

**THE ROLE OF VISIONARY LEADERSHIP ON COMPETITIVENESS OF
LOCAL ROAD CONSTRUCTION COMPANIES IN NAIROBI COUNTY, KENYA**

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DECLARATION

This thesis is my original work and has not been presented to any other university or institution for academic credit.

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Dedication

I dedicate this thesis to my family members without whose support I would not have come this far in my academic achievement.

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Abstract

Visionary leadership has the potential of positively influencing aspects of an organization's competitiveness. Lack of competitiveness among local road contractors in Kenya has been observed as one of the challenges facing the local construction industry. The broad objective of this study was to establish the role of visionary leadership on competitiveness of local roads construction companies in Nairobi County, Kenya, while the specific objectives were: to establish the influence of focus-oriented leadership, persistence-oriented leadership, collaborative-oriented leadership and innovation-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. This study was anchored on trait theory of leadership as the main theory supported by balance score card model, contingency theory of leadership and strategic theory of leadership. The study was guided by descriptive research design using mix method, while pragmatism was the research philosophy adopted. Mixed methods research (MMR) is a methodology that incorporates multiple methods to address research questions in an appropriate and principled manner. The study population was 63 local roads construction companies in Nairobi County, Kenya, where the road construction project managers were the unit of observation. A census of all the 63 road construction project managers was conducted since the target population was small. Questionnaires having both close ended and open-ended questions were hand delivered to the sampled respondents. The quantitative research data was analysed using SPSS V 20.0 software, while the qualitative data was analysed using content analysis technique via the Nvivo software. Correlation results indicated that Focus-oriented leadership has positive, moderate and significant association with competitiveness of local roads construction companies, Persistent-oriented leadership has a positive, weak but significant association with competitiveness of local roads construction companies, Collaborative-oriented leadership and innovative-oriented leadership have positive, strong and significant association with competitiveness of local roads construction companies. The study recommends making road construction company vision a leading parameter in enhancing competitiveness. In addition, the study recommends road construction companies management to develop adaptive strategy that instil persistence skills. Further, the study recommends partnership in tendering with other road construction companies, a factor that gives competitive advantage. Finally, the study recommends that local road construction companies align project policies and objectives towards innovations. This study will benefit policy makers in the field of road construction in coming up with relevant policies that support competitiveness of local road construction companies. Again, the study will benefit local road construction companies in facilitating their understanding on how engaging principles of visionary leadership will enable them build capacity technically, financially and in machinery to enable them compete at global platform. Moreover, the study proposes practices that are beneficial to the top echelons of management of local road construction companies in instilling visionary leadership tenets to make them competitive. The study findings contribute to the existing body of knowledge by filling an existing research gap and form a foundation for future research work.

Abbreviations and Acronyms

KeNHA – Kenya National Highways Authority

KURA – Kenya Urban Roads Authority

LAPSSET - Lamu Port Southern Sudan-Ethiopian Transport Corridor

NACOSTI - National Commission of Science Technology and Innovation

NCA – National Construction Authority

NCTIP - Northern Corridor Transport Improvement Project

PAC - Pan Africa Christian University

MMR - Mixed Methods Research

Operational Definition of Terms

- Collaboration:** This is the act of working with a group of people or another person to produce or create something (Connor, 2019). In this study, the term collaboration was used to mean contractors joining together with an intention of creating bigger capacity.
- Competitiveness:** Ability of an organization to compete successfully with its competitors (Nurisra et al., 2018). In this study, the term competitiveness was taken to mean local contractors being able to successfully compete at global level.
- Focus:** To focus is to give consideration, effort, to a specific situation, subject or person as opposed to another (Albergottei, 2019). In this study, the term focus was used to mean the ability of the contractor to give attention on desired results without allowing distractions from other competing needs.
- Innovation:** This is the act of introducing of new ideas, things, or new ways of doing things (Elkins, 2021). In this study, the term innovation was used to mean contractors challenging the traditional ways of doing things and proposing new ways of doing things.
- Persistent:** This is the quality of being determined to accomplish a thing not withstanding possible difficulties, especially opposition from people (Spacey, 2020). In this study, the term persistent was used

to mean the ability of contractor to push through challenges and difficulties until they achieve desired results.

Visionary leadership: This is a type of leadership where a leader has conceived how the future should be like, creates concrete plans on how to get there and lead their team to realize that dream (Shine, 2020). In this study, visionary leadership meant leaders in the construction company conceiving a future where the organization has capacity to compete at global level and creating concrete step to achieve the dream.

Chapter One: Introduction and Background to the Study

Introduction

This chapter provides a description of the background of this study. In addition, it explains; the statement of the problem, the purpose of the study, as well as research objectives. Further, the chapter gives justification of the study, describes the research questions and discusses the significance and scope of the study, in addition to describing limitations and delimitations of the study. It concludes with the summary of the chapter.

Background of the Study

The importance of the road construction market globally and locally cannot be over emphasized. One of the challenges observed to be facing the local road construction market is lack of competitiveness among local road construction companies (Mwende 2019). Globally, Deloitte (2021) revealed that similar to previous years, Chinese road construction companies dominated the top 100 positions based on revenue, with a share of 41%. In Africa, the trend has not been different; Chinese road construction companies whose market share is larger than those of France, US and Italy combined (Schneidman & Weigert 2018) currently dominate the road construction sector.

In the year 2019, the value attained by the global construction market was nearly \$12,744.4 billion, which was after an annual rate of growth of 6.1% from 2015 (The Business Research Company, 2020). The growth was influenced by robust economic growth in emerging markets, technological advancement and rates of interest that were low in majority of developed countries. The value of Africa construction market was

estimated at USD 5.4 billion in 2020 which is expected to record a compound annual growth rate of 7.4% during the period (2012-2026). African Development Bank (2019) noted that in East Africa, the road construction sector would continue to grow since there is already a huge deficit in road infrastructure, in addition to a population that is rapidly growing. The Bank further observed that the most dynamic countries in East Africa as far as road construction is concerned are Kenya, Tanzania and Ethiopia.

The contractor's ability to Finance a road construction project is a critical component that tells how competitive the contractor is to a large extent, in addition to the contractor's technical and machinery capacity (Langford & Male, 2017). Globally the structure and quality of roads have significantly improved with advancement. However, in Kenya what remains of major concern is delivery timelines and quality as a result of unavailability of competitive contractors. Another concern in Kenya is poor workmanship as a result of poor machinery and shortage in technical capacity among local roads contractors. The road construction sector in Kenya is expected to expand by over 5% real terms in the year 2023 and due to the planned government road programs, the sector from 2024 to 2027 is expected to attain an annual average growth rate of over 6%.

This study sought to establish the role of visionary leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. The study had two variables; visionary leadership and competitiveness of local roads construction companies operating in Nairobi County, Kenya. Visionary leadership was measured using focus-oriented leadership, persistence-oriented leadership, collaboration-oriented

leadership and innovation-oriented leadership, while competitiveness of contractors was measured using financial capacity, technical capacity and machinery capacity. The study evaluated how focus-oriented leadership, persistence-oriented leadership, collaboration-oriented leadership, and innovation-oriented leadership can affect competitiveness of local roads construction companies in Nairobi County, Kenya. The study also looked at available literature on the role of visionary leadership on competitiveness of organizations, in addition to looking at previous studies carried out in the field of construction. Further, literature on competitiveness of construction companies and how it has been measured was examined.

Visionary leadership links efforts to fruitful outcomes and thus responds to the need for the organizations to create a bigger sense of purpose (Taylor, 2017). In addition to availing prospects that bring out the capacity of an organization to address stakeholders' needs, visionary leadership offers an atmosphere that enable staff to perform. For the company that need change, visionary leadership is especially effective. Taylor (2017) defines focus as involving the capacity to be devoted to what will support progress while avoiding disruptions that will hinder or slow down work progress. The study suggests that in today's business world, focus-oriented leadership has not been accorded the respect it deserves because more attention needs to be given to the role played by focus-oriented leadership on the overall competitiveness. In today's world, which has become very fast moving, there are multitudes of things that can become distractive. It therefore requires a higher capacity to focus for one to be able to succeed in a venture.

According to Howard and Crayne (2019), many times persistence is seen as a behavioural event whereby an individual pursuing an objective or a goal will work through difficult situations or hardships without giving up until the goal is achieved. Persistence-oriented leadership should be seen as a critical characteristic of an entrepreneur that will push them to thrive in their undertakings because they will not forsake the dream until it is realized. Collaboration enables pooling of resources, thereby enhancing capacity of organizations. Kissimoto et al. (2019) observe that collaborative-oriented leadership with other entities is one powerful way of achieving desired goals in a more flexible environment. Many times, collaboration is associated with development of new product. However, some collaboration will be to do with increase of the apparent value of a brand or to harness resources in order to boost capacity in finances, technical, and manpower.

According to Reddy (2017), innovation can be defined as the introduction of processes, ideas, and procedures that are new to the job or product with the intention of having improved performance or differentiation. Innovation-oriented leadership can result in products gaining additional substantial value relative to what is already market value as a result of differentiation of the product. For innovation to succeed, it will be necessary for the organization to invest in competence, better skills, and excellence in management of innovations. In the present day of global market, innovation can be the determinant of whether the organization will survive or sink.

Organizational competitiveness is the ability of an organization to have superiority over rivals and competitors in the market (Kareska & Marjanova, 2016). In

South Africa, according to Oyewobi et al. (2017), before construction companies can be awarded government construction tenders, they must show proof to the procuring entity that they are financially, technically and machinery wise in a position to execute the works. It is therefore true to say that if local roads construction companies working in Nairobi County will have to compete at a global platform, there will be need for them to build capacity financially, technically and in machinery to compete with the foreign contractors.

Statement of the Problem

In delivering roads projects, local road contractors' involvement contributes significantly to realization of Sustainable Development Goals, in addition to lowering cost of road projects as well as supporting local economy (Wells & Hawkins, 2018). However, lack of competitiveness among road contractors has been observed to be one of the challenges facing road construction industry. Globally, Deloitte (2021) reveals that similar to previous years, Chinese road construction companies dominated in the top 100 positions globally, based on revenue, with a share of 41%. In Africa, the trend has not been different; Chinese road construction companies whose market share is larger than those of France, US and Italy combined (Schneidman & Weigert 2018) currently dominate the road construction sector. Locally, Kenya has seen an influx of foreign road contractors in construction of government funded mega road projects. According to Business Wire (2021), more than 70% of the large public sector road projects undertaken over the past decade in Kenya were awarded to Chinese road construction companies. This was largely due to lack of competitiveness financially, technically, and in

machinery among local road construction companies. There has been an outcry from local road construction companies due to this alarming phenomenon (Mwende, 2019).

Numerous studies have been carried out in relation to the road construction industry in Kenya but few have narrowed down to the role of visionary leadership on competitiveness of local road contractors. Employing descriptive study design, Simiyu (2018) investigated the capacity of local contractors and performance of road projects in Nairobi and established that technical capacity, financial capacity, organizational capacity, and regulatory compliance capacity affected performance. Utilizing descriptive survey Jin (2018) looked at factors affecting growth of construction organizations and found that internal factors such as technology used, project profitability, financial ability of client, leadership, and organization objectives affected growth of construction organizations. The two studies identified internal factors such as technical and financial capacity as factors driving competitiveness, however, they failed to acknowledge the influence of visionary leadership in realizing competitiveness, hence presenting a conceptual gap. It is against this that this study sought to establish the role of visionary leadership in influencing the competitiveness of local roads construction companies in Nairobi County, Kenya. Visionary leadership was chosen because it is a leadership style suited for organizations that desire to achieve some set targets. The findings of this research work contributed to filling an existing gap and added to existing knowledge on leadership and its influence in construction industry.

Objectives of the Study

General objective:

1. To establish the role of visionary leadership on competitiveness of local roads construction companies in Nairobi County, Kenya.

Specific objectives:

1. To establish the role of focus-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya.
2. To assess the role of persistence-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya.
3. To determine the role of collaborative-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya.
4. To establish the role of innovation-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya.

Research Questions:

1. What is the role of focus-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya?
2. What is the role of persistence-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya?
3. What is the role of collaborative-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya?

4. What is the role of innovation-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya?

Assumptions of the Study

The study assumed that the sampled respondents provided factual information relating to the study. In addition, the study assumed that the sampled respondents were a true representation of the target population.

Justification of the Study

The study was motivated by the rate of influx of foreign road contractors into the local construction market and the outcry from the local road construction companies due to this alarming phenomenon. This influx of foreign road contractors into the local road construction market has been attributed by experts to lack of capacity by local construction companies to handle mega projects (Mwende, 2019). More than 70% of the large public sector road projects undertaken over the past decade in Kenya were awarded to Chinese road construction companies (Business Wire, 2021). Although numerous studies have been undertaken relating to road construction industry in Kenya, little is available to show how visionary leadership can impact on competitiveness of local roads construction companies operating in Nairobi County, Kenya. (Abonda, 2017; Simiyu, 2018; Jin, 2018; Ruto, 2018).

Significance of the Study

The study will benefit policy makers in the field of roads construction in coming up with relevant policies that support growth of local road contractors. The policy makers will borrow from the best practices proposed in this study towards broadening research on visionary leadership in order to enhance competitiveness in local road construction sector. The study proposed policies guiding focus-oriented leadership, persistence-oriented leadership, collaboration and innovation-oriented leadership. Innovation-oriented leadership is critical in providing sustainable solutions and the study proposed policies that potentially enhance innovation-oriented leadership within organizations in order to realize efficiency within the construction site.

The study is of benefit to local roads construction companies in facilitating their understanding of how engaging principles of visionary leadership will enable them build capacity technically, financially and in machinery to enable them compete at global platform. Visionary leadership is guided by best practices and this study proposed those practices guiding focused, persistence, collaboration and innovation-oriented leadership. The study proposed practices are beneficial to the top echelons of management in instilling visionary leadership tenets in local road contractors so that competitiveness becomes an order of the day. The study also proposes practices related to innovation leadership, which will help the organization in having a sustainable solution over emerging issues.

Finally, the study is potentially beneficial to researchers as it added to the existing knowledge and filling an existing research gap for purpose of future research

work. Visionary leadership is one the most critical aspect of leadership understandably understudied by previous scholars over years and this study contributed in filling the knowledge gap.

Scope of Study

This study focused on visionary leadership and competitiveness of local road construction companies in Nairobi County, Kenya. Visionary leadership was chosen because it is a leadership style suited for organizations that desire to achieve set targets. Competitiveness among local road construction companies was considered as an appropriate area of study due to the high influx of foreign road construction companies into the local road construction sector, a phenomenon that has been attributed to lack of competitiveness among local roads construction companies. The context of the study was in Nairobi County, Kenya because this is where the highest number of government mega construction projects happen. In addition, travel costs involved in the course of research work was reduced.

Limitations and Delimitations

The researcher faced some challenges in data collection because some respondents took long to respond to the questionnaire. The researcher made follow up on the respondents through visits and telephone calls to overcome this challenge. Again, some of the respondents did not find it important to provide accurate information. This challenge was addressed by articulating to the respondents the significance of the study and the need for accurate response. Thirdly, some senior members in organizations who

have wealth of knowledge found it difficult to cooperate with the researcher due to their busy schedules. To gain trust with them, the researcher demonstrated how the study would also benefit them and assured them of confidentiality of their information.

Chapter summary

The background to the study highlighted construction trends globally and locally and demonstrated the dominance of foreign road contractors in the local market. In addition, visionary leadership, which was the independent variable in the study, with its four elements; focus, persistency, collaboration, and innovation, was introduced. Further, organizational competitiveness and how this was measured through financial capacity, technical capacity, and machinery capacity was presented. The chapter stated the problem and outlined the research objectives and research questions. Finally, justification, significance, and scope of the study, together with the limitations and delimitations were discussed.

Chapter Two: Literature Review

Introduction

This chapter examined additional literature related to the topic of research on the finding of previous studies by comparing and contrasting, in addition to describing the theoretical and conceptual frameworks that guided the study. The chapter also demonstrates the existence of an aspect of the field that remain unexplored, a gap that needed more knowledge to fill through the findings of this research. Literature available on leadership and its influence on organization competitiveness was reviewed, in addition to reviewing road construction trends in the international and local markets. Further, available data on independent and dependent variables was reviewed.

Empirical Literature Review

The section reviewed recent studies linking the relationship of study variables. First the study conceptualized competitiveness and how it is related with visionary leadership. Thereafter, study evaluated recent studies linking competitiveness and visionary leadership both locally and internationally. The study proceeded to review recent studies of the various variables as highlighted by the objectives.

Visionary leadership style is known to enhance the performance of organizations. In a study carried out by Taylor et al. (2019) across the USA on 52 organizations that are nonprofit making, where data was gathered from 221 of subordinate staff members and from 135 executive leaders, there was a noteworthy connection established between visionary leadership and organizational competitiveness.

In the year 2019, the value attained by the global construction market was nearly \$12,744.4 billion, which was after an annual rate of growth of 6.1% from 2015 (The Business Research Company, 2020). The growth was influenced by robust economic growth in emerging markets, technological advancement and rates of interest that were low in majority of developed countries. African Development Bank (2019) notes that in East Africa, the construction sector will continue to grow since there is already a huge deficit in infrastructure, in addition to a population that is rapidly growing. The Bank further observe that the most dynamic countries in East Africa as far as road construction is concerned are Kenya, Tanzania and Ethiopia.

Lack of competitiveness among road construction companies has been observed to be one of the challenges facing road construction market globally. The Business Research Company (2021), has pointed out that between the Year 2015-2019 the global market was dominated by Chinese road construction companies. Deloitte (2021) reveals that similar to previous years, Chinese road construction companies dominated in the top 100 positions globally, based on revenue, with a share of 41%. This problem is not only at the global level but also at continental level. The road construction sector in Africa is currently dominated by Chinese road construction companies whose market share is larger than those of France, US and Italy combined. This has been a growing trend in the last decade and is expected to continue into the future (Schneidman & Weigert 2018).

Kenya has seen an influx of foreign road construction companies in construction of government funded mega road projects. Available data show that in the past decade almost all government mega road projects have been handled by foreign road

construction companies, largely because of lack of competitiveness among the local road construction companies (Mwende, 2019). The same observation has been made by Business Wire (2021), who points out that more than 70% of the large public sector road infrastructure projects undertaken over the past decade in Kenya were awarded to Chinese road construction companies. Local road construction companies have been unhappy with the increasing domination of Chinese multinationals in the Kenyan road construction industry. They accuse the government of favouring the foreign road construction companies. The current disapproval by local road construction companies notwithstanding, there is agreement between many experts that foreign road construction firms have a competitive edge technically, machinery and financially over the local road contractors. The next section reviewed literature on visionary leadership and competitiveness of local road construction companies in Nairobi.

Visionary Leadership and Competitiveness of Local Road Construction

A visionary leader is one who is far-sighted, clearly understanding their current world, use the knowledge to build strategies for future and lead their team to realize the envisioned future (Roy, 2021). They have a clear vision and are motivated to what the future of the organization can be and lead their teams to that future. Visionary leadership links efforts to fruitful outcomes and thus respond to the need for the organizations to grow a bigger sense of purpose (Taylor et al., 2019). In addition to availing prospects that bring out the capacity of an organization to address stakeholders needs, visionary leadership offer an atmosphere that enable staff performance and organization competitiveness. This happens in a creative manner by offering a framework for

determining priorities, goals setting, structures aligning, policies and progress review notwithstanding the uncertainty and complexity of the times. For company that need change visionary leadership is especially effective.

Effective leadership can result into numerous benefits to an organization. Visionary leadership has been broadly viewed as crucial when it comes to strategic change (Ates et al., 2019). The reason being apart from setting strategic direction, visionary leadership convince the followers on the importance of change and persuade them to embrace the change. Visionary leadership can also be a double-edged sword. This is because when the middle managers allowed themselves to be aligned with the strategic vision of the top management, the more commitment and understanding there was to strategic execution in the teams. The opposite was observed in those managers who misaligned to the organization strategy. Their teams were less committed and were less strategically aligned to the strategic vision of organization.

Visionary leadership is believed in guiding organization over ever-changing business environment in order to attain desired success (Marlia, et al., 2020). Leadership that organizes their subordinates and all other teams to actualize organizational objectives and goals, social interaction among the teams is vital in realizing harmonious and conducive environment. The process of socializing is an ingredient of encouragement and inspiration of teams to improve the organizational competitiveness. Organization needs visionary and inspirational leadership to enhance competitiveness and efficiency. According to Suprayitno (2017), organization needs visionary leaders to initiate a change and shape the vision of an organization towards the progressive path.

Leadership requires communication of organization mission and objective to the subordinates in a manner that epitomizes clarity. Visionary leadership mandated to have visions, values, assumption and promising paradigm and empowering of the workforce towards organizational competitiveness. Lack of vision and values in an organization will make it difficult for management to make decisions that can improve organization competitiveness. Visionary leadership is the basic requirement for an organization intending to grow and focusing ahead of time. Visionary leadership is critical when an organization confronted with diverse challenges should provide innovative solutions to remain competitive. According to Kinsey (2018) visionary leaders are: focused, persistent, collaborative and innovative.

While focusing on the effect of leadership on competitiveness of roads construction projects in Kiambu, Mithamo, and Chowdhury, (2022) used descriptive research design. Visionary leadership affect competitiveness of roads construction significantly. Visionary leadership involve intellectual practice simulation of projects that fosters competitiveness of projects. Visionary leadership aid competitiveness by bringing different dimension of solving issues and new ways of handling tasks entailing innovations. Visionary leadership catalyses achievement of desired goals within project implementation including an outcome that is competitive. The study focused on others aspect of leadership such transformational and authoritative that is different from what this study focused on. This study attempted to bring out other concepts of visionary leadership that was not brought by the previous study.

Conducting a benchmark on enablers of sustained growth in road construction projects Bhattacharya, Momaya, and Iyer, (2020) employed mixed based approach. Capabilities for operational and excellence in processes, unique products and visionary leadership are predictors of competitiveness in the leading construction industries in Malaysia and Indonesia. Visionary leadership involve transforming organization into adaptive thus making it competitive of other players. This is achievable by identifying where the company can compete successfully. Capabilities developed are transferable and replicated in other aspects of construction space.

Assessing the competitiveness of road construction sector, Azeem, et al., (2020) used exploratory research design due to unavailability of literature. They concluded that competitiveness of road construction companies remains a complex activity driven by visionary leadership, highly trained human resources, collaboration between players and partnership in research and development of new products. Competitiveness of road construction companies is affected by factors that underline performance. Visionary leadership has the strongest impact on competitiveness of construction companies. Road construction companies' competitiveness determines how complex demands from clients are met on global environment.

Identifying parameters of competitiveness in road construction sector Huynh, et al., (2019) employed correlational design. Competitiveness of road construction sector is determined by quality of management that is guided by visionary leadership. Road construction work involve meticulous planning and execution of projects that require visionary leadership. In addition, complexity of road construction need innovative

solutions driven easily by visionary leadership. The subsequent subsection reviewed studies relating with focus-oriented leadership and competitiveness of local road construction companies in Nairobi.

Focus-oriented Leadership and Competitiveness of Local Road Construction

Focus allows one to concentrate on the task without disruption, which leads to increased productivity and organization competitiveness. Vancruze (2017) observes that today's world is very fast with full of things that can cause distractions every day. It will therefore be difficult for one to succeed in such an environment if he lacks focus. When an idea is focused, it advances, and therefore paths that one did not know existed can be discovered by having focus. Sometimes problems can blind people to the extent that they lose focus on available opportunities. Focusing will in such case enable one discover and embrace such concealed opportunities around them. Another reason one can lose focus is when they are working too hard or not enough. One can regain focus and maintain it by writing down daily tasks and reconsidering the priorities. When one is overwhelmed by pressure, he may tend to lose focus.

Focus will help one to concentrate efforts on what is most important for the business which leads to business competitiveness. Riani (2019), suggest that for a business to stand out in this very competitive environment, there will be need for specialization which requires focus. As an investor you may not be able to control the next move of your competitors but you can choose to focus on where you are going. If resources are limited focusing on what is achievable can unlock the potential. Again, focus can aid in development of knowledge because when one focus is on learning it will

eventually increase the knowledge. Productivity at work is increased when there is focus, this is because a lot of distractions which hamper productivity are overcome through focus. Focusing on primary objective and related specific tasks will bring efficiency and bring high productivity leading to achieved goals.

An organization that has focused on its priority initiatives has better clarity on the direction the organization is taking. According to Rodriguez (2021), such organization will cut on cost by cancelling on projects that are not currently relevant. Instead, they will put effort on projects that are clear to bring noteworthy value to the organization. As a result of the above, the organization will have a better financial standing which is important for survival and for stakeholders. Lack of focus in such case will only lead to wasted resources, energy and time with unmet goals. Focus can therefore determine how much one achieves in life. For one to achieve the goal, there is need to focus on the target and persist until it is realized.

Focus-oriented leadership will allow the organization to give attention to the most viable options hence better outcome. It has been observed by Khosla and Sawhney (2018), that although leaders sometimes imagine that the more arrows they have at their disposal and the more the targets they shoot at, the more they will score; however, the reality is growth many times happens from fewer arrows which are strong, aimed at fewer specific targets. Therefore, focus is the engine of growth.

Leadership is one of the most prolific areas within an organization that defines the success and sustainability. According to Ceri-Booms et al. (2017), focus-oriented leadership had a strong association with performance of an organization. Focus-oriented

leadership insisted on motivation of workforce through rewards or discipline and clarifying issues so that everything on course remain undeterred. Focus-oriented leadership aims at introducing commitment and task involvement, assigning of duties based on existing structures and providing necessary mechanisms for accomplishment.

Focus-oriented leadership is classified into collective focused leadership and individual focused leadership. According to Kunze et al. (2016), leadership behaviour directed at a group can have a significant influence as compared to the one directed at an individual. Collective focused leadership increases group identification, group effectiveness and efficacy. However, individual focused leadership indirectly and negatively influenced overall success because leader identification divergence and individual efficacy derails collective responsibility. Focus-oriented leadership lay out emphasize on shared vision and goals of an entity which is an ingredient to success of organization.

The goal of every organization is to remain in the market and adopt leadership that gives them a competitive advantage over the rest of the players. Ruzgar (2018) pointed out that focus-oriented leadership affects the mutual relationship between subordinates and management within an organization. Focus-oriented leadership emphasize so much on task-related activities that should be done within a specific timeframe and meeting certain conditions. Focus-oriented leadership ensures work is done timely and comprehensively. Vancruze (2017) noted that focus-oriented leadership is an ingredient to productivity, which fosters competitiveness. Riani (2019) argued that specialization evolved as result of focus-oriented leadership strengthen competitiveness

in business. The introduction of specialization and productivity as ingredients to competitiveness present a conceptual gap.

Rodriguez (2021) argued that focus-oriented leadership tend to prioritize on certain areas that may cut down costs and, in the event, enhance competitiveness. However, Kunze et al. (2016) argued that focus-oriented leadership result to mixed results depending on the approach, which can be either grouped or individual focused oriented leadership and this present a conceptual gap. Khosla and Sawhney (2018) and Ceri-Booms, et al. (2017) both contradicted each other on the effect of focus-oriented leadership. Khosla and Sawhney (2018) had reservation on the role of focused oriented leadership while Ceri-Booms et al. (2017) while strongly believed that focus-oriented leadership is a key predictor of competitiveness in an organization. This presents a conceptual gap and this study attempted to provide an answer. The subsequent subsection reviewed studies relating with persistence-oriented leadership and competitiveness of local road construction companies in Nairobi.

Persistence-oriented Leadership and Competitiveness of Local Road Construction

Business leaders that succeed never forsake their dreams of establishing a feasible business as they are motivated by a stubborn spirit to thrive. Hall (2017) observes that for an entrepreneur to succeed in their goals, persistence is required as a critical characteristic. To them no challenge is too great. Successful entrepreneurs bear this persistent quality as a key characteristic whose outcome often is competitiveness of the organization. Sometimes potentially disastrous circumstances are faced and resolved by business people because of the bravery, optimism, and a widely held acceptance that

they can withstand the season and continue to flourish. Sometimes great adversity helps people develop maturity, wisdom, personal strength, and confidence. It is when sailing in troubled water that men become great sailors not when sailing on tranquil sea. This also applies in the world of business.

It is not realistic to expect to engage into a business venture and immediately step into great strides of success, it can take time and therefore persistence-oriented leadership is key to achieving the desired growth and success. According to Mochalowicz (2017), stability in business is not always guaranteed, but entrepreneurs who have higher possibility of succeeding are those who persist through challenging moments. One has to keep on pursuing until finally success is achieved. One reason why persistence is important is that the right opportunity may present itself when we are not ready or when we have already given up. When an entrepreneur has a vision, it will help him to stick even when the going gets tough and this will help reach the goal.

Organizational leaders need to persist in their effort till they realize the full benefit of their entrepreneurial activities. It has been observed by Caliendo et al. (2019) that persistency is a prerequisite if one wishes to exploit the full potential of a certain venture. Persistency in business requires one to be motivated to pursue a selected business option despite challenges, setbacks, uncertainties or other alternatives which may be equally attractive. In the face of conflicts with business partners, persistence will become an important ingredient. The fate of an organization can be determined by availability or lack of persistence in the face of wide range of obstacles. Widjaya (2017) observes that there are many organizations that fail because their leaders easily give up,

not willing to persist through obstacles until they see success. Establishment will happen eventually for those organization leaders who persist despite setbacks.

Continuity in pursuing a goal in front of adversity is vital to the competitiveness of any construction firm. Chaker, et al., (2018) argued that consistent persistence among workers within an organization leads to a success. Several scholars have argued that consistent persistence of trying and trying despite failure is essential in achieving success in business. Persistence is one among other drivers that can enhance competitiveness in the construction industry given the immense challenges the industry ordinarily faces. However, persistence has some shortcomings that are commonly termed as the dark side. This is because continuous persistence over a given phenomenon will definitely become more toxic and have detrimental effect on the competitiveness of the business.

Persistence-oriented leadership is a prerequisite to exploit potential of organization activities and consequently its success. Caliendo, et al., (2020) pointed out that persistence is vital in initiating decision-making process. In decision-making process, a contractor has to make choices based on the prevailing circumstances especially during the project inception and thus persistence is vital for a suitable decision that favours the circumstance. Persistence therefore is a key ingredient when pursuing industrial competitiveness despite unforeseeable challenges and other uncertainties. Stoddart et al. (2020) noted that persistence-oriented leadership is critical strategy organization should focus going into the future in order to remain competitive by strengthening several adaptive measures. Persistence-oriented leadership is vital when seeking a lasting and delicate solution to a persistent problem.

Hall (2017) and Mochalowicz (2017) both agreed that persistence-oriented leadership makes an organization to overcome challenge but did not point out the influence it has on the organization competitiveness and this present a conceptual gap. Although Widjaya (2017) argued that lack of persistence, oriented leadership is a recipe for failure but did not link it competitiveness and thus resulted to knowledge gap. Chaker et al. (2018) argued that persistence-oriented leadership, is one among other determinants of competitiveness but failed to identify other factors that may influence success, this resulted to knowledge gap. Caliendo et al. (2020) and Stoddart et al. (2020) observed that persistence-oriented leadership is critical in decision making especially when making adaptive strategies geared towards change. The two scholars did not factor other variables that influence decision-making and competitiveness, thus presenting a conceptual gap. The next subsection reviewed studies relating to collaborative-oriented leadership and competitiveness of local road construction companies in Nairobi.

Collaborative-oriented Leadership and Competitiveness of Local Road Construction

According to Nibusinessinfo (2021) two or more organizations can choose to work together to achieve goals which individually may be out of reach. In such case when the expertise and capacities of the two organizations are brought together, their competitiveness is enhanced and they are better able to invent and grow. There are several observed benefits of business collaboration. Some of these are: financial benefits – there is now ability to tender for larger contracts, ability to increase export or domestic sales or reduced cost because of shared resources; intellectual capital – there is now improved intellectual capital because staff can tap from collective expertise and

competences, which also leads to motivated staff with improved productivity; and, physical capital – there is now improved physical capital as it creates an avenue for sharing resources.

Collaboration in organization has potential for positive impact on employee productivity, well-being, engagement and capacity of organization. Dessavre (2021) observed that in addition to formal training programs that the organization may have, a work environment that is collaborative, nurtures learning in a manner that is more organic. Further, some level of resources can be beyond the scope of a single business, collaboration will enable such a business access extra resource, which leads to business competitiveness. Collaboration can also help businesses, which individually, may encounter limitations of expertise or capacity when competing at global market.

Collaboration can increase the likelihoods of gaining business opportunities, address the needs and demands of the market as well as enhance resources and competences sharing in this competitive and fast changing business environment. Jianbin et al. (2017) observe that recent trends in organizations reveal a surge in collaborative-networked organization for remaining competitive and meet the needs of the current dynamic market. By collaboration, businesses can contest in markets usually outside their individual reach when they complement each other and focus in different areas.

Collaboration offers a platform for knowledge transfer. Gregory (2019) suggests that the opportunity for learning provided by collaboration is its one of the main benefits. Some of the successful collaborations experienced have involved professional from different fields who brought to the table different skills, strengths and perspectives. Such

an opportunity offers a great chance for learning. Further, collaboration enables pooling of resources, thereby enhancing capacity of organizations. Kissimoto et al. (2019) argue that collaboration with other entities has been noted as being one powerful way of achieving desired goals in a more flexible environment. Many times, collaboration is associated with development of new product. However, some collaboration will be to do with increase of the apparent value of a brand or to harness resources in order to boost capacity in finances, technical and work force. Many businesses fail to realize competitive advantage over other players due to leadership inadequacy to address certain key issues. Maalouf (2019) reported that collaborative-oriented leadership is paramount to competitiveness of any industry. Leaders who have trained well to work collaboratively at the middle of management plays a critical role in enhancing firms' competitive advantage in the market. Collaborative leadership improves the relation among various stakeholders immensely, which arguably is the most contributor to success of most construction firms.

Most challenges associated with effective leadership ordinarily traced back to mismatched priorities or some issues unsatisfactorily taken into consideration. Kristin (2018) noted that collaborative-oriented leadership builds relationship among various stakeholders who happen to play important role in the success of the organization. Tasks and decision making normally suffers immensely when collaborative approach not embraced fully. Collaborative leadership is critical to performance of public sector organs. Hsieh and Liou (2016) observed that collaborative leadership helps organization to streamline conflicts, facilitate teamwork and foster commitment. Collaborative-

oriented leadership improves delivery of service through enhanced cohesion within a workplace that is an ingredient to harmonious environment.

Nibusinessinfo (2021) observed that collaboration among institutions enhances competitiveness due exchange of expertise and knowledge. On the other hand, Dessavre (2021) noted that training of employee fosters competitiveness. This presented a contextual gap because it involved cooperation of institutions different from what the study will look onto. Jianbin et al. (2017) and Gregory (2019) pointed out collaboration of organization on skill development as a way of improving performance. However, the two studies did not establish how the collaborative-oriented leadership affected competitiveness and this resulted to knowledge gap. Likewise, Kissimoto et al. (2019) argued that collaborative-oriented leadership increases value of an organization yet this was not specified whether in terms of productivity, competitiveness and performance. The subsequent subsection reviewed studies relating with innovation-oriented leadership and competitiveness of local road construction companies in Nairobi.

Innovation-oriented Leadership and Competitiveness of Local Road Construction

Innovation is an idea that challenges the traditional way of doing things or bringing ideas from one industry to another (Greenwald, 2017). A process comprises numerous activities with the outcome being a new way of doing things and competitiveness of organization. More than before consumers have become adapted to go for what is best, more convenient, or more fashionable. Brooks (2017) observes that one of the secrets to succeeding in a business venture is ability to keep products, services and operations fresh through new ideas. Innovation is the process of actualizing these

ideas. Innovating frequently is important in business because it will help the business keep the services, products and operations that are responsive to the market need (Cassidy, 2018). Innovation adds value to business through more relevant products and services that meet the needs of the present market thereby giving competitive advantage over competitors. With the endlessly changing world, innovation will help the business to adopt to the new realities and thus make it remain profitable and relevant. Innovation can become the differentiating factor in the current competitive environment.

Businesses that innovate remain relevant in the market. According to Kylliäinen (2019), in addition to the significant part innovation play towards economic growth, it enables business remain appropriate in the competitive marketplace. This could be by review of existing business processes to make them more efficient and increase productivity or by innovating a way of improving the quality of existing products or services. Some organizations like Microsoft and Apple have remained market leaders due to their constant innovation. Others like Uber and Amazon, through innovation disrupted the status quo in their industries when they altered processes at the core. Clearly, market leaders today are those who have embraced innovation.

Innovation in business is driven by cooperation in research in generating new ideas that challenges the status quo that makes business competitive. According to Stock, et al. (2017), innovation-oriented leadership facilitate acquisition of customer information that is very critical in integrating customers' needs and aligning with the organizational objectives. Innovation-oriented leadership rewards talent development in an organization holistically and thus gives an organization competitive advantage over

the opponent. Alneadi et al. (2020) noted that innovation-oriented leadership has transformed organization from less effective to fully optimal. Innovation introduces fresh ideas that are sustainable and foster competitiveness of an organization. Innovation taps into diverse of facilities across the world to foster an organization's competitive advantages. The innovation supports the overall growth for an institution.

Greenwald (2017), Cassidy (2018) and Kylliainen (2019) all focused on collaborative-oriented leadership in other sectors different from construction and this presented contextual gap, which this study will address. Stock et al. (2017) focused on customer information as the area that required to be addressed by innovation yet innovation is a cross cutting issue that involve all aspects of business and this presented conceptual gap. Alneadi, et al. (2020) elaborated the role of innovation in length but was not clear on the exact role in the diverse facilities which resulted to knowledge gap. Thereafter, study reviewed studies related with competitiveness.

Organizational Competitiveness

Organizational competitiveness is the ability of an organization to have superiority over rivals and competitors in the market (Kareska & Marjanova, 2016). Kenya has seen an influx of foreign road construction companies in the construction of government funded mega road projects, with available data showing that in the past almost all Kenya government mega road projects have been handled by foreign road construction companies, largely because of lack of competitiveness among the local construction companies (Mwende, 2019). There is agreement between many experts that foreign road construction companies have a competitive edge technically, machinery and

financially over the local road construction companies. For road construction organization to be considered competitive they need to have superior capacity financially, technically and in machinery compared to their competitors. In South Africa, according to Oyewobi et al. (2017), before road construction companies can be awarded government road construction tenders, they must prove to the procuring entity that they are financially, technically and machinery wise in a position to execute the road works.

Engagement of a competent road construction company is a pre requisite for successful completion of the road project. Dave et al. (2017) explains that a suitable road construction company for a particular project is usually identified through a tendering process, with the evaluation criteria having been developed by the client. Many times, the evaluation criteria require that the contractor with the lowest bid price, and who is also financially, technically and machinery competent be recommended for the work. Although the lowest bidder system is supposed to ensure value for money, financial, technical and machinery capacity of the road contracting company take precedence because these are the competencies that will guarantee that the road contractor has ability to deliver on the road project.

One of the major criteria of evaluating road construction firms for prequalification or bid evaluation is technical capacity, financial capacity and machinery capacity. (Aje & Famakin, 2017). Technical capacity is having relevant technical knowledge and experience to handle the task at hand; financial capacity is having at disposal adequate financial resources to handle the task at hand; and machinery capacity is having at disposal the necessary machinery to handle the task at hand. The various

capacities required for particular road project are usually specified in the bid document. If local road construction companies working in Nairobi County will have to compete at a global platform, there will be need for them to build capacity financially, technically and in machinery to much those of foreign construction companies.

Road construction industry absorbs a substantial percentage of work force in many countries and, it is therefore, considered a backbone of many economies (Omran et al., 2017). In the UK, the contribution of the construction industry is usually approximately 8.2 percent of gross value added, with 2.2 million jobs created, which is about seven percent of workforce employed. The US construction industry which stands for 25 percent of the entire global construction industry is considered the largest. Global construction annually improved with an average of 1.0% over last two decades (McGuckin 2017). The growth in the road construction industry has partly been affected by limited capital investment necessary in aiding innovation, shortage of road projects and high competition.

Becker et al. (2017) observe that one element that has influenced the direction of road construction industry is globalization. Before globalization, road construction was known as a market that attracted only local competition, however the matter is now different as the market now attracts global competition. At one time overseas markets were particularly lucrative for US based EPC firms, currently, these markets have been invaded by other foreign player that have adequate technical, financial and machinery ability to compete at that level. Another trend is where smaller local road construction firms are being acquired by multi-national construction companies, to enable them gain

entry into established local markets. The continent of Africa is expected to be the future market for modernization and industrialization, this makes it have big potential for large scale future road construction projects opportunities.

The contribution to GDP by the local construction industry has been steadily rising, recording Ksh 486 billion in 2018 and Ksh 542 billion in 2019 which was a growth of 11.5% (NCA, 2020). The overall goal for Kenya Vision 2030 for the construction industry was to increase its contribution to GDP by not less than 10 percent annually. Construction sector has been a major source of local employment with an employment increase from 218.4 thousand persons in 2018 to 221.5 thousand persons in 2019. In addition, the sector has high potential to stimulate growth in agricultural sector because it provides better accessibility to produce and markets.

There was good performance in the Kenya diverse economy (McGuckin, 2017) in 2015. This was motivated by ongoing infrastructure investments, inexpensive fuel, agriculture that did well and monetary policy that supported the growth. In 2015 the construction market grew by 13.6 percent mainly due to execution of energy flagship projects and mega-infrastructure. Some of the main projects were the Lamu Port, NCTIP and LAPSET. These projects have indirectly supported growth of incoming investments in the neighbourhoods of the projects.

Construction market in Kenya is being fuelled by increased population and need to have more transport connectivity (McGuckin, 2018). Kenya urban population according to statistics grows at a yearly rate of 4.15 percent. This leads to need for more infrastructure including cities. The government of Kenya intends to spend over

USD26bn over next five years for construction of cheaper homes. Planned infrastructure projects in coming times are: USD140m Kisumu port and airports at Lamu, Isiolo and Lake Turkana at a cost of USD188m, USD175m and USD143m respectively. USD285m will be used to modernize airport facilities, a project that will be funded by World Bank. In addition, there are plans to improve Nairobi/ Mombasa Road to a dual carriageway. Almost all such mega projects in the past have been handled by foreign construction companies (Mwende, 2019).

Leadership is that process of influencing people with an objective of ensuring that their efforts are focused towards the delivery of the objectives of the organization or group (Meraku, 2017). Leadership has a vital role in an organization, that of coming up with a vision and a mission of the organization (Khajeh, 2018). In addition, leadership has the responsibility of establishing organizational policies, objectives, strategies and directing how to achieve the same as well as coordinating the activities of the organization. The quality of leadership offered in an organization will greatly determine if the mission and vision of the organization will be realized and if the organization is able to cope with changing business environment. The current problems related to increased labor turnover, dismal financial performance, unethical practices among others, may be attributed to lack of effective leadership. Engaging the right leadership style may be the solution to the said challenges.

A leader has a responsibility to inspire and motivate employees to deliver on organization goals. Ibrahim and Daniel (2019) are of opinion that as a result ineffective leadership style in the management team, many organizations have failed. This is

because in such organizations employees are not well controlled and organized which lead to high operating cost, low productivity, uncooperative employees etc. and ultimately the collapse of the organization. Leadership is therefore one of the key ingredients for the success of an organization or any human venture. As noted by Madanchian et al. (2016), one of the critical factors for improving performance is leadership. This is because it is leadership that makes major decisions like development, acquisition, deployment of resources, translation of resources to products and services of value, giving value to stakeholders, among others.

Effective leadership impacts on employee morale and their productivity based on how they make decision, resolve conflicts, delegate responsibilities and interact with them. Popa (2017) observes that where there is competent leadership, it is possible for the leadership to manipulate the culture of an organization to be in line with what they desire. Therefore, the failure or success of an organization has a direct link to the leadership and the values and beliefs of the founder. In addition, good leadership will have capacity to adopt to changes and challenges of the environment and be able to motivate employees to take more ownership of the work.

Theoretical Framework

How leadership is practiced in an organization can have an impact on the ability of the organization to meet its goals. There can be countless approaches on how leadership can be offered (Kaleem, 2016). These different approaches to leadership are what have been referred to as leadership styles. Some of the main leadership styles practiced are: servant leadership, transformative leadership, democratic leadership,

visionary leadership, transactional leadership, just to mention a few. Because the different styles of leadership adopt different approaches, the results yielded may be different. The study was underpinned by the behavioural theory of leadership, supported by trait theory and contingency theory of leadership.

Trait Theory

Thomas Carlyle and Francis Galton proposed trait theory (1800) which states that people have certain basic trait, it is from the strength, and weakness individual personality is known. Personality defining traits evolve over time. The theory centred on learning and isolating personal qualities and characteristics that distinguishes leader from non-leader. Personality traits play a significant role in any individual's development. It is the ability to get along in adult situation; it is the person's type of action, reaction, opinion and mood. According Allport (1936), trait theory is categorized into three areas that include cardinal, central and secondary traits that dealt with individual unique attributes that are inborn which shapes leadership skills. Other theorist such as Raymond Cattell and Hans Eysenck continued improving trait theory by expanding the scope and enhancing content of the theory.

It is only trait approach which advocate about the concept of leadership that it is innate and linked to personal qualities. In spite of lots of weaknesses in the popular trait theories, they provide worthy useful and valuable information about the concepts of leaders and leadership which will further proved important not only on individual level but also on organizational level. Individuals specially leaders can analyse their own specific set of traits through various popular tests & questionnaires and let themselves

aware and understand about their strengths, weaknesses and status as per the previews of their colleagues and management. In this way, managers or leaders can assess that where they actually stand in their organisations and how they can strengthen their position in their organisation. Traits approaches and theories are the benchmarks for the personalities who want to become a successful leader (Northouse, 2007). The theory based on the assumption that leadership is innate which dictate that someone can be born a leader or a follower. Traits such as intelligence, knowledge, domination, initiation, achievement, responsibility, participation, self-confidence, honesty, ambition and integrity. This theory faced critique from early scholars for its inability to explain that leadership traits that are acquired through learning process. Failure to distinguish clear line between leaders and non-leaders was also a concern.

Trait theory is relevant to this study because it addresses leadership traits that distinguishes individuals. Visionary leaders are mostly born with certain character traits that distinguishes them from the rest. Most leadership skills are inborn and few qualities acquired through socialization process. Therefore, most visionary leadership's skills remain inborn and only be made better through learning process. Successful leaders categorically have different interests, abilities and personality traits which are significantly different from those of the less effective or unsuccessful leaders. Through many researchers conducted in the last three decades of the 20th century, a set of core traits of successful leaders have been identified. These traits are not responsible solely to identify whether a person will be a successful leader or not, but they are essentially seen as preconditions that endow people with leadership potential.

Balance Score Card Model

The Balance Score Card Model was proposed by Kaplan and Norton in 1992. The balanced scorecard method translates an organization's strategy, vision and mission into performance objectives, measures, targets and initiatives. This system provides feedback on internal business processes and external outcomes to improve organizational performance progressively and results (Bochenek, 2019). It is based on four balanced perspectives, and links them together with the concept of cause and effect. Major strength of the balanced scorecard is that it is flexible and universal method, thus it effectively fulfils the objectives set by managers of the organization. The basic objective of BSC is to coordinate and combine financial results of the enterprise with perspective development and market successes (Butt, 2021).

In dynamic business environment, it is particularly important for an enterprise to assess comprehensively and measure its activity. Traditional measures fulfilled their role well in the past, but now information about finances of the enterprise in the context of the past is not enough (Akbarzadeh, 2012). Managerial staff also needs to use data concerning activities that can change financial position of the entity in the future.

It should be remembered that there is not any universal indicator that would perfectly describe each aspect of activity of the enterprise. The management of an organization requires broad view in order to perceive the enterprise from various points of view simultaneously (Wieczorek, 2008). The BSC does not have to be treated only as balanced measures of the effectiveness of undertaken in the enterprise long-term activities, but also as a kind of system of strategic management, which is to support the

implementation of strategy of the unit (Szczupak & Stajniak, 2022). Balanced scorecard also explains measures and strategic objectives and allows to integrate them with management system (Kaplan & Norton, 2009). It also supports taking strategic initiatives as well as planning and setting specific objectives. BSC supports the improvement of systems aimed at monitoring the implementation of strategy and development of the enterprise.

Balanced scorecard can predict the effectiveness of an organization's strategy through a series of linked performance measures based on four perspectives including finance, customers, internal processes, employee learning and growth. This defines the competitiveness of an organization. The four variables can explain well how competitiveness of an organization can be attained. This theory anchors measures that captures competitiveness of an organization. The theory articulates various concepts that measures competitiveness for instance financial growth, internal resources such as machineries and employee learning that define technicality.

Contingency Theory

Fred Fiedler (1960) proposed situational theory also known as contingency and it states that a leader can only be effective if granted an opportunity to lead based on their strength. The theory is premised on the adaptability nature of leaders based on the organizational values and consistency is very critical here. The theory attempts to point out the critical behaviours of a leader that can stabilize institution in terms of performance and success. The attributes of a leader, behaviour and situation a leader is in and how all these interact to produce desirable outcomes is very important.

Scholars seem to agree that leadership involves a process of influence in order to achieve goals. By being closely related to change, leaders set the direction to follow in developing a vision of the future and are concerned with the ideas that their followers can bring to align and inspire them to achieve it. This involves a more intuitive and sympathetic relationship with people evolving with the situation to inspire others to achieve what they otherwise would not accomplish on their own. The contingency theories of leadership express the need for the leader to adjust the behaviour based on a rational understanding of the situation and assume a leadership style that is appropriate for the occasion. This way of conceive leadership expels the dogma that there are better and worse leadership styles and there is no “one size fits all” approach to leadership, depending on the situation that varies the way of leaders’ behaviour.

This theory is based on the assumption that all leadership variables rely on each other and cannot operate independently. This principle of leadership opens up a discussion on the most variables that can interact to produce desirable outcome. According to Yukl (1989), situational leadership can broadly be implemented in two categories; situational factors and how they influence behaviours of specific, effective and efficient leaders in different situation. This theory is paramount to this study because it divulges on the need of leaders to have consistent values and character with certain organization. Visionary leaders are supposed to align their thoughts and believes with organization objectives and missions. The competitiveness of any institution is largely determined by the ability of their visionary leaders to have consistent view about the overall organization objectives.

Strategic Leadership Theory

Strategic leadership theory (1950) was founded by Drucker (D), Selznick (P), Chandler (A) and Henderson (B) and is premised on executive running an organization adopting different style of leadership in developing vision of an organization. Adoption of different leadership style is a strategy of making the organization remain competitive and achieve its goals. The strategic leadership was centred on four key areas that include market dynamics, regulatory framework, technology, globalization and cultural adaptability. This theory evolved from traits theory in 1940s to its full development in 1950s.

Strategic leadership involves convincing and influencing organization people to pursue a certain goal that is likely to yield desired results. Leadership has evolved concurrently with technology to make operations of an organization better. Strategic leadership entailed many parts where a leader set prioritize and goals while the rest of the team members are assigned tasks. On the other hand, there is a team leadership and functional leadership. Team leadership is adhered to certain team that has goals and aspirations to be achieved. Functional leadership within strategic leadership involve assigning a given team specific task that is complex and require solutions.

The environment of many corporate organizations has been changing and it require dynamism that is provided by strategic leadership. Strategic leaders are expected to sit at the top of executive and set long-term goals. Strategic leadership is expected to drive organization be competitive and sustainable in the long run. Strategic leadership entails developing organization vision and mission, combining other capabilities to ensure that organization attain desired result.

This theory is relevant to the study because it entails setting a vision and mission of an organization by those in management to steer the organization in realizing its goals and competitiveness. Organization activities are assigned based on the strength of the members like those that are focused are given specific assignment to tackle in a functional unit. This group are supposed to go out of their way and devise innovative solution on addressing problems that will make organization competitive. There is the other group that work as a team and can tackle the assignment by collaborating as they put their minds together. This entail style of leadership embraces concepts such as focus, collaboration and innovative that form aspect of visionary leadership.

Knowledge Gap

Numerous studies have been carried out in relation to construction industry within Kenya. A study carried out in Mombasa County, Kenya by Kaniaru (2014) on factors that affect construction projects within the County identified four main factors which are; competence of project manager, aggressiveness of competition during tendering, contract period and interference from client during construction. In Nairobi County, a study carried out by Simiyu (2018) on capacity of local contractors and performance of road projects revealed that technical capacity, financial capacity, regulatory compliance and organizational capacity can affect performance of road projects. From this studies inadequacy in technical and financial was identified to be a problem affecting construction of roads in Kenya.

In yet another study by Ruto (2018) that looked into organizational value drivers and performance of selected Construction companies in Nairobi County established that

factors that are considered as value drivers in an organization such technology, organization structure, cash flow and robust design influence performance of an organization to a great extent. In addition, a study undertaken by Ong'ondo et al. (2019), in Kenya aiming to appraise construction projects performance during implementation from 1963 to 2018, it was shown that performance of projects was poor and had assumed downward trend for over five decades. According to the findings, cost overruns were faced in 35-60% of all projects initiated, with 35-73% of all projects experiencing time overrun.

In Kisumu, a study carried out by Abonda (2017) to assess competitive strategies and performance of construction companies found a notable influence on performance by employing competitive strategies of cost leadership, focus and differentiation. In Nairobi, yet another study undertaken by Wambui (2015) on factors that affect completion of roads projects revealed that project equipment, competency of project manager, technology employed in the project and project funds have a great influence on completion of the road projects. However, little study has been done on the role of visionary leadership on competitiveness of local roads construction companies in Kenya, Nairobi County.

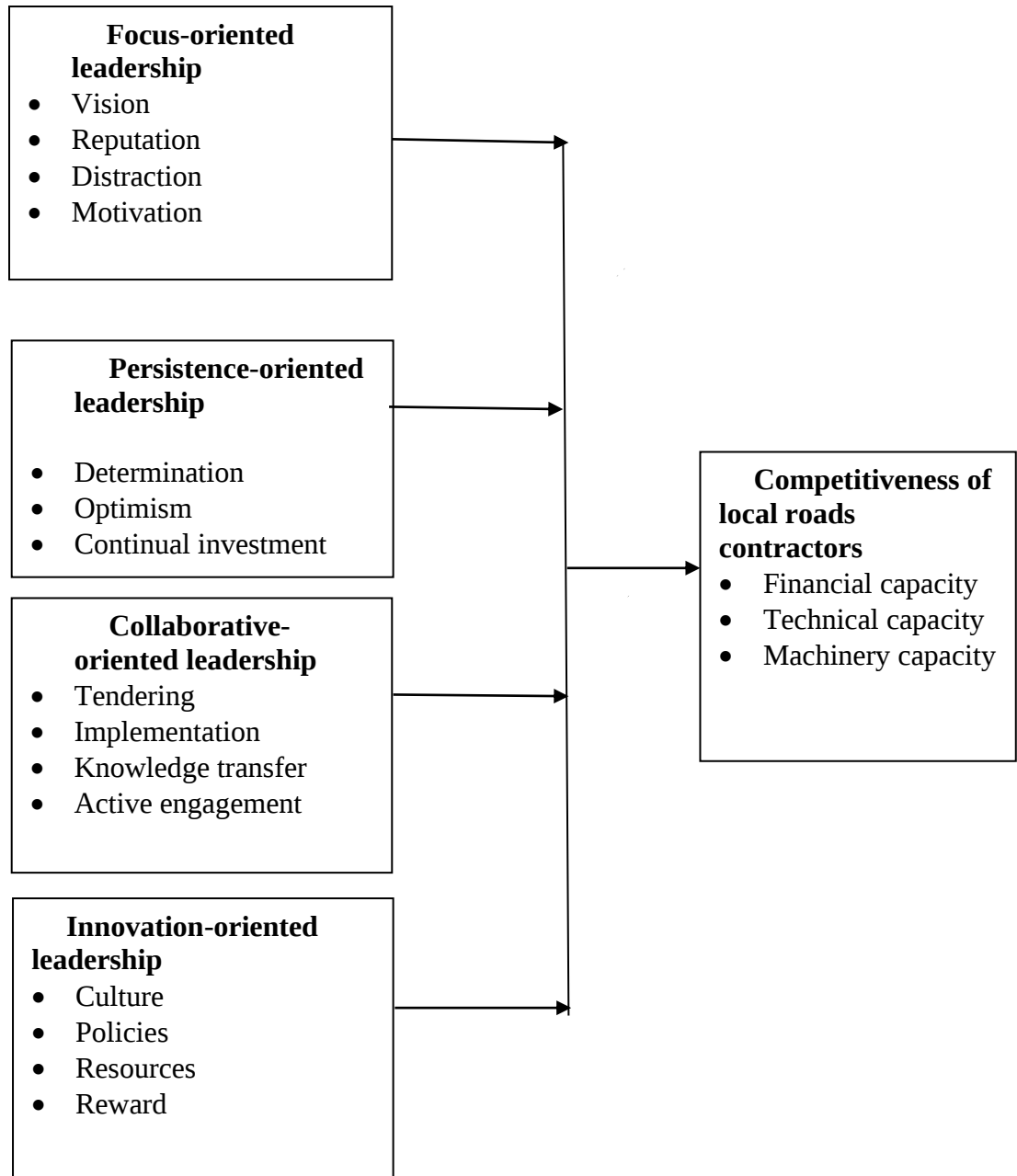
Conceptual Framework

The conceptual framework diagram below illustrates how the independent and dependent variables in the study connect as well as the indicators used to measure them just as discussed in the literature review. The study will look at how visionary leadership, which is the independent variable, in this study with its indicators being, focus,

persistence, collaboration and innovation can affect competitiveness (the dependent variable) among local roads construction companies operating in Kenya, Nairobi County. The indicators of the dependent variables are financial capacity, technical capacity and machinery capacity.

Conceptual Framework Diagram

Visionary Leadership



Independent Variable

Dependent Variable

Chapter Three: Research Methodology

Introduction

This chapter provides a detailed description of the research philosophy, research design of the study and the methodology the study adopted.

Research Philosophy

Pragmatism research philosophy was used to guide this study. Pragmatism is appropriate for mixed methods research designs. This research philosophy emphasizes on the research problem and employs all approaches available to comprehend the problem instead of relying on single method approach (Morgan, 2014). Pragmatism as a research paradigm finds its philosophical foundation in the historical contributions of the philosophy of pragmatism and, as such, embraces plurality of methods. As a research paradigm, pragmatism is based on the proposition that researchers should use the philosophical and/or methodological approach that works best for the particular research problem that is being investigated (Galavotti, 2019).

Research Design

Research design is the roadmap of how the study intends to go about answering the research questions (Lewis, 2017). The research design set the procedure on the required data, the methods to be applied to collect and analyse this data, and how all of this is going to answer the research question (Gray, 2017). In designing a research, scholars are guided by issues such as the type of data being collected, method of data collection and the purpose of the study (Saunders, 2017).

The study was guided by descriptive research method using mix method. Mixed methods research (MMR) is a methodology that incorporates multiple methods to address research questions in an appropriate and principled manner (Bryman, 2016; Creswell & Plano-clark, 2018; Creswell, 2016). It involves collecting, analysing, interpreting and reporting both qualitative data and quantitative data. The use of mixed-methods enabled researchers to answer research questions with sufficient depth and breadth (Enosh et al., 2017). The quantitative approach helped a study to collect the data from a large number of participants; thus, increasing the possibility to generalize the findings to a wider population. The qualitative approach, on the other hand, provides a deeper understanding of the issue being investigated, honouring the voices of its participants (Bryman, 2016; Creswell & Plano-Clark, 2018). A mixed-methods design, therefore, offered the best chance of answering research questions by combining two sets of strengths while compensating at the same time for the weaknesses of each method (Saville, 2017).

A mixed-methods design integrated and synergized multiple data sources which assisted in studying complex problems and allowed researchers to sought a wide view of their study by enabling them to view a phenomenon from different perspectives and research lenses (Morgan, 2017; Maxwell, 2016; Shorten & Smith, 2017; Poth & Munce, 2020). This may not only lead to extra reflection and enrich understanding of a phenomenon, but also open new avenues for future inquiries (Teddlie & Tashakkori, 2017). Findings from mixed-methods research offered a holistic view of a phenomenon and provided additional insights into different components of a phenomenon, which helped in generating substantive theories (Ventakesh et al., 2017). The approach also

helped to obtain more rigorous conclusions by employing two methods in such a way that the strengths of the qualitative methods offset the weaknesses of the quantitative methods and vice versa (Plano Clark & Ivankova, 2016). Another value of an MMR approach is its triangulation component. This helped a researcher, for instance, to obtain a more valid picture about a research issue by directly comparing the findings drawn from one method to those obtained from another (quantitative or qualitative) for convergence and/or divergence (Carter, et al., 2017; Plano Clark & Ivankova, 2016). The study emphasized on studying a problem aimed at explaining the relationship between variables. The questionnaire of closed end questions formed the quantitative research. On the other hand, questionnaire had open-ended questions that formed the qualitative part of the research. The open-ended question gave space to respondents to give more insights about the subject investigated. The study used open-ended questionnaire in collecting data.

Target Population

Lavrakas, (2017) defines the target population in a survey as “the entire set of units for which the survey data are to be used to make inferences”. The results of the survey are intended to generalize the members of the target population. By explicitly defining the target population the researcher helps make it easy to determine if sampled cases are qualified or unqualified for the survey. It is important to define specific features of the target population as well as geographic location. The targeted population in this study was 63 local road construction companies in Nairobi County, Kenya. The unit of study was the project managers involved in the road construction projects. The targeted construction companies were distributed across the Nairobi west, Nairobi south, Nairobi

east, Nairobi central and Nairobi north. The project managers were selected because they are more informed and their responses were of help to the study. Project managers are overall in charge of the construction projects and possess crucial information about the kind of leadership employed in the management of the road construction projects. Table 3.1 shows the target population.

Table 3.1 Target population

Regional areas	Number of construction companies
Nairobi North	17
Nairobi West	14
Nairobi Central	5
Nairobi South	18
Nairobi East	9
Total	63

Source Researcher, 2022

Sample Size

In research a subset of the population is what is referred to as a sample (Singh, 2018). National Construction Authority (NCA), which the government agencies that regulate construction activities including roads, was used to obtain a list of local roads

contractors who have previously been involved in implementing government road projects within Nairobi County, Kenya. A list of 63 contractors was obtained.

Sampling Method

McCombes, (2019) argued that sampling as “a specific principle used to select members of population to be included in the study”. When the target population is large, it is not practical to study the whole population. In such cases, a study examines a selected number of cases in the population that is assumed to represent the whole population. Conclusion about the population is made based on the outcome of the selected cases. This being a census all elements were included and therefore no sampling was done.

Table 3.2 Sample Size

Clustered areas	Number of construction companies	Project managers
Nairobi North	17	17
Nairobi West	14	14
Nairobi Central	5	5
Nairobi South	18	18
Nairobi East	9	9
Total	63	63

Source: Researcher 2022

Types of Data

According to Kandel (2020) research data, unlike other types of information, is collected, observed, or created, for purposes of analysis to produce original research results”. Both quantitative and qualitative data were gathered. Qualitative research collects, analyse and interpret data by observing. Qualitative data is subjective since it uses different form of information that include in-depth interviews and focused group. It entails open-ended questions and exploratory nature to give more insight about a situation. In this case, the study adopted open-ended questionnaire. Quantitative research examine situation by taking into consideration numerical data that are evaluated mathematically using particular methods supported by statistics. This technique is controlled; objective and focus oriented that aim at quantifying variations of certain situations. It employs mathematical models, theories and hypothesis pertaining a given phenomenon. Therefore, it deals with numbers or anything measurable in determining relationships of certain phenomenon systematically.

Data Collection Methods

Research Method (2019) defines data collection methods as “process of collecting information from all the relevant sources to find answers to the research problem, test the hypothesis and evaluate the outcomes”. Primary and secondary methods of data collection are the two categories of data collection. Primary methods of data collection are qualitative and quantitative methods. Secondary data are the data available in form of newspapers, online, journals, books, magazines. When selecting

secondary data, it is important to consider; dependability of the source, qualifications of the author, publication year, excellence of discussions, etc.

The study relied on primary methods of data collection. Primary data was collected using both quantitative and qualitative methods, which was applied through questionnaires to the sampled respondents. Appointments were booked with the respondents to gain acceptance of the study first and after, guide them through filling of the questionnaire. A review of existing data, including published books, journals and previous research work that may have been undertaken in the area of study was done.

Data was collected using open-ended questionnaire that accommodated both quantitative and qualitative research methods. The questionnaire was divided into two sections where one section dealt with quantitative and the other section was concerned with qualitative. The qualitative data provided more insights that cannot be captured by quantitative methods. Open-ended questionnaires were distributed to all road project managers targeted by the study.

Instrument Pre-testing

In the words of Ahmed (2016), instrument pre-testing is when the study prior to commencement of data gathering process, takes time to ascertain the suitability of participants, clarity of questionnaire, together with other research parameters, like time needed and likely obstacles to the research process. This helped the study to have research tools that are valid, sensitive, practicable and reliable as well as ensure that questions are not vague before engaging them for the actual exercise. Pre-testing helped

to identify possible problem areas that can lead to errors in measurement, as well as ensure that there is proper communication between the researcher and respondents. Pre-testing was done using a small group of intended respondents to test out the clarity of the questionnaire, the suitability of participants, together with other research parameters, like time needed and likely obstacles to the research process. The pretesting of the questionnaire was done in Nairobi City County focusing on local road construction companies; which however, were not included in the final study. The validity and reliability results of the questionnaire are presented in the subsequent sections.

Reliability and Validity

Validity

Validity can be said to be the ability of any research method used, to measure certain parameters accurately (Middleton 2019). Research that is to be considered as valid should achieve outcomes that agree with known characteristics in the real life. One way that validity was ensured in the research was by designing relevant questions that were able to measure accurately the variables of interest. These included validity of content, design and criterion (Orondo, 2016). In this research quality control and validity was ensured during the building of the questionnaire through: face validity was subject to the tools to verify whether they are measuring what they intend to evaluate. Regarding the validity of the material, where the tool is intended according to the research variables and their corresponding measurement indices; validity was established by limiting the answer to the conceptualization of the factors and making sure the indices of a specific

factor fell within the same structure. KMO tests undertaken to test the validity of the study variables and finding presented in Table 3.3.

Table 3.3 Validity Results

Variables	Items	Average Factor Loading	KMO	Bartlett's Test	Sig.	Remark
Focus-oriented leadership	4	0.7838	.854	61.213	.000	Valid
Persistence-oriented leadership	3	0.7454	.875	58.266	.000	Valid
Collaborative-oriented leadership	4	0.7282	.860	56.356	.000	Valid
Innovation-oriented leadership	4	0.6542	.671	52.927	.000	Valid
Competitiveness of Road Construction Projects	7	0.696286	.865	91.051	.000	Valid

From the results presented in Table 3.3, all the measurement indicators of all the study variables had a loading factor greater than 0.5 and hence all the focus-oriented, persistence-oriented, collaborative-oriented, innovation-oriented and competitiveness of road construction indicators were accepted and retained for further use in analysis.

Reliability

Reliability refers to consistency of a measuring method in repeatedly achieving the same results under similar circumstances; such results are reliable (Middleton 2019). Reliability of the measuring method assessed through test-retest method to ensure that same results achieved consistently over time. The questionnaires of the participants were

evaluated using split-half method after the pilot research. Through this, the system split the even and odd numbers into two equal halves and scored individually after testing. The coefficient on each half of the test, should fall between 0.0 and 1.0 was calculated from the result with closest to 1.0 as a more accurate tool. The study therefore considered a coefficient of correlation of 0.7 and finding presented in Table 3.4.

Table 3.4 Reliability Results

Variable	Cronbach's Alpha
Focus-oriented leadership	.850
Persistence-oriented leadership	.847
Collaborative-oriented leadership	.801
Innovation-oriented leadership	.799
Competitiveness of Road Construction Projects	.814
Overall Cronbach's Alpha	0.8222

The study conclude that all the Cronbach's alpha coefficient of the variables are above 0.7 hence tools are reliable.

Data Analysis

Data analysis refers to a process through which users convert raw data into useful information for decision-making (Hox et al., 2017). It involves a step-by-step process that seeks to derive useful information from the raw data obtained from the field (Hair et al., 2017). Data once collected was diagnosed for, coded and cleaned. Data analysis involved both qualitative and quantitative analysis. Content analysis categorizes phrases, describes the logical structure of expressions and ascertains associations, connotations, denotations, elocutionary forces and other interpretations. The main analysis involved

descriptive and inferential statistics. The descriptive analysis included means and standard deviations. The data was analysed thematically, presented in narrative and prose, compared and integrated with quantitative results to draw conclusions.

In this study, quantitative data was analysed using statistical package for social sciences (SPSS) Version 25.0. The data was analysed using descriptive statistics such as means and standard deviations and presented in form of tables. Inferential analysis was carried out using measures such as correlation and multiple linear regression analysis to establish the nature and magnitude of the relationships between the variables (Johson, 2017). Correlation analysis using person was carried out to determine the nature and strength of the relationship that exists among the study variables (Glesne, 2017). Regression analysis was conducted using multiple linear regression model to determine the extent to which visionary leadership affect the competitiveness of the local road construction companies.

$$Y=B_0+B_1X_1+B_2X_2+B_3X_3+B_4X_4+ e$$

Y= Organizational competitiveness

B₀= Constant

X₁=Focus oriented Leadership

X₂= Persistence-oriented leadership

X₃= Collaborative-oriented leadership

X₄= Innovation-oriented leadership

E=error term

Qualitative data was analysed using content analysis technique via the NVivo software version 12. Content analysis involved identifying, analysing and interpreting patterns of meaning within qualitative data and reporting them in prose form. Qualitative data were transcribed through transcription of the responses gathered through the open-ended questions. Key themes were identified in the responses, grouped together, interpreted and presented in prose form.

Ethical Considerations

The laid down procedures by PAC University for conducting research was followed. This included obtaining consent from National Commission of Science Technology and Innovation (NACOSTI). The research was conducted in an ethical environment. The following considerations were made: participation of respondents in the research was voluntary and respondents were at liberty to pull out from the research at any point in the course of the research. Again, respondents were provided with ample information concerning the research process and the use of research to allow them make informed decision. In addition, works of other authors that was used as references in this research work were acknowledged through proper citation and referencing. Finally, respondents were accorded privacy and anonymity.

Chapter Four: Results and Discussions

Introduction

The response rate and demographic features of the population have been presented in this chapter. Descriptive output including averages and standard deviations have been as well examined in this section. Correlation examined the nature of association among the variables of the study. Multiple linear regression analysis was used to investigate influence of visionary leadership on competitiveness of roads construction companies in Nairobi County, Kenya.

Response Rate

The study managed to distribute 63 questionnaires to the targeted respondents. Out of this, 53 questionnaires were properly filled and returned for further analysis in Table 4.1.

Table 4.1 Response Rate

Response	Frequency	Percent
Properly filled	53	84.13
Not properly filled	10	15.87
Total	63	100

An aggregate of 53 questionnaires were properly filled indicating 84.13% percent return rate. Bailey (2017) established that return rate of more than 50 percent is adequate. Thus, a return of 84.13% showed in this study was excellent and adequate to draw satisfactory conclusions. Whereas pilot results are presented in the previous chapter that

involved validity and reliability, the outcome indicated that research tools were adequate and this study proceeded to data collection. Upon data collection, number of respondents that answered questionnaires met minimum threshold. Therefore, study proceeded to analysis of the variables that commenced with descriptive statistics as per study objectives.

Descriptive analysis of variables.

Focus-Oriented Leadership on Competitiveness of Local Roads Construction Companies

Focus-oriented leadership enables one to focus on handling tasks despite existence of some irresistible disruption. The study assessed the role of focused-oriented leadership and responses from road construction managers in Likert scale are shown in Table 4.2.

Table 4.2 Analysis of Focus-Oriented Leadership on Competitiveness of Local Roads Construction Companies.

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	Standard Deviation
The organization vision is to become a major player in the industry.	25.9	37.9	17.2	12.1	6.9	2.04	1.19
The organization has created a good reputation in the industry through good performance.	24.1	37.9	13.8	17.2	6.9	2.15	1.23
The management is not distracted from pursuing organization growth by short-term gains and other investments.	13.8	34.5	20.7	27.6	3.4	2.28	1.12
Contractor's staff members are highly motivated.	19.0	21.5	6.9	28.1	25.5	2.48	1.39

From the finding of the study observed that 63.8% of the respondents disagreed that the sampled organizations vision was to become major players in the industry as shown and depicted by the mean of 2.04 and standard deviation of 1.19. This standard deviation implied that some of the responses are divergent. On the other hand, 62% of the respondents disagreed that the organizations had created good reputation in the industry through good performance as shown and depicted by the mean of 2.15 and standard deviation of 1.23. The standard deviation of 1.23 signified that most of the

views are diverse. Organizations focus on areas of priorities by laying down instruments such as vision, mission and service charter, in addition to prioritizing on areas that are productive and financially sound. The findings of this study agreed with those of Khosla and Sawhney (2018) who remarked that organization give attention to the most viable options for better outcome. Lack of focus on those areas are problematic to competitiveness of local road construction companies in Nairobi. In addition, 48.3% of the respondents disagreed that management is not distracted from pursuing organization growth by short-term gains and other investments as shown and depicted by mean of 2.28 and standard deviation of 1.12. The standard deviation signified that some of the responses are divergent. On the other hand, 40.5% of the respondents disagreed that contractor's staff members are highly motivated as shown by the mean of 2.48 and standard deviation of 1.39. The standard deviation of 1.39 signified that most of the responses were diverse. Leadership is a critical ingredient to organization success. Focus-oriented leadership involves motivation of a workforce for desired performance to be achieved. Further, it targets to introduce commitment and task involvement, assigning of duties based on existing structures and providing necessary mechanisms for accomplishment. The findings agreed with those of Kunze, *et al.*, (2016) who pointed out that leadership behaviour directed at a group can have a significant influence as compared to the one directed at an individual.

Persistence-Oriented Leadership on Competitiveness of Local Roads Construction Companies

The competitiveness of business is attributed to persistence-oriented leadership and many entrepreneurs have exploited this in managing leadership affairs of their

businesses. The study assessed the role of persistence-oriented leadership and responses from road construction managers in Likert scale are shown Table 4.3.

Table 4.3 Analysis of Persistence-oriented Leadership on Competitiveness of Local Roads Construction Companies.

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	Standard Deviation
The management has a stubborn spirit to grow in the industry despite challenges.	31.0	19.0	29.3	17.2	3.4	2.07	1.20
The management has demonstrated optimism during seasons the organization is facing challenges.	31.0	29.3	24.1	12.1	3.4	2.32	1.14
The management continually invests resources even after discouraging results.	29.3	32.8	24.1	12.1	1.7	2.46	1.06

The study observed that 62.1% of the respondents disagreed that management continually invests resources even after discouraging results as shown and depicted by the mean of 2.46 and standard deviation of 1.06. The standard deviation signified that most of the responses clustered around the mean hence little diverse opinions. On the other hand, 60.3% of the respondents disagreed that management has demonstrated optimism during seasons the organization is facing challenges as shown by the mean of 2.32 and standard deviation of 1.14. The standard deviation of 1.14 signified that some

of the responses were not clustered around the mean hence diverse. Additionally, 50% of respondents disagreed that management were very optimistic to grow in the industry despite challenges as shown and as depicted by the mean of 2.07 and standard deviation of 1.20. The standard deviation of 1.20 signified that some of the responses are diverse.

On aggregate, mean average for management stubbornness, management optimism and management continuous investment responses is 2.28. This implied that persistence-oriented leadership need improvement within road construction sector. There is a high level of dissatisfaction among the stakeholders that persistent-oriented leadership has not been realized. This could jeopardize competitiveness of the sector. The findings agree with those of a study by Caliendo et al. (2019) which found that persistence is a prerequisite if one wishes to exploit the full potential of a certain venture. Persistence in business requires one to be motivated to pursue a selected business option regardless of challenges, setbacks, uncertainties or other alternatives which may be equally attractive.

Collaborative-Oriented Leadership on Competitiveness of Local Roads Construction Companies.

Organizations collaborate in sharing ideas that enhances performance and productivity. The study sought the level of collaboration of local construction firms in Nairobi and responses assessed in table 4.4.

Table 4.4 Analysis of Collaborative-oriented Leadership on Competitiveness of Local Roads Construction Companies.

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	Standard Deviation
The organization joins forces with other firms in tendering for larger projects, which are beyond individual capacity.	12.5	47.9	3.8	15.9	6.9	2.09	1.21
The organization teams up with other firms in implementation of projects that are beyond individual capacity.	22.1	49.7	12.1	12.4	3.8	2.14	1.29
The organization partners with other firms for purpose of knowledge transfer between staff.	17.2	41.0	15.9	13.8	12.1	2.28	1.25
The management maintains active engagement with other players in the construction industry.	24.1	39.7	10.3	13.8	12.1	3.40	1.33

The study observed that 60.4% of respondents disagreed that local construction companies join forces with other firms in tendering for larger projects, which are beyond individual capacity as shown and depicted by the mean of 2.09 and standard deviation of 1.21. The standard deviation signified that some of the responses are not clustered around the mean. On the other hand, 71.8% of the respondents disagreed that local road

construction companies team up with other firms in implementation of projects that are beyond individual capacity as shown and depicted by the mean of 2.14 and standard deviation of 1.29. The standard deviation signified that most of the responses are not clustered around the mean and hence are diverse. The study established that 58.2% of the respondents disagreed that local construction companies partner with other firms for purpose of knowledge transfer between staff as shown and depicted by the mean of 3.58 and standard deviation of 1.25. On the other hand, most of the respondents agreed that organization partners with other firms for purpose of knowledge transfer between staff as depicted by the mean of 3.5 and standard deviation of 1.33. The standard deviation signified that most of the responses are diverse.

The average mean for joined tendering, teaming up implementation, partnership in knowledge transfer and engagement with other stakeholders' aspects of collaborative-oriented leadership is 2.48. This showed that management in road construction industry still not embraced collaborative leadership in management of affairs. Collaborative leadership is crucial in enhancing teamwork that give stakeholders confidence of sharing knowledge that is invaluable to operations of construction. Moreover, players can confidently display their talents and innovations that can foster competitiveness in road construction projects. The findings agree with those of study by Dessavre (2021) which found that in addition to formal training programs that the organization may have, a work environment that is collaborative, nurtures learning in a manner that is more organic. Collaboration with other organizations has potential for positive impact on employee productivity, well-being, engagement and capacity of organization.

Innovation-Oriented Leadership on Competitiveness of Local Roads Construction Companies

The current market is competitive and firms salvage themselves by embracing innovative oriented leadership that provide solutions to emerging issues. The study responses on statements regarding innovation-oriented leadership practiced by local construction companies in the road industry and the findings illustrated in table 4.5.

Table 4.5 Analysis of Innovation-oriented Leadership on Competitiveness of Local Roads Construction Companies.

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	SD
The organization has a culture that challenges status quo and stimulate new ideas.	12.1	34.8	5.5	27.2	20.3	2.31	1.20
The organization regularly reviews its policies and procedures to include new ways of doing things.	39.7	25.9	20.7	12.1	1.7	2.21	1.12
The organization apporitions resources towards building new capabilities amongst staff.	39.7	25.9	13.8	19.0	1.7	2.43	1.20
There is a recognition and reward system for staff who innovate	29.3	25.9	17.2	13.8	13.8	3.43	1.40

The study observed that 65.6% of the respondents disagreed that local construction companies regularly review their policies and procedures to include new ways of doing things as shown and depicted by the mean of 2.21 and standard deviation of 1.12. The standard deviation signified that most of the responses clustered around the mean. On the other hand, 65.6% of the respondents disagreed that local construction companies apportion resources towards building new capabilities amongst staff as shown and as depicted by the mean of 3.83 and standard deviation 1.20. The standard deviation of 1.2 signified that some of the responses are diverse and are not clustered around the mean. Further, the study noted that 55.2% of the respondents are uncertain on recognition and reward system for staff who innovate as shown and depicted by mean of 3.43 and standard deviation of 1.40. The standard deviation signified that most of the responses not clustered around the mean and hence diverse. On the other hand, 64.3% of the respondents disagreed that local construction companies have a culture that challenges status quo and stimulate new ideas as shown and depicted by the mean of 2.31 and standard deviation of 1.20. The standard deviation of 1.20 indicated that some of the responses not clustered around the mean hence diverse opinions.

On aggregate of various aspects of innovation-oriented leadership displayed by stakeholders, in road construction companies by study was 2.60. It indicated that there has been reluctance in cultivation of innovation-oriented leadership in construction. Many sectors performing well today have embraced innovation in solving their problems. Innovation is crucial in solving emerging problems within a sector that improves efficiency and fosters competitiveness. The findings agree with those of a study by Alneadi et al. (2020) which found that innovation-oriented leadership has

transformed organization from less effective to fully optimal. Innovation introduces fresh ideas that are sustainable and foster competitiveness of an organization.

Competitiveness of Local Road Construction Companies in Nairobi

Construction firms remain competitive if financial, technical and machinery aspect are superior as compared with competitors. Thus, this call for engagement of competent construction firms so as road projects can be complete within given timelines and at cost. The study sought to establish the competitiveness of local road construction firms by assessing responses regarding statements on organizational competitiveness as shown in table 4.6.

Table 4.6 Analysis of Competitiveness of Local Roads Construction Companies**Nairobi.**

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree	Mean	SD
Over the last five years, the organization financial turnover has been growing annually.	20.3	44.5	15.9	9.0	10.3	2.06	1.17
The organization has been able to finance construction projects without strain.	20.7	39.0	12.4	19.3	8.6	2.14	1.29
The organization has engaged adequate and competent technical staff.	25.9	46.6	17.2	6.9	3.4	2.24	1.01
The organization values professionalism and supports staff with necessary tools for projects delivery.	39.7	22.4	12.1	23.4	2.5	2.26	1.23
The organization owns basic construction equipment.	25.9	43.1	13.8	15.5	1.7	2.26	1.06
Over the last five years, the organization has invested in at least one key equipment annually.	41.4	29.3	8.6	17.2	3.4	2.18	1.23
The organization has been able to hire the necessary equipment for implementation of projects without strain.	41.4	29.3	10.3	12.1	6.9	2.16	1.28

The study observed that 68.4% of the respondents disagreed that over the last five years, the organization financial turnover has been growing annually as shown and depicted by the mean of 2.06 and standard deviation of 1.17. The standard deviation signified that some of the responses are not clustered around the mean. On the other hand, most of the respondents disagreed that organization has been able to finance construction projects without strain as shown by the mean 2.14 and standard deviation 1.29. The standard deviation signified that some of the responses are diverse. 72.5% of the respondents disagreed that organization has engaged adequate and competent technical staff as shown and depicted by the mean of 2.24 and standard deviation 1.01. The standard deviation of 1.01 signified that most of the responses clustered around the mean. On the other hand, several of the respondents disagreed that organization values professionalism and supports staff with necessary tools for projects delivery as shown by the mean of 2.26 and standard deviation of 1.23. The standard deviation signified indicated that most responses clustered around the mean and thus are diverse. 69% of the respondents disagreed that local construction companies own basic construction equipment as shown and indicated by the mean of 2.26 and standard deviation of 1.06. Standard deviation signified that most of the responses clustered around the mean. On the other hand, 70.7% of respondents disagreed that over the last five years, the organization has invested in at least one key equipment annually as indicated by the mean of 2.18 and standard deviation of 1.23. The standard deviation showed that many of the responses not clustered around the mean hence opinions are diverse. Additionally, most of the respondents disagreed that organization has been able to hire the necessary equipment for implementation of projects without strain as depicted by the mean of 2.16

and standard deviation of 1.28. The standard deviation signified that most of the responses are diverse and not clustered around the mean.

The average mean of all aspects of competitiveness in road construction companies was <2.5. This signified that majority of the stakeholders were of the view that competitiveness in most road projects is still inadequate. Lack of adequate competitiveness among local road construction companies hampers its sustainability and aggregate performance.

Correlation analysis of the variables.

In this research, Pearson's correlation (r) was applied to explore the association between the variables, particularly in terms of direction and strength ranging ± 1 . Pearson correlation analysis conducted before carrying out further regression analysis. $r = +0.7$ indicates strong relationship, $r = +0.5$ to 0.69 is a strong association, $r = 0.3$ to 0.49 moderate relationship whereas $r < 0.29$ is weak association. Where $r = 0$ it indicates that there is no association (Danacica, 2017). Table 4.7 shows correlation results.

Table 4.7 Correlation Results

Correlations		Org anizati on Compe titivene ss	Focus- oriented Leadership	Persiste nt Oriented Leadership	Collabor ative- oriented Leadership	Innovati ve Oriented Leadership
Organizat ion Competitive ness	Pears on Correlati on	1	.472**	.342**	.621**	.747**
	Sig. (2-tailed)		0.000	0.008	0.000	0.000
	N	58	58	58	58	58
	Pears					
Focus- oriented Leadership	on Correlati on	.472 **	1	0.225	.462**	.376**
	Sig. (2-tailed)	0.00 0		0.090	00.000	0.004
	N	58	58	58	58	58
	Pears					
Persistent Oriented Leadership	on Correlati on	.342 **	0.225	1	0.201	0.218
	Sig. (2-tailed)	0.00 8	0.090		0.131	0.1
	N	58	58	58	58	58
	Pears					
Collabora tive-oriented Leadership	on Correlati on	.621 **	.462**	0.201	1	.532**
	Sig. (2-tailed)	0.00 0	0.000	0.131		0.000
	N	58	58	58	58	58
	Pears					
Innovativ e Oriented Leadership	on Correlati on	.747 **	.376**	0.218	.532**	1
	Sig. (2-tailed)	0.00 0	0.004	0.100	0.000	
	N	58	58	58	58	58
	Pears					

** Correlation is significant at the 0.01 level (2-tailed).

The study established that there was significant and positive association between focus-oriented leadership and competitiveness of local roads construction companies in Nairobi ($r=.472$, $p=0.000<0.05$). The computed p value of $0.000 < 0.05$ means that the relationship between focus-oriented leadership and competitiveness of local roads construction firms in Nairobi is statistically significant. The association between the two variables are moderate. Focused leadership present organization an opportunity to concentrate on critical areas that require more attention to achieve desired results. Focusing will in such case enable one discover and embrace such concealed opportunities around them. Moreover, one can lose focus when they are either working too hard or are not working enough. One can regain focus and maintain it by writing down daily tasks and reconsidering the priorities. Individual overwhelmed by pressure might tend to lose focus. This finding concurred with a study by Ruzgar (2018) that pointed out that focus-oriented leadership affects the mutual relationship between subordinates and management within an organization. Focus-oriented leadership emphasize so much on task related activities that should be done within a specific period and meeting certain conditions.

Correlation results further revealed that there exist a positive and significant relationship between persistent oriented leadership and competitiveness of local roads construction companies in Nairobi ($r=.342$, $p=0.008<0.05$). The computed p value of $0.008 < 0.05$ means that the association between persistent oriented leadership and competitiveness of local roads construction firms in Nairobi is statistically significant. The association between the two variables is moderate. Successful entrepreneurs consider persistency as a key characteristic whose outcome often is competitiveness of

the organization. Sometimes potentially disastrous circumstances resolved by bravery and optimism, widely held acceptance that they can withstand the season and continue to flourish. This finding concurs with Mochalowicz (2017), Caliendo, Goethner and Weißenberger (2019) and Widjaya (2017) who observed that persistence-oriented leadership has positive influence on competitiveness of an organization.

Pearson correlation finding indicated that there exist a strong and positive association between collaborative-oriented leadership and competitiveness of local roads construction companies in Nairobi ($r=.621$, $p=0.000<0.05$). The computed p value of $0.000 < 0.05$ means that the association between collaborative-oriented leadership and competitiveness of local road construction companies in Nairobi is statistically significant. Collaboration in organization has potential for positive impact on employee productivity, well-being, engagement and capacity of organization. Dessavre (2021) observed that despite organization having formal training programs, work environment that is collaborative nurtures learning that is more organic.

Finally, the study revealed that innovative oriented leadership has strong and positive association with competitiveness of local roads construction companies in Nairobi ($r=.747$, $p=0.000<0.05$). The computed p value of $0.000 < 0.05$ means that the association between innovative oriented leadership and competitiveness of local roads construction companies in Nairobi is statistically significant. Innovating frequently is important in business because it will help the business keep the services, products and operations that are responsive to the market need (Cassidy, 2018). Innovation adds value to business through more relevant products and services that meet the needs of the present market thereby giving competitive advantage over competitors. With the

endlessly changing world, innovation will help the business to adopt to the new realities and thus make it remain profitable and relevant. Innovation can become the differentiating factor in the current competitive environment.

Regression analysis of variables.

To establish the relationship between visionary leadership and competitiveness of local roads construction firms, multiple linear regression model was used to determine the relationship between the variables. The model is as follows;

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e$$

Y= Organizational competitiveness

B₀= Constant

X₁=Focus oriented Leadership

X₂= Persistence-oriented leadership

X₃= Collaborative-oriented leadership

X₄= Innovation-oriented leadership

E=error term

The model results output comprised of the model summary, Anova test and regression of coefficient. Table 4.8 presents the model summary results.

Table 4.8 Summary of the Model Finding

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.848a	0.72	0.699	0.41608

a Predictors: (Constant), Innovative Oriented Leadership, Persistent Oriented Leadership, Collaborative-oriented Leadership, Focus-oriented Leadership

The model summary revealed an R square of 0.699. The model summary implies that innovative oriented leadership, persistent oriented leadership, focus-oriented leadership explains 69.9% of competitiveness of road construction firms in Nairobi. Visionary leadership entails farsighted, deep understanding of issues and employing of knowledge in building strategies that enable an organization achieve its mandate and remain competitive for a near future. By linking efforts and outcomes, visionary leadership is essential in responding to changes that occur in markets and require interventions. Taylor, Cornelius and Colvin, (2019) observed that visionary leadership is ideal in bringing out competitiveness of an organization.

Table 4.9 ANOVA Finding

Model	Sum of Squares	df	Mean Square		F	Sig.
			df	Square		
	Regression	23.4	5	4.68	34.014	.000 ^b
	Residual	9.175	3	3.058		
	Total	32.575	8			

a. Dependent Variable: Organization Competitiveness

b. Predictors: (Constant), Innovative Oriented Leadership, Persistent Oriented Leadership, Collaborative-oriented Leadership, Focus-oriented Leadership.

The ANOVA results in table 4.9 shows an F value of 34.014 and p-value of .000. The calculated p-value of $.000 < 0.05$ is an indication that innovative oriented leadership, persistent oriented leadership, collaborative-oriented leadership and focus-oriented leadership is a significant predictor of competitiveness on local roads construction firms in Nairobi. The ANOVA table results confirm that the overall model is statistically significant in explaining the relationship between innovative oriented leadership, persistent oriented leadership, collaborative-oriented leadership and focus-oriented leadership and competitiveness of local roads construction companies in Nairobi. Good leadership can uplift competitiveness of an organization to higher level. Competitiveness of an organization is only realized when there is complete change of how things are done. Visionary leadership can stimulate a change within organization through setting strategic direction that convince the team members within the organization that change is

good for future progress. This change is only realizable when all the management are aligned to the course. Marlia, et al., (2020) remarked that leadership that organize their subordinates and all other teams to actualize organizational objectives and goals, social interaction among the teams is vital in realizing harmonious and conducive environment.

Table 4.10 Coefficient Finding

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B	Beta		
(Constant)	0.055		0.16	0.86
Focus-oriented Leadership	0.216	0.207	2.25	0.02
Persistent Oriented Leadership	0.25	0.245	2.72	0.00
Collaborative-oriented Leadership	0.212	0.217	2.42	0.01
Innovative Oriented Leadership	0.335	0.398	4.13	0.00
Dependent Variable: Organization Competitiveness				

Competitiveness=0.055+0.216 Focus-oriented Leadership+0.25 Persistent Oriented leadership+0.212 Collaborative-oriented Leadership+0.335 Innovative Oriented Leadership +error term

Summary of findings.

Focus-oriented Leadership and Organization Competitiveness

The first objective was to establish the influence of focus-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. The descriptive finding of focus-oriented leadership indicated that many of the respondents disagreed that focus-oriented leadership has been embraced among the contractors. The finding indicated that majority (63.8 percent) of the respondents disagreed that sampled organizations' vision was to become a major player in the industry and that organization has created a good reputation in the industry through good performance. Additionally, the respondents (40.5 percent) disagreed that contractor's staff members are highly motivated.

On the other hand, the inferential finding that involved correlation and regression indicated that, correlation finding indicated that there exist positive and moderate association between focus-oriented leadership and competitiveness of local construction companies in Nairobi. The regression finding indicated that coefficient of focus-oriented leadership was positive and statistically significant with competitiveness of local roads construction companies in Nairobi ($\beta=.216$, $p\text{-value}=.028$). This finding implies that enhancement of focus-oriented leadership improves organization competitiveness in the market. From the study, it was deduced that the coefficient of focus-oriented leadership was positive and statistically significant with competitiveness of local roads construction companies in Nairobi ($\beta=.216$, $p\text{-value}=.028$). This finding implies that enhancement of focus-oriented leadership improves organization competitiveness in the market. Focus will help one to concentrate efforts on what is most crucial for the business that leads to

competitiveness. An organization that prioritizes initiatives has better clarity on the direction the organization is taking (Rodriguez, 2021). According to strategic leadership theory, focused leadership is crucial in realizing organizational performance and is linked to competitiveness.

Focus-oriented leadership encourages individuals to disregard disruptions and concentrate on their tasks, a factor that enhances productivity. In today's working space, many changes take place and disruptions are inevitable. Apparently, it becomes difficult for one to succeed in such work environment without focus. Vancruze (2017) opined that today's world is very fast with full of things that can cause distractions every day. This call for individual focus on tasks execution and desired results become achievable. Focusing enhances discovery and embracing of concealed opportunities around. Focusing needs consistency and individuals are supposed to write down daily tasks and reviewing of priorities. However, pressure emerge and disrupt focus. Thus, there is need for business to stand out in this very competitive environment by embracing specialization that requires focus (Riani2019).

Focus-oriented leadership is significant in concentrating effort that make organization competitive. Specialization is an essential component that makes competitiveness thrive and this enshrines focus-oriented leadership. Organizations might not be in control of competitors but strategies about future are important. According to Rodriguez (2021) organization with priorities, exhibits focused oriented leadership. Organizations therefore focus on areas of priorities that guarantee productivity for

success to be realized. Focus will allow the organization to give attention to the most viable options hence better outcome.

The findings of the study concurred with those of Khosla and Sawhney (2018) who observed that although leaders sometimes imagine that the more arrows they have at their disposal and the more the targets they shoot at, the more they will score; however, the reality is growth many times happens from fewer arrows that are strong, aimed at fewer specific targets. Therefore, focus is the engine of growth. The findings also agreed with those of Ceri-Booms et al. (2017) who remarked that focus-oriented leadership had a strong association with performance of an organization because focus-oriented leadership insisted on motivation of workforce through rewards or discipline and clarifying issues so that everything on course remain undeterred.

Persistent Oriented Leadership and Organization Competitiveness

The second objective was to assess the effect of persistence-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. The descriptive finding of the second objective indicated that local roads construction companies in Nairobi have not to a large extent employed persistent-oriented leadership as indicated by 57.5 percent of the respondents. On the other hand, inferential finding showed that Pearson correlation showed that persistent oriented leadership positively affect competitiveness of an organization. The regression finding depicted that persistent oriented leadership significantly affect competitiveness of an organization. The regression coefficient indicated that persistent oriented leadership was positive and statistically significant with competitiveness of construction of roads projects in Nairobi

($\beta=.25$, $p\text{-value}=.009$). It implied that continuity of persistent oriented leadership guarantee success in an organization. This implied that both descriptive and inferential finding showed that persistent-oriented leadership was positive and statistically significant with competitiveness of local roads construction companies in Nairobi. This is anchored by contingency theory that require leaders to have consistent sets of behaviours and principles when handling issues in an organization. Continuity in pursuing a goal in front of difficulty is critical to the competitiveness of any construction firm. Chaker, et al., (2018) argued that consistent persistence among workers within an organization leads to a success. Several scholars are in consensus that consistency in persistence despite myriad of failures is vital in achieving success.

Successful entrepreneurs bear this persistent quality as a key characteristic whose outcome often is competitiveness of the organization. Sometimes potentially disastrous circumstances faced and resolved by business people because of the bravery, optimism and a universal belief that they can withstand the season and continue to flourish. Sometimes great adversity helps people develop maturity, wisdom, personal strength and confidence. It is when sailing in troubled water that men become great sailors not when sailing on tranquil sea. This also applies in the world of business.

Organizational leaders require persistence of effort in discharging their mandate. Caliendo et al. (2019) noted that persistency is a prerequisite if one wishes to exploit the full potential of a certain venture. Persistency in business requires one to be motivated to pursue a selected business option despite challenges, setbacks and uncertainties that might be equally attractive. In the face of conflicts with business partners, persistency is an important ingredient. Organization's fate lies in availability or lack of persistence in

obstacle faced (Widjaya, 2017). Several scholars are in consensus that failure witnessed in so many organizations is because leaders give up easily whenever confronted with issues.

The finding of the study agreed with those of Caliendo, *et al.*, (2020) who pointed out that persistence is vital in initiating decision-making process. The findings also concurred with those of Stoddart, *et al.*, (2020) who noted that persistence-oriented leadership is a critical strategy that organizations should focus on going into the future in order to remain competitive by strengthening several adaptive measures. Further, the findings corroborated those of Hall (2017) who observes that for an entrepreneur to succeed in their goals, persistence is required as a critical characteristic.

Collaborative-oriented Leadership and Organization Competitiveness

The third objective was to establish influence of collaborative-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. The descriptive finding of the third objective in the study indicated that many of the respondents indicated that collaborative-oriented leadership is vital on the competitiveness of the road construction organization; however, the local roads construction companies in Nairobi have not fully established collaborative leadership mechanism as indicated by 63.6 percent of the respondents. The correlation finding established that the association between collaborative-oriented leadership is positively strong and significant. Additionally, the regression finding revealed that collaborative-oriented leadership coefficient had a positive and significant effect on competitiveness of local roads construction companies in Nairobi ($\beta=.212$, $p\text{-value}=.019$).

This imply that both descriptive and inferential finding indicate that collaboration-oriented leadership influenced competitiveness and this answered both research question and objective of the study. The theory of strategic leadership emphasized on the need of having teamwork in an organization because collectivism enhances shared values that can foster competitiveness. Collaboration can increase the likelihoods of gaining business opportunities, address the needs and demands of the market as well as enhance resources and competences sharing in this competitive and fast changing business environment. Jianbin et al. (2017) observes that recent trend in organizations reveal a surge in collaborative networked organization for the purpose of remaining competitive and meet the needs of the current dynamic market. By collaboration, businesses can contest in markets usually outside their individual reach when they complement each other and focus in different areas.

Collaboration offers a platform for knowledge transfer. Gregory (2019) suggests that the opportunity for learning provided by collaboration is its one of the main benefits. Some of the successful collaborations experienced have involved professional from different fields who brought to the table different skills, strengths and perspectives. Such an opportunity offers a great chance for learning. Moreover, collaboration enables pooling of resources, thereby enhancing capacity of organizations. According to Kissimoto, Laurindo and Mattos (2019) collaboration with other entities is a powerful way of achieving desired goals in a flexible environment especially when developing a new product. Collaboration requires many resources to be successful that at times disadvantage businesses.

Collaborative-oriented leadership is paramount to competitiveness of any industry. Leaders who have trained well to work collaboratively at the middle of management plays a critical role in enhancing firms' competitive advantage in the market. Collaborative leadership improves the relation among various stakeholders immensely, which arguably is the most contributor to success of most construction firms. Hsieh and Liou (2016) observed that collaborative leadership helps organization to streamline conflicts, facilitate teamwork and foster commitment. Collaborative-oriented leadership improves delivery of service through enhanced cohesion within a workplace that is an ingredient to harmonious environment.

The finding of the study concurred with Nibusinessinfo (2021) who observed that collaboration among institutions enhances competitiveness due to exchange of expertise and knowledge. The findings also corresponded with those of Dessavre (2021) who noted that training of employee fosters competitiveness. It further the findings agreed with those of Kissimoto, Laurindo and Mattos (2019) who argued that collaborative-oriented leadership increases value of an organization.

Innovative Oriented Leadership and Organization Competitiveness

The fourth objective was to determine the influence of innovation-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. The descriptive finding of the fourth objective indicated that innovation-oriented leadership improved competitiveness of roads construction firms. However, majority of the respondents (58.3 percent) have reservations on how innovative-oriented leadership have been embraced among the local contractors. Correlation finding of the study

showed that innovation-oriented leadership had a positive and strong association with competitiveness that was significant. The regression finding of the study indicated that innovation-oriented leadership has a positive and significant influence on competitiveness of construction projects in Nairobi ($\beta=.335$, $p\text{-value}=.000$). This indicated that both the descriptive and inferential finding agreed that innovative-oriented leadership affected competitiveness of road construction projects. Therefore, research question and objective has been answered. According to Stock et al. (2017) innovation-oriented leadership facilitate acquisition of customer information that is very critical in integrating customers' needs and aligning with the organizational objectives. Innovation-oriented leadership rewards talent development in an organization holistically and thus gives an organization competitive advantage over the opponent.

Innovation-oriented leadership challenges the traditional way of doing things or bringing ideas from one industry to another. A process comprises numerous activities and outcome entails new way of doing things and competitiveness of organization. Consumers are encouraged to go for the best, convenient and preference. Brooks (2017) argued that the only way business becomes successful is keeping products, services and operations of fresh ideas through innovation. More than before consumers have become adapted to go for what is best, more convenient, or more fashionable. Brooks (2017) observes that one of the secrets to succeeding in a business venture is ability to keep products, services and operations fresh through new ideas. Innovation is the process of actualizing these ideas. New ideas transform organization to a different outfit that achieve optimal results after utilizing resources efficiently and effectively. According to

Alnead et al. (2020), innovation-oriented leadership has transformed institution into more effective and performance registered become desirable.

The findings of the study concurred with those of Greenwald (2017) who observed that innovation-oriented leadership has a positive change on performance of an organization. Again, they agreed with those of Cassidy, (2018) who established that innovation-oriented leadership is essential in responding to the market needs. Finally, the findings corresponded with those of Kylliainen (2019) who noted that innovation-oriented leadership enabled business remain appropriate in the competitive marketplace.

Content analysis.

The open-ended questions in the questionnaire produced qualitative data. The qualitative data were analysed using content analysis technique via the Nvivo software. The themes that featured from the qualitative responses were tabulated in the table form and matched with specific objective that it addresses.

Table 4.11: Qualitative Findings

Thematic area	Key themes/ responses	Interpretation of the theme and collaboration with the past literature.
Vision and organisation competitiveness	-guarantee sustainability -provides direction and focus to achieve strategic goals (34) -focus for the organisation (12) -planning and allocation of firm resources -path to achieving goals/targets/mandate/guiding principle (19) -purpose and objectives of the organisation -forecasting/future (10) -checklist for self-evaluation	The organization vision guarantees sustainability and tenacity towards future growth during difficult circumstance. Vision of organization enables it to have direction in realizing strategic goals. A planning tool help organization allocate and utilize resources to achieve a given objective. Guides the organization in achieving its goals. Assist in forecasting the activities of the organization. By linking efforts and outcomes, visionary leadership is essential in responding to changes that occur in markets and require interventions. Taylor, Cornelius and Colvin, (2019) observed that visionary leadership is ideal in bringing out competitiveness of an organization. Likewise, Marlia, et al., (2020) vision is vital in realizing harmonious and conducive environment.
Determination and organisation competitiveness	-valuable experience -encourage dedication and self-belief among employees,	According to responses, determination provides valuable experiences that enables the organisation to adequately address organisation challenges that emerge, identify weaknesses and build on their strengths. It

	continual improvement -identify weaknesses of the organisation and built on strengths	also allows the organisation to remain focused in achieving its ultimate goals and objectives. Determination gives valuable experience whenever challenges are encountered. It enables organization to remain focused on goals and targets. Help overcome difficulties. Persistence yields resilient during difficult and challenging time. It strengthens marketing strategy of an organization hence more sales are going to be made. Focus-oriented leadership encourages individuals to concentrate on their tasks by ignoring disruptions that enhances productivity. In today's working space, many changes take place and disruptions are inevitable. Apparently, it becomes difficult for one to succeed in such work environment without focus. When individual focus on tasks execution then desired results become achievable. Focusing enhances discovery and embracing of concealed opportunities around. Focusing needs consistency and individuals are supposed to write down daily tasks and reviewing of priorities. The findings concur with those of Ceri-Booms et al. (2017) who remarked that focus-oriented leadership had a strong association with performance of an organization.
Collaboration with other partners and organisation competitiveness	-cushions organisation from straining in attaining necessary resources required. Pulling resources together (23) -strength among workers to achieve organisation goals -benchmarking strategies with other organisations -sharing experiences and challenges, sharing of knowledge, ideas and enhancing marketing	With collaboration, potential strength of team players is brought into play hence desirable milestone can be achieved. It cushions the organization from straining in attaining necessary resources for growth. In terms of capacity building, sharing of knowledge, experiences and challenges facilitate the formulation of strategies to build the firm's competitiveness. It accords the organization an opportunity to learn from the most established organizations. Partnership mobilizes resources that organization lacked. Furthermore, though collaboration, businesses can contest in markets usually outside their individual reach when they complement each other and focus in different areas.

	strategies - opens up new opportunities (33)	According to Jianbin et al. (2017) collaborative activities enable organizations pull resources and effort together and thus remain competitive and meet the needs of the current dynamic market. According to Kissimoto, Laurindo and Mattos (2019) collaboration with other entities is a powerful way of achieving desired goals in a flexible environment especially when developing a new product
Innovation and organisation competitiveness	-efficient accomplishment of tasks. -better business process to achieve organisation goals -new ideas and ways of doing things for enhanced organisation productivity -brings technological leverage in the organisation - efficiency and cost reduction	Innovations brings new ways of ideas of undertaking organisation activities. The new business process and ideas enhances organisation efficiency, reduce operational costs and brings competitive advantage in the organisation. Furthermore, innovation ensures that you accomplish tasks using the best optimal method unlike the traditional way of doing things. Innovation enables the organization to come up with new ways of achieving best results more effectively. Bring new ideas and ways of doing things that increases productivity. It enables contractors to navigate through the ever-changing environment. Application of innovation such as technology usage enhance sustained growth. The results align with those of Stock et al. (2013) who observes that innovation brings new business process and ideas that are very critical in attaining organizational objectives. According to Brooks (2017) argued that the only way business becomes successful is keeping products, services and operations of fresh ideas through innovation.
Financial capacity and organisation competitiveness	-fund and implement organisation projects -minimize use of expensive loans to fund organisation projects - seamless cash flow to fund organisation project	Adequate financial capacity enables the organisation to fund its projects and administration cost at ease. The organisation can acquire construction equipment on time, pay the personnel on time and other logistics as need and without delays reducing high construction cost. It also minimizes overlying on expensive loans that can plunge the road construction company into financial

	- fast delivery of road projects - acquire equipment at right time, finance activities without delay and thus reduce construction costs - pay overheads like office space, fuel, remuneration and other administration costs	problems. The results agree with those of Simiyu (2018) who found that financial capacity can affect performance in road construction.
Technical capacity and organisation competitiveness	-competent workers -minimize use of expensive loans to fund organisation projects - Efficiency and ease of road project activities - Reduce cost of road construction	With technical capacity, the organisation is able to build up a strong team to do tasks with precision, quality and required specifications. This will be possible because the organisation can do timely planning, coordination and delivery of the project road project activities. It also facilitates the delivery of key road projects with efficiency and ease. Further, an organisation with adequate technical capability reduces costs of construction that may have emanated from outsourcing technical personnel.
Machinery capacity and organisation competitiveness	- Tasks done with precision - Minimize cost of hiring equipment - time saving	With machine capability, the organisation can diligently undertake its tasks with precision reducing the overall costs of construction activities guaranteeing the organization profits, sustainability and thus competitive advantage in the road construction industry. Moreover, the local construction organisation can minimize costs associated with hiring the road construction machinery allowing it to minimize costs as the machinery are readily available throughout the construction period. Time scope is critical in road construction project like other projects. Availability of the machinery enables the local construction companies to undertake their mandate immediately they are offered the opportunity.

Chapter Five: Summary, Conclusion and Recommendation

Introduction

The chapter outlines the summary of findings, conclusion and recommendations. The chapter ends with study topic for future research.

Summary

The first objective of the study sought to establish the influence of focus-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. The descriptive finding indicated that majority of the respondents agreed that focus-oriented leadership enhances competitiveness of roads construction firms. Further, the descriptive findings showed that focus-oriented leadership has not been optimally employed in the management of the local road construction firms. The correlation finding indicated that there exist positive and moderate association between focus-oriented leadership and competitiveness of local road construction companies in Nairobi. The regression finding indicated that the coefficient of focus-oriented leadership significantly influenced competitiveness of local roads construction companies in Nairobi.

The second objective assessed the effect of persistence-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. The descriptive finding indicated that majority of the respondents indicated that persistent oriented leadership enhances competitiveness of road contractors. Further, the descriptive findings have indicated that persistence-oriented leadership has not been

demonstrated among the local road contractors operating in Nairobi County, Kenya. The Pearson correlation finding showed that persistent oriented leadership positively affect competitiveness of an organization. The regression coefficient indicated that persistent oriented leadership resulted to positive effect on competitiveness of local roads construction companies in Nairobi.

Objective number three sought to establish influence of collaborative-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. The descriptive finding revealed that many of the respondents noted that collaborative-oriented leadership is vital to the competitiveness of road contractors. Further, the descriptive findings have established that collaborative-oriented leadership has not been demonstrated among the local road contractors operating in Nairobi County, Kenya. The correlation finding established that the association between collaborative-oriented leadership and competitiveness is positively strong and significant. Additionally, the regression finding revealed that collaborative-oriented leadership coefficient had a positive and significant effect on competitiveness of local roads construction companies in Nairobi.

The fourth objective sought to determine the influence of innovation-oriented leadership on competitiveness of local roads construction companies in Nairobi County, Kenya. The descriptive finding noted that innovation-oriented leadership improved the competitiveness of local roads construction companies. Further, the descriptive findings established that innovation-oriented leadership had not been largely demonstrated among the local road contractors operating in Nairobi County, Kenya. Correlation finding of the

study showed that innovation-oriented leadership had a positive and strong association with competitiveness that was significant. The regression finding of the study indicated that innovation-oriented leadership has a positive and significant influence on competitiveness of local roads construction companies in Nairobi.

Globally international road construction firm have adopted visionary leadership in fostering competitiveness. Many have embraced modern technology in their operations to foster competitiveness. The adoption of visionary leadership has helped many international players improve efficiency and effectiveness in their operations. Momaya, and Iyer, (2020) opined that visionary leadership involve transforming organization into adaptive thus making it competitive compare to other players and is done by identifying successfully area. Further, Azeem, et al., (2020) remarked that competitiveness of road construction projects remains a complex activity driven by visionary leadership, highly trained human resources, collaboration between players and partnership in research and development of new products. Competitiveness of road construction companies is affected by factors that underline performance. In addition, Huynh, et al., (2019) observed that the greatest asset that can drive competitiveness of road construction companies is visionary leadership.

Conclusion

Focus-Oriented Leadership and Competitiveness of Local Roads Construction Companies in Nairobi.

From the findings of the first objective, the study concludes that engaging focus-oriented leadership will significantly positively affect competitiveness of roads

construction companies in Nairobi County, Kenya. Focus-oriented leadership encourages individuals to concentrate on their tasks by ignoring disruptions that enhances productivity. In today's working space, many changes take place and disruptions are inevitable. Apparently, it becomes difficult for one to succeed in such work environment without focus. Focus will help one to concentrate efforts on what is most important for the business which leads to business competitiveness. For a business to stand out in this very competitive environment, there will be need for specialization which requires focus. As an investor you may not be able to control the next move of your competitors but you can choose to focus on where you are going. If resources are limited focusing on what is achievable can unlock the potential. Again, productivity at work is increased when there is focus, this is because a lot of distractions which hamper productivity are overcome through focus.

Persistent-Oriented Leadership and Competitiveness of Local Roads Construction Companies in Nairobi.

From the findings of the second objective, the study concludes that adoption of persistent-oriented leadership will significantly positively influence the competitiveness of local road construction companies operating in Nairobi County, Kenya. Persistency in business requires one to be motivated to pursue a selected business option despite challenges, setbacks and uncertainties that might be equally attractive. In the face of conflicts with business partners, persistency is an important ingredient. Organization's fate lies in availability or lack of persistence in obstacle faced. Persistence-oriented leadership is a prerequisite to exploit potential of organization activities and consequently its success. Persistence is vital in initiating decision-making process. In

decision-making process, a contractor has to make choices based on the prevailing circumstances especially during the project inception and thus persistence is vital for a suitable decision that favours the circumstance. Persistence therefore is a key ingredient when pursuing industrial competitiveness despite unforeseeable challenges and other uncertainties.

Collaborative-Oriented Leadership Competitiveness of Local Roads Construction Companies in Nairobi.

From the findings of the third objective, the study concludes that adopting collaborative-oriented leadership significantly and positively influenced the competitiveness of local road construction companies operating in Nairobi County, Kenya. Collaborative-oriented leadership is paramount to competitiveness of any industry. Leaders who have trained well to work collaboratively at the middle of management plays a critical role in enhancing firms' competitive advantage in the market. Collaborative leadership improves the relation among various stakeholders immensely, which arguably is the most contributor to success of most construction firms. Collaboration is ideal platform for knowledge transfer. This provides an opportunity for learning hence injection of new ideas. Several successful collaborations have involved professionals from different field that brought different kind of skills to the institution thus enhanced competitiveness. Collaborative-oriented leadership builds relationship among various stakeholders who happen to play important role in the success of the organization. Tasks and decision making normally suffers immensely when collaborative approach not embraced fully. Collaborative leadership is critical to performance of public sector organs.

Innovation-Oriented Leadership Competitiveness of Local Roads Construction Companies in Nairobi.

Drawn from the finding of the fourth objective, the study concludes that employing innovation-oriented leadership will have positive and significant influence on competitiveness of local road construction companies operating in Nairobi County, Nairobi. Businesses that innovate remain relevant in the market. In addition to the significant part innovation play towards economic growth, it enables business remain appropriate in the competitive marketplace. This could be by review of existing business processes to make them more efficient and increase productivity or by innovating a way of improving the quality of existing products or services. Some organizations like Microsoft and Apple have remained market leaders due to their constant innovation. Others like Uber and Amazon, through innovation disrupted the status quo in their industries when they altered processes at the core. Clearly, market leaders today are those who have embraced innovation.

Recommendations

Recommendation for Local Road Construction Companies

The study recommends adoption of visionary leadership among local road construction companies operating in Nairobi County, Kenya. Focus-oriented leadership will be essential among the local roads construction companies because it will eliminate disruptions in work place that is caused by changes that occur in a work environment. The study recommends making organization vision a leading parameter in enhancing competitiveness. Road construction players have ignored what their vision as an organization entails when it comes to execution of projects. Organization vision is

supposed to drive its mission and operations that is not the case of most road entities. This has made several of them lose competitiveness. There is need for them to stick to their vision so that competitiveness become sustainable.

On persistence-oriented leadership, the study recommends that local road construction companies develop adaptive strategy that instil persistence skills among team players in the sector. Persistence is key in ensuring that organization cope up with challenges that might prevail in the market. Challenges ranging from change of work environment to competitors employing sophisticated techniques in establishing links in the sector.

Collaboration of organizations remain the most essential strategy of exchanging ideas and knowledge. The study recommends partnership in tendering with other players that competitive advantage. Most of the projects within the sector are awarded through tendering process. Some of these projects are capital intensive and one manager may not be able to tender alone. Thus, it calls for joined efforts in sharing best way of tendering and increasing chances of winning the award.

Innovation-oriented leadership is essential in generating new ideas that can improve competitiveness of a business. Therefore, the study recommends that local roads contractors align project policies and objectives towards innovations. Creating conducive environment for innovation along the leadership is crucial in fostering competitiveness of the road projects.

Recommendation for Policy Makers in the Local Road Construction Sector.

Innovation-oriented leadership is critical for an organization that is ready to tilt scale of changes that occur in the competitive market. The study's recommendation to authorities who are custodian in construction industry is to formulate a policy that enables innovation to thrive for instance embracing all the new ideas that emerge. New ideas emerging within the local sector should be domesticated since it might offer the ideal solutions to challenges the sector experience.

Recommendation for further Research

The study focused on four aspect of visionary leadership that include focus-oriented, persistent-oriented, collaborative-oriented and innovation-oriented. These are not the only aspect of visionary leadership and those that were not investigated in this study might have a significant influence that the future study should focus on. Some of the other important aspect of visionary leadership not covered by this study include risk taker-oriented leadership, inspirational-oriented leadership and strategic planner-oriented leadership. These leadership aspects of visionary not studied are important in addressing issues related with motivating employees that is critical in enhancing competitiveness.

Contribution to Knowledge

The findings of study will benefit future researchers as it added to the existing knowledge in the field of leadership. Further, the study has filled an existing research gap in the area of leadership and competitiveness of local road construction companies. Finally, the finding of this study will form a foundation for future research work.

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Appendix I: Introductory Letter

Dear respondent,

I am Peter Mwaniki a M.A leadership student at Pan Africa Christian University of and undertaking research titled “The Role of Visionary Leadership on Competitiveness of Local Road Construction Companies in Nairobi County, Kenya.” I therefore wish to request that you fill in the questionnaire genuinely. The information obtained will be used purely for academic purposes and will be confidential.

Appendix II: Questionnaire

The purpose of this research project is to establish the role of visionary leadership on competitiveness of local roads construction companies in Nairobi County, Kenya.

Section One: General Information

a) Gender

Male ☐ Female ☐

b) Age

18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ Above 55 ☐

c) Highest level of education

Diploma ☐ Graduate ☐ Post Graduate ☐

Others (Please specify) _____

d) How many years has the road construction company been operating?

0-3 year ☐ 4-8 years ☐ 9-13 years ☐ 14-18 years ☐ Above 18 years ☐

Section Two: Visionary Leadership

To what extent do you agree with the following statements concerning the organization? Use the following scale: **1- (Strongly Disagree), 2- (Disagree), 3- (Uncertain), 4- (Agree), 5- (Strongly Agree).**

Focus-oriented Leadership	1	2	3	4	5
a) The organization vision is to become a major player in the industry.					
b) The organization has created a good reputation in the industry through good performance.					
c) The management is not distracted from pursuing organization growth by short term gains and other investments.					
d) Contractor staff members are highly motivated.					
Persistence-oriented Leadership	1	2	3	4	5
e) The organization management has a determination to grow in the industry despite challenges.					
a) The management has demonstrated optimism during seasons the organization is facing challenges.					

b) The management continually invests resources even after discouraging results.					
Collaborative-oriented Leadership	1	2	3	4	5
a) The organization joins forces with other firms in tendering for larger projects, which are beyond individual capacity.					
b) The organization teams up with other firms in implementation of projects which are beyond individual capacity.					
c) The organization partners with other firms for purpose of knowledge transfer between staff.					
d) The management maintains active engagement with other players in the construction industry.					
Innovation-oriented Leadership	1	2	3	4	5
a) The organization has a culture that challenges status quo and stimulate new ideas.					
b) The organization regularly reviews its policies and procedures to include new ways of doing things.					
c) The organization apportions resources towards building new capabilities amongst staff.					
d) There is a recognition and reward system for staff who innovate.					

a) Explain why having a vision can be valuable to the growth of organization.

.....

b) Explain why having determination can be valuable to the growth of organization.

.....
 ...

c) Explain why joining forces with other organizations can be valuable to the growth of organization.

.....

d) Explain why innovation can be valuable to the growth of organization.

.....

 ...

Section Three: Organization competitiveness

To what extent do you agree with the following statements concerning the organization? Use the following scale: 1- (**Strongly Disagree**), 2- (**Disagree**), 3- (**Uncertain**), 4- (**Agree**), 5- (**Strongly Agree**).

Financial capacity	1	2	3	4	5
a) Over the last five years, the organization financial turnover has been growing annually.					
b) The organization has been able to finance construction projects without strain.					
Technical capacity	1	2	3	4	5
a) The organization has engaged adequate and competent technical staff.					
b) The organization values professionalism and supports staff with necessary tools for projects delivery.					
Machinery Capacity	1	2	3	4	5
e) The organization owns basic construction equipment.					
f) Over the last five years, the organization has invested in at least one key equipment annually.					
g) The organization has been able to hire the necessary equipment for implementation of projects without strain.					

a) Explain why financial capacity is valuable to competitiveness of organization.

.....

b) Explain why technical capacity is valuable to competitiveness of organization.

.....
.....

c) Explain why machinery capacity is valuable to competitiveness of organization.

.....
.....
...



Ethics Clearance Certificate

Researcher's name: PETER MWANIKI MUTITU (MALD/12271/0/18)

Title of Proposal: The Role of Visionary Leadership on Competitiveness of Local Roads Contractors in Nairobi County Kenya

Observations and Remarks

- The research title is clear and suitable for the degree level being undertaken.
- Objectives and problem statement are well aligned with the research tools
- The sampling procedure has been clearly articulated.
- The recruitment of participants or respondents is clear.
- The informed consent process is clear and satisfactory
- Respondents are not given an opportunity to withdraw and this must be addressed.
- Quantitative and qualitative data analysis is clear
- Data storage, handling and analysis are well described.
- Confidentiality while managing and handling data is clear
- There is no strategy for the dissemination of findings and this should be explained.
- Conventions of writing are fairly taken care of.

Verdict: The researcher has demonstrated consciousness of knowledge and use of ethics in research He can proceed to apply for a NACOSTI permit as required by law after addressing the few concerns raised.

Reviewed by

... jakinuthia Sign

Name...Dr. Jane Kinuthia..... Date...13/10/22.....

Member of PAC IERC.

14TH OCTOBER, 2022

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE LETTER FOR
MUTITU PETER MWANIKI REG. NO: MALD/12272/0/18**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing the degree of Master of Arts in Leadership.

He is at the final stage of the programme and is preparing to collect data to enable him finalise on his Thesis. The Thesis title is ***"The Role of Visionary Leadership on Competitiveness of Local Roads Contractors in Nairobi County Kenya"***.

We kindly request that you allow him obtain a research permit so as to proceed and conduct research amongst selected Local Roads Contractors in Nairobi County, Kenya.

Warm Regards,

Lilian Vikiro

Dr. Lilian Vikiro

Registrar Academic Affairs

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Ref No: 363021

Date of Issue: 22/October/2022

RESEARCH LICENSE



This is to Certify that Mr. Peter Mwaniki Muthitu of Pan Africa Christian University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Role of Visionary Leadership on Competitiveness of Local Roads Contractors in Nairobi, Kenya for the period ending : 22/October/2023.

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363021

Applicant Identification Number

W. Muthitu

Director General
NATIONAL COMMISSION FOR
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