Sons Buildinig P.O. Box 263 Kombewa
108. Minget Solutions Box 19278 Ksm
109. Salve Investments Box 1917 Ksm
110. Komuga Construction Agency P.O Box 15 Rabuor,
111. Risach Contractor Box 3536 Ksm
112. Agick Building Box 90 Kisumu
113. Kadeya General Const. Ltd P.O. Box 51 40100 Kisumu
114. Lorema Investments Ltd P.O Box 2854 Kisumu
115. Geoplan Consultancy Ltd P.O Box 3383 Kisumu
116. Kaleah Quarry & Transporters P.O. Box 4033 40100 Kisumu
117. Evawa Emporium Box 3717 Ksm
118. Liako General Merchants P.O Box 345 Kisumu
119. Asumbi Enterprises Box 19010 Kisumu
120. Utumbe Enterprises Ltd Box 264 Ahero
121. Lwore Enterprises P.O. Box 80 Kisumu
122. Legend Construction Co. Ltd, P.O Box 2986 Kisumu
123. Vensa Technologies Ltd Box 19081 Kisumu
124. Civil Trust Engineering & Construction Co. P.O. Box 3186 Ksm
125. Cotech Agencies Ltd Box 568 Kisumu

106. Featco Freights Services & Eng Works P.O. Box 50 Pap Onditi

126. Geomab Eng. Services P.O. Box 92 Rabuor Ltd

127. Ahero Rural Eng. Co. Ltd P.O. Box 3 Ahero

133. Wakas Investments Ltd P.O. Box 9574 Kisumu

128. Complink Enterprises Ltd P.O. Box 7188 Kisumu

132. Maen Enterprises Box 336 Maseno

129. Chalon Technicals Services General Contractors P.O. Box 4096 Kisumu

133. Kochola Agencies Ltd P.O. Box 3744-40100 Kisumu

130. Lama Civil Construction Ltd P.O. Box 741 Kisumu

134. Kelnet (K) Ltd P.O. Box 3717-40100 Kisumu

131. Perfect Services Enterprises. Box 292 Kombewa,

Source: (County Government of Kisumu contractors' prequalification list)