

**INFLUENCE OF SUSTAINABLE DEVELOPMENT STRATEGIES ON THE
PERFORMANCE OF REAL ESTATE INVESTMENT TRUSTS IN NAIROBI CITY
COUNTY, KENYA**

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DECLARATION AND APPROVAL

Candidate's Declaration

I declare that this project is my original work and has not been presented in any other university or institution for the award of a degree.

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MBA/2019/42978

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Date ...07/05/2025...

Approval

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

Dr. Teresia Kalekye Mutisya

Signature... 

Date.....09/05/2025.....

Mount Kenya University

DEDICATION

I would like to dedicate this project to my lovely family; my husband Wilfred Mwangi, Children; Purity, Victor, Claire and Adrian.



ACKNOWLEDGEMENT

I want to extend my heartfelt gratitude to God for granting me the ability and strength to carry out this project. Additionally, I would like to express my gratitude to my family for their unwavering support throughout my studies, as well as their understanding and patience throughout the entire project process. The success of this project owes its existence to the dedicated efforts of my colleagues and friends for their support, and I feel compelled to acknowledge them. I extend special thanks to my supervisor Dr. Teresia K. Mutisya, whose guidance on numerous occasions has enabled me to track the progress of my project. May God bless you abundantly.



ABSTRACT

Sustainable development strategies in Real Estate Investment Trusts (REITs) are crucial due to the sector's dynamic nature and environmental impact. Understanding how REITs implement these strategies is essential for improving performance and achieving long-term sustainability. Despite various efforts, REITs still face performance challenges, highlighting the need for more effective and innovative sustainable development measures. This study sought to find out the influence of sustainable development strategies on the performance of REITs in Nairobi City County, Kenya. The study's objectives were establishing the influence of leadership strategies, establish the influence of innovative strategies, determine the influence of resource productivity strategies, and to assess the influence of stakeholder engagement strategies on the performance of REITs in Nairobi City County, Kenya. This research used Transformational leadership theory, Innovation Diffusion theory, Resource-based view theory, and Stakeholder theory. The study targeted 15 REITs within Nairobi City County as the unit of analysis, selected through purposive sampling. The study targeted 235 employees from these REITs as the unit of observation, serving as finance managers, assistant finance officers, operations managers, assistant operations officers, marketing managers, assistant marketing officers, risk managers, and assistant risk officers. To arrive at a non-biased or representative sample size sampling technique was used through the application of Taro Yamane formula where 148 participants were selected. The researcher utilized questionnaires with structured questionnaires to collect the data. Descriptive statistics were presented through frequencies, percentages, standard deviation, and mean. Data analysis was conducted using descriptive and inferential statistics to establish the link between the variables. Results revealed a β of .315 and a p-value of 0.001, between leadership strategies and the performance of REITs in Nairobi City County. Also, findings revealed a β of .255 and a p-value of 0.001 between innovative strategies and the performance of REITs in Nairobi City County. In addition, Findings revealed a β of .342 and a p-value of 0.001, between resource productive strategies and the performance of REITs in Nairobi City County. Lastly, Results revealed a β of 0.155 and a p-value of 0.006 between stakeholder engagement strategies and the performance of REITs in Nairobi City County. The study concluded that leadership strategies, innovative strategies, resource-productive strategies, and stakeholder engagement strategies had a positive and significant influence on the performance of REITs in Nairobi City County. The study recommends that REITs in Nairobi City County should adopt transformational leadership strategies to integrate sustainable development goals, drive innovation, and promote ethical decision-making for enhanced performance. Additionally, the study recommends embracing innovative strategies, including green technologies and smart building solutions to improve environmental performance, reduce costs, and foster a culture of continuous innovation. Moreover, the study recommends optimizing resource productivity by managing energy, water, and waste efficiently, alongside workforce training, essential for aligning operations with sustainability goals and boosting financial outcomes. Lastly, the study recommends comprehensive stakeholder engagement strategies, emphasizing transparency, collaboration, and alignment with community and investor interests, critical for building trust and ensuring long-term competitiveness in the real estate sector.

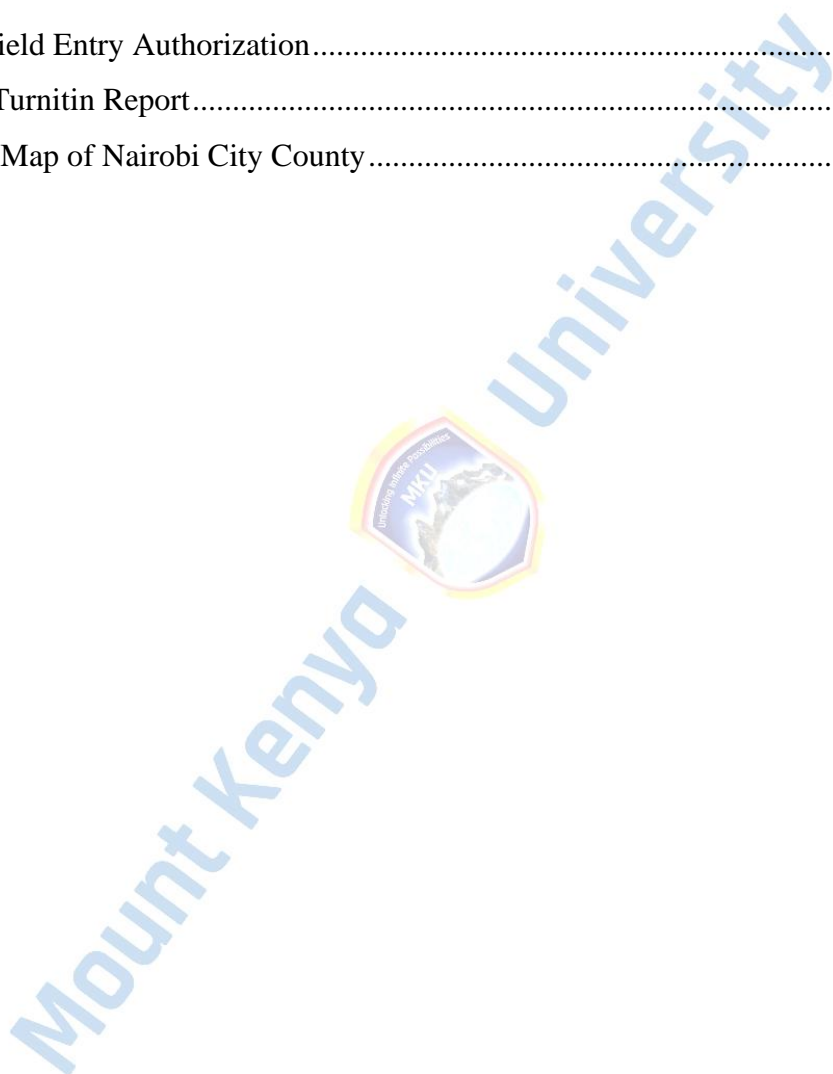


TABLE OF CONTENTS

DECLARATION AND APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENTS	vii
LIST OF TABLES	x
LIST OF FIGURES	xii
LIST OF ABBREVIATIONS AND ACRONYMS	xiii
CHAPTER ONE	1
INTRODUCTION	1
1.0 Introduction	1
1.1 Background of the Study.....	1
1.2 Statement of the Problem	9
1.3 Purpose of the Study	10
1.4 Objectives of the Study	10
1.5 Research Questions	10
1.6 Significance of the Study	11
1.7 Scope of the Study.....	12
1.8 Limitations of the Study.....	13
1.9 Delimitations of the Study.....	13
1.10 Assumptions of the Study	13
1.11 Operational Definition of Terms.....	15
CHAPTER TWO	16
LITERATURE REVIEW	16
2.0 Introduction	16
2.1 Theoretical Framework	16
2.2 Theoretical Framework	24
2.3 Empirical Literature Review	24
2.4 Conceptual Framework	27
2.5 Research Gaps	30

2.6 Summary of Literature Review	34
CHAPTER THREE	36
RESEARCH METHODOLOGY	36
3.0 Introduction	36
3.1 Research Philosophy	36
3.2 Research Design and Methodology.....	37
3.3 Target Population	37
3.4 Sampling Procedure and Techniques	38
3.5 Data Collection Instrument	39
3.6 Pilot Study	39
3.7 Data Collection Method and Procedure	40
3.8 Data Analysis and Presentation.....	40
3.9 Ethical Considerations.....	42
CHAPTER FOUR.....	43
DATA ANALYSIS, PRESENTATION AND DISCUSSION.....	43
4.0 Introduction	43
4.1 Response Rate	43
4.2 Demographic analysis	43
4.3 Diagnostic tests	46
4.4 Influence of Leadership Strategies on Organizational Performance.....	50
4.5 Influence of innovative strategies on Organizational Performance	56
4.6 Influence of Resource Productivity Strategies	63
4.7 Influence of Stakeholder Engagement Strategies.....	69
4.8 Organizational Performance.....	74
4.9 Multiple regression.....	76
CHAPTER FIVE	81
SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS.....	81
5.0 Introduction	81
5.1 Summary of Findings	81
5.2 Conclusions of the study	83
5.3 Recommendations	85

REFERENCES.....	89
APPENDICES.....	95
Appendix I: Questionnaire	95
Appendix II: ERC Certificate.....	100
Appendix III: Introduction Letter from MKU.....	101
Appendix IV: NACOSTI LICENSE.....	102
Appendix V: Field Entry Authorization.....	103
Appendix VI: Turnitin Report.....	106
Appendix VII: Map of Nairobi City County.....	108



LIST OF TABLES

Table 1: Research Gaps Summary	31
Table 2: Target Population.....	37
Table 3: Sample Distribution	38
Table 4: Response Rate Analysis.....	43
Table 5: Gender.....	44
Table 6: Age.....	44
Table 7: Level of education	45
Table 8: Workforce experience.....	45
Table 9: Tests of Normality	46
Table 10: Auto-Correlation.....	47
Table 11: Breusch-Pagan Test for Heteroskedasticity	47
Table 12: Multi-Collinearity	49
Table 13: Descriptive Statistics on Leadership Strategies	50
Table 14: Correlation on leadership strategies and Organizational Performance.....	52
Table 15: Model Summary of Leadership Strategies and Organizational Performance	53
Table 16: ANOVA on Leadership Strategies and Organizational Performance	53
Table 17: Regression Coefficients on Leadership Strategies and Organizational Performance ..	54
Table 18: Descriptive Statistics on innovative strategies	57
Table 19: Correlation on Innovative Strategies and Organizational Performance	59
Table 20: Model Summary of Innovative Strategies and Organizational Performance	60
Table 21: ANOVA on Innovative Strategies and Organizational Performance	60
Table 22: Regression Coefficients on Innovative Strategies and Organizational Performance ...	61
Table 23: Descriptive resource productivity strategies.....	63
Table 24: Correlation between resource productivity strategies and Organizational Performance	65
Table 25: Model Summary of Resource Productivity Strategies and Organizational Performance	66
Table 26: ANOVA on resource productivity strategies and Organizational Performance.....	66
Table 27: Regression Coefficients on Resource Productivity Strategies and Organizational Performance	67
Table 28: Descriptive Statistics on stakeholder engagement strategies.....	69
Table 29: Correlation between stakeholder engagement strategies and Organizational Performance	71
Table 30: Model Summary on Stakeholder Engagement Strategies and Organizational Performance	72
Table 31: ANOVA on Stakeholder Engagement Strategies and Organizational Performance	72
Table 32: Regression Coefficients on Stakeholder Engagement Strategies and Organizational Performance	73
Table 33: Descriptive Statistics on Organizational Performance	75
Table 34: Model Summary	76

Table 35: ANOVA 76
Table 36: Coefficients 77



LIST OF FIGURES

Figure 1: Theoretical Framework 24
Figure 2: Conceptual Framework 28
Figure 3: Scatterplot..... 48



LIST OF ABBREVIATIONS AND ACRONYMS

EPS	Earnings per share
HRM	Human Resource Management
IDT	Innovation Diffusion Theory
IT	Information Technology
KPIs	Key Performance Indicators
LEED	Leadership in Energy and Environmental Design
NABERS	National Australian Built Environment Rating System
REITs	Real Estate Investment Trusts
RBV	Resource-based view
ROI	Return on Investment
SDGs	Sustainable Development Goals
SEM	Structural Equation Modelling
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This section is a comprehensive summary of the study by discussing the background, the research problem, the purpose of the investigation, and its importance. It also highlights the scope of the study, identifies the challenges faced (limitations), clarifies the boundaries established to maintain focus (delimitations), and outlines the assumptions upon which the research is based.

1.1 Background of the Study

The chronological analysis of Real Estate Investment Trusts (REIT) provides profound insights into how the development of financial systems can affect the structure of relations between financial and real estate sectors and, consequently, the performance of organizations. First launched in the United States in the 1960s, the intention of forming REITs was to open the opportunity for investment through large-scale income-producing properties to the common investor (Anwar & Abdullah, 2021). REITs have also changed much over the years with legislation aimed at improving the legislation's performances, the operations of these institutions as well as the protection of investors. These changes have affected not only the profitability of the REITs under analysis but also the overall set of indicators used for their evaluation. In the past, these trusts have relied on conventional measures of performance, in terms of value-added only, but later adopted a system of performance indicators which includes factors such as the proportion of tenants retained, market share among others, and efficient use of resources. It is essential to analyze how this evolution unfolds within the market, as Real Estate Investment Trusts (REITs), like other businesses, must develop innovative investment approaches aligned with sustainable development goals. The essence of sustainability emphasizes that these organizations can only thrive by adopting new marketing strategies that align with environmental cycles and ecological principles (Adnan, Khan, & Shabir, 2021).

Thus in the current literature, organizational performance for REITs also transcends financial profitability. It includes the financial aspect, productivity aspect, customer aspect, and environmental aspect of an organization, here taken as a tenant. Traditional financial performance indicators like Return on Asset (ROA) and Net Operating Income (NOI) are still important but are more often accompanied by a range of non-financial metrics. These are the minimization of

emission of carbon, compliance of structures with the green building codes, and overall resource utilization efficiency (Roscoe et al., 2019). Such dimensions of performance create confidence among investors since they capture a trust's capability of generating value other than in the short run. For example, companies such as AvalonBay or Prologis, America's REITs are an example of integrated sustainability with strategies of maintaining a competitive edge with low operational cost accompanied with increased tenant satisfaction which jointly lead to improved long-term market performance (Okoro & Ayaba, 2023).

1.1.1 The Global Perspective of Real Estate Investment Trusts (REITs)

The United States has been at the forefront of promoting sustainability by implementing initiatives like the Leadership in Energy and Environmental Design (LEED) certification. This framework prioritizes the incorporation of energy-efficient technologies and the utilization of environmentally friendly building materials in construction projects. These REITs improve the quality of structures as well as operational efficiency by cutting costs on energy bills. For instance, AvalonBay and Prologis have invested heavily in infrastructure and utilities with positive impacts on tenant satisfaction and, therefore, tenant retention, which are key factors in determining the performance of REITs (Newell & Marzuki, 2022). Many of these strategic sustainability investments not only respond to regulatory requirements but also help rebuild and enhance the market image and attract sustainability-sensitive investors, which eventually contribute to sustainable financial growth. However, providing annual sustainability reports helps increase the transparency and accountability levels and thereby improves positive performance outcomes by addressing the increasing trend of a sustainable investment environment.

It is the same in Germany where sustainability has been adopted in real estate business due to policies like the Energiewende and green building certifications by the DGNB. German REITs have embarked on massive upgrades to ensure that the properties they own meet high levels of energy efficiency to the effect that they are well suited for ESG investors. The implementation of green building strategies is in sync with the overall sustainable growth of a country and enhances market worth, it puts the German REIT players diligently in the European market. These trusts thus lower operational costs and increase marketability by incorporating innovative advanced energy-efficient technologies which in turn influences their performance (Adnan, Khan, & Shabir, 2021). This synchrony with other off-stream regulatory frameworks is in line with Germany's

long-term environmental conservation agenda to green its urban centers and improve the promotion of green economy models demonstrating how localized strategies can translate to enhanced market appeal.

Other REITs, like the Japan Real Estate Investment Corporation (JRE), have concentrated on features and systems capable of allowing it to withstand disasters and take advantage of energy-related opportunities since Japan is frequently affected by disasters. These initiatives do not only increase operational stability but also meet international sustainable practices; thus increasing tenant satisfaction levels and operational efficiency. Moreover, the Japanese government has been offering a good support system and policies for sustainable operation in the real estate industry, which has helped these REITs achieve competitive advantages in the global market (Newell & Marzuki, 2022). That is why the application of the principles of resilience and sustainability in the work of these trusts allows one to address various potential environmental threats, expand the range of opportunities for attracting international investors, and provide higher performance in both the short and long term.

Australia Real Estate Investment Trusts (REITs) such as Dexu and GPT Group demonstrate high levels of environmental performance that employ green metrics such as NABERS and Green Star ratings. They draw strategic focus areas such as water- and energy conservation, sustainable material, and waste management. These initiatives conform to sustainable development objectives as espoused in international policies on sustainability. The declaration of the sustainability metrics also rises and solidifies the quantity of guarantee and credibility of the investors, which is crucial in the markets. Accounting and reporting on operational performance and ESG factors therefore ensure that Australian REITs eliminate risk and attract sustainable investors who shall ensure sustainable operating profitability for the Australian market (Tirumala & Upadhyay, 2023). This shows how the company can transform its organizational performance to match the environmental standards thus satisfying the increasing customers' demand for sustainable development.

1.1.2 The Local Perspective of Real Estate Investment Trusts (REITs)

In general, the strict adherence to the principles of sustainable development of real estate markets of African countries is gradually becoming a trend due to the imperatives of environmentally

friendly urbanization. South Africa leads in this area where Growthpoint Properties, a REIT, practices and adheres to environmental building standards for marketing and addressing environmental issues. This is equal to the worldwide trends in sustainability and the stewardship role that South African REITs play through increasing tenant satisfaction and organizational efficiency (Haywood et al., 2019). Similarly in Nigeria, there is government enhancement in sustainable building practices now used in improved best practices for sustainability for REITs as noted by Tiba & Belaid (2021). This is an illustration of how characteristics at the macro level and general practices can promote the fundamental shift like real estate companies from within areas, boosting market sustainability and tenant engagement.

1.1.3 The Local Perspective of Real Estate Investment Trusts (REITs)

The implementation of sustainability issues in real estate development in Kenya is gradually and in a positive way being embraced as part of the Vision 2030 socio-economic development plan. It seeks to foster income-generating and business activities whilst at the same time enhancing resource conservation. The Kenyan REITs have also started incorporating green building certifications like the LEED and KGBS as they adopt international best practices and regulations on sustainability. Such efforts not only respond to major environmental issues but also help to increase REITs' efficiency when it comes to resource management, as well as attract more ESG-savvy investors (Muigai, 2022). By applying sustainable development practices, Kenyan REITs create spaces that promote better standards of living something that enhances market appeal and advanced profitability in the long run (Wanjiku, Bosire & Matanda, 2021). It is demonstrated that local markets can capitalize on the general trends including sustainability to improve performance results.

Although there are positive developments in green activities by the Kenyan REITs, there are challenges to the dissemination of sustainable development practices. Such challenges include; limited access to green funds, lack of adequate competence in green practices and policies, and policy constraints. Subsequently, a couple of important issues come to the outside of this remarkable picture: despite some definite perspectives for development and, in particular, for innovative breakthroughs observed in the given landscape. The Kenyan government, with the assistance of international development partners, has made efforts to support sustainable real estate through incentives, funding as well as capacity-building programs. Additionally, the ongoing

consumer consciousness regarding green buildings and sustainable living environments forms a potentially rich market for REITs. By leveraging these opportunities, Kenyan REITs can navigate existing barriers and spearhead the promotion of sustainability within the Kenyan real estate sector (Diala, Ewurum & Nissi, 2021).

Considering the future foresight, there are prospects for a sustainable real estate industry in Kenya. As sustainable development gains momentum, it is anticipated that its growth will be driven by increased government backing, greater awareness among investors, and a growing preference among consumers for environmentally conscious lifestyles. That is why REITs are in a particularly good position to lead this shift because they can attract large volumes of capital and set best practices for the industry. Therefore, as sustainability continues to advance in real estate practices, Kenya will expect enhanced, efficient, and accommodative urban development. This evolution is not only going to improve the more about Real Estate Asset Performance and value but also achieve some of the National goals for the Conservation of the Environment and improvements in the welfare of the country's population (Njeri & Willy, 2019).

The effectiveness REITs is closely associated with Transformational Leadership Theory, which emphasizes that leaders can drive their teams toward excellence by establishing ambitious goals, fostering motivation through inspiration, and encouraging alignment with a common vision. Through innovative leadership practices, they create an enabling environment for people to thrive and exceed expectations (Bass & Avolio, 1994). For REITs, especially executive leadership becomes the critical success factor in initiating and facilitating sustainable change throughout the organization. The role of transformational leaders is to encourage the use of best practices that increase organizational performance and tenant satisfaction; critical factors for companies in an environment of market competition (Kirkpatrick & Locke, 1996). Furthermore, by adopting such an approach leaders ensure that the idea of sustainability in the organization is taken to all stakeholders ensuring that they embrace the environment sustainably. For example, AvalonBay and Prologis are good examples, which show that sustainable infrastructures meet the requirements of rules and standards and bring about lower organizational costs and tenants' higher satisfaction levels, which in turn increases performance results (Okoro & Ayaba, 2023).

The Innovation Diffusion Theory further enhances the understanding of how improved practices are adopted in the real estate segment and how this adoption affects business performance

indicators. According to Rogers (2003), there is a typology of determinants of adoption which includes perceived benefit, compatibility, and ease of use. On the aspect of REITs, technological consistency like energy efficiency systems and certifications in building construction can strongly improve operating effectiveness. For example, Australian REITs have adopted tools such as NABERS and Green Star in their sustainability drive, not only because it leads to savings of cost in the course of operations, but also results in the improvement of the market image and value of the properties (Tirumala & Upadhyay, 2023). REITS needs to innovate to keep up with the current community need so that it can attract both, conscious investors and tenants. The integration of sustainable practices indicates alignment with global trends, suggesting that these initiatives can foster innovative solutions that enhance organizational performance within the industry's context.

Finally, the Stakeholder Theory emphasizes the fact that every decision affecting an organization must consider the interests of different stakeholders, especially in the real estate business (Freeman 1984). According to this theory, the management of the organization's stakeholder interests and the integration of their business strategies can improve trust and implement sustainable performance. When focusing on the REIT context, it is important to interact with stakeholders which encompass the tenants, investors, and the authorities.

1.1.4 Sustainable Development Strategies

The objectives of sustainable development provide a valuable framework for improving organizational performance. Evidence from self-collected data on sustainability benefits shows that business leaders across industries have adopted sustainable practices, recognizing their positive impact through cost reduction and enhanced organizational value. These practices not only boost profitability but also foster greater engagement from consumers and investors while reducing uncertainty around regulatory compliance. For companies with a focus on capital investments, incorporating sustainability principles into business strategies can enhance portfolio performance and yield more favorable outcomes over the long term.

Further, the management of sustainable developments provides nuevo inequalities, demanding the creation of innovation that delivers new competitive pressure and differentiation opportunities. The survey revealed that, beyond financial aspects, it positively impacts the business's performance in contributing to the public good. When such practices are adopted, organizations will enhance their ability and dynamism and, thus, make organizations sustainable. The integration

of sustainability measures in organizational strategies gives sustainability a way of becoming ingrained into an organization as one that is perpetually on the hunt for new measures that can enhance sustainability in the organization. This organizational approach enriches not only the business entity but also improves life quality and protects the environment, as the company's goals and global values are synchronized (Tsalis et al., 2020).

The preceding conception accords with the notion that sustainable development policies are important for growth, improving social conditions, and preserving the natural environment. All these policies align with SDGs policy agenda meant to achieve universal sustainable development goals by the year 2030. As a result, sustainable development frameworks have been developed to enable countries to balance their economic activities with these core dimensions. In recent years, sustainability has emerged as a top management priority for REITs because investors increasingly consider ESG factors. Thus, the inclusion of sustainable activities, for REITs can enhance the long-term sustainability of the organizations, environmental responsibility can decrease the organizations' carbon footprint, and market competitiveness can increase the organizations' attractiveness to investors who represent the sustainable social responsibility importance (Yigit, 2021).

1.1.5 Organizational Performance

Evaluating organizational performance entails determining the extent to which an organization has met its established goals and objectives. This assessment emphasizes the effectiveness, efficiency, and relevance of the strategies and actions executed, ensuring they align with the desired outcomes and contribute meaningfully to the organization's mission. As it has been deciphered, it is applied for signifying accomplishment at present and as a guide to subsequent actions. Performance management within organizations assists the investment entities in defining the areas that require fixing and then proceeds to make the right decisions that will help enhance the performance of the organization. They assist these entities in understanding the trends in the market through performance evaluation so that they may use resources wisely and ensure all parts of the organization are working towards an objective. The importance of such an approach cannot be overemphasized especially in the light of the pervasiveness of market risks & high competition among investment entities (Al Khajeh, 2018).

It is hardly a subject for an argument that total organizational performance and corporate financial net returns are real and are substantial for organizations that are financially capitalized. In most cases, high organizational performance leads to high turnover, improving profit margins and market share some of which are crucial for organizational finance. From the standpoint of investment, accurate key performance indicators reflect real conditions in managing assets and organizing the production process as well as decision-making. All these factors are very significant in the facets of financial stability as well as the growth of the organizations (Rehman, Mohamed & Ayoup, 2019).

Some of the most well-known financial KPIs that can be used to hold a mirror to excellence in financial performance and profitability include the rate of returns, ROI, and even the EPS not to mention the power to make profits in the process. These metrics thus provide a quantitative view of the extent of the impact of sound organizational performance. However, sustenance refers not only to quick performance-making results but also to consistent performance to enable organizational sustainability. This is particularly important in investment-focused entities where the ability to attract and retain investors hinges on demonstrating consistent and reliable performance. Therefore, an ongoing commitment to enhancing organizational performance is fundamental for achieving and sustaining financial success in the competitive investment landscape (Masa'deh et al., 2018).

Organizational performance serves as a key indicator of the extent to which an institution accomplishes its objectives and plays a crucial role in safeguarding its long-term sustainability. It remains a fundamental aspect integral to the functioning and success of any organization. In successful organizations, this results in optimal resource use, consistent fulfillment of goals and mission, and the ability to adjust annually to evolving market dynamics. To investment-minded organizations in a given exercise, a high level of organizational performance is key to maintaining investor confidence, attracting more resource investment, and securing a long-run strategic advantage in the market. It impacts the business's financial and operational profitability, customers' loyalty, and organizational employees' efficiency in a way that can be either advantageous or disadvantageous (Durst, Hinteregger & Zieba, 2019). Achievement in organizational processes provides a virtuous loop in all spheres of the organizational activity for the organization and all its stakeholders. © There is enhanced standard performance of the

company, organization culture is enhanced, improves the image of the organization, and enhances the relations with the customers or Investors. On the other hand, poor performance brings about loss-making, and low investors' confidence and may lead to business failure or business bankruptcy. Thus, businesses require constant monitoring of and striving for the improvement of the quality of their operations to guarantee their viability and profitability. Some of the factors that help in increasing the durability of development and revenue are the synchronization of organizational processes with Business objectives and the implementation of changeless improvement in performance.

1.2 Statement of the Problem

Sustainable development strategies integrate economic, environmental, and social dimensions to promote long-term success and societal well-being. These strategies are particularly vital in the real estate sector, where efficient resource use, environmental preservation, and community impact must be balanced. In the context of Real Estate Investment Trusts (REITs), sustainable development is essential for enhancing operational efficiency, boosting investor confidence, and ensuring consistent returns. According to the World Bank (2020) and Global Sustainable Investment Alliance (2021), such strategies help REITs increase property value, manage risks, and remain competitive, especially amid economic volatility. Ideally, well-managed REITs are expected to meet performance benchmarks, grow their net asset value, and contribute meaningfully to urban development through initiatives such as affordable housing.

Despite their potential, REITs in Nairobi City County are underperforming. A report by the Capital Markets Authority (2022) shows that only 28% consistently meet performance targets, while the Kenya National Bureau of Statistics (2023) indicates that over 65% of REITs experienced an 8% average decline in net asset value in the last fiscal year. Revenue growth remains sluggish at 2.3%, far below the industry benchmark of 13%. Moreover, investor confidence has significantly declined, with a Deloitte (2021) report noting a 15% drop in investor satisfaction over five years. REITs currently control only 12% of the real estate market in Nairobi, compared to the 88% held by alternative investment vehicles and private developers (Kenya Markets Authority, 2023). These statistics underscore a performance crisis, highlighting the urgent need for strategic interventions focused on sustainability.

While several studies have explored sustainable development in other sectors, a precise gap exists in research on how these strategies influence REIT performance in Nairobi City County. Prior research by Mwangi and Kariuki (2020) on manufacturing, Njuguna (2019) on hotels, and Mutua and Njagi (2021) on commercial banks, reveals a conceptual and contextual mismatch, as REITs face distinct market and operational dynamics. Odongo and Mweni (2022) focused on the energy sector, further emphasizing the lack of REIT-specific analysis. Notably, no empirical study has directly examined how sustainable development strategies impact REIT performance within the Nairobi context. This lack of focused research creates a significant knowledge gap, limiting practical guidance for stakeholders.

Therefore, this study seeks to bridge the conceptual, contextual, methodological, and geographical gaps by investigating how sustainable development strategies influence the performance of REITs in Nairobi City County, thereby offering actionable insights to enhance their competitiveness and sustainability.

1.3 Purpose of the Study

To determine the influence of sustainable development strategies on the organizational performance of real estate investment trusts (REITs) in Nairobi City County, Kenya.

1.4 Objectives of the Study

- i. To examine the influence of leadership strategies on the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County, Kenya.
- ii. To establish the influence of innovative strategies on the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County, Kenya.
- iii. To determine the influence of resource productivity strategies on the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County, Kenya.
- iv. To assess the influence of stakeholder engagement strategies on the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County, Kenya.

1.5 Research Questions

The research was guided by the following research questions:

- i. To what extent do leadership strategies influence the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County, Kenya?
- ii. To what extent do innovative strategies influence the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County, Kenya?
- iii. How do resource productivity strategies influence the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County, Kenya?
- iv. How do stakeholder engagement strategies influence the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County, Kenya?

1.6 Significance of the Study

This research shall go a long way in improving knowledge of sustainable development strategies and their impact on REITs. The implications of the findings are relevant to policymakers, scholars, real estate investors, and industry practitioners. Also, the study makes new prescriptive suggestions about how REIT performance can be upward-scaled using sustainable practices to advance the testing of important theoretical frameworks.

1.6.1 Policymakers

The results help the policymakers of both real estate and financial modules by offering the key measures that could be taken to enhance the performance of REITs. Premises from which key recommendations were developed towards formulating policies on sustainable practices that enhance an enabling environment for REITs in the competitive Nairobi market. Institutions involved in the regulation of the economy like the Capital Markets Authority are in a position to note useful knowledge from the study to factor it into the planning of the sectorial reforms and sustainable improvements.

1.6.2 Scholars and Academicians

The study will fill these gaps of empirical research by examining the little-studied relationship between sustainable initiatives and the performance of REITs in Nairobi City County. The research findings shall be quite useful to future researchers who may still work on sustainable development and real estate investments. Further, the viability of key theories concerning sustainability and financial performance was identified to determine the extent to which the abovementioned frameworks are suitable for the operation of the REITs.

1.6.3 REITs and Industry Practitioners

This research enables the REIT managers and other stakeholders to consider these suggestions when implementing sustainable development strategies to enhance their positive impacts on the company's financial returns and competitive market standing, as well as investor confidence. The study assists practitioners in Nairobi, in understanding the key sustainability issues that affect resource allocation, environmental legal requirements, and stakeholder management. The results enable REITs to implement changes that optimize their operations for sustainable growth and stability.

1.6.4 Investors and Research Institutions

This study is useful for investors as it explores how sustainability affects REITs' performance to help investors make the right decisions. For research institutions interested in the analysis of real estate markets, the research provides new data on the Nairobi REIT market, which is currently lacking in the literature. The study conclusions contribute to real estate research evidence credibility by addressing issues affecting the industry, hence, improving the realization of sustainable real estate practices in Kenya.

1.7 Scope of the Study

This study aims to explore the influence of sustainable development strategies on the performance REITs in Nairobi City County, Kenya. The research focused on four key dimensions: leadership strategies, innovative approaches, resource efficiency practices, and stakeholder engagement. It assessed how each of these elements contributes to improving REIT performance. Grounded in Transformational Leadership Theory, Innovation Diffusion Theory, Resource-Based View (RBV) Theory, and Stakeholder Theory, the study highlights the importance of leadership, innovation, resource optimization, and stakeholder involvement in driving sustainable outcomes. Conducted between April 2024 and December 2024, the research addressed existing gaps in the literature by concentrating specifically on the real estate sector. It also offers practical policy insights and strategic recommendations for REIT managers and investors operating in Nairobi's dynamic market environment.

1.8 Limitations of the Study

The study expects that the participants may be reluctant to participate in the study due to issues to do with the anonymity and misuse of the information provided. This problem is most evident in the real estate industry where almost any appearance of ‘competition edge’ might substantially alter business processes. The respondents may also be reluctant to share information that may bring out strategies or weaknesses of a competitor. To address these issues, the researcher adopted measures that enhanced the aspect of confidentiality and security of data collected in the study among the target population shall only be used for research purposes. Again, to ensure the respondents’ anonymity, they were informed of the same from the beginning of the study till the completion of the study. Moreover, sharing information about data management enhanced the understanding of participants’ privacy protection. These are how the researcher counteracted and ultimately created more trust to increase respondents’ willingness to participate in the study. However, it is acknowledged that some of the respondents may still refuse to participate, which would affect the amount of information gathered. Furthermore, financial constraints are another factor of limitation because the researcher funds the entire study using entirely their support.

1.9 Delimitations of the Study

To mitigate these challenges and ensure the research quality, the study used a suitable sampling method to ensure the sample accurately reflects the wider population of REITs in Nairobi City County. This strategic approach facilitated the collection of varied and comprehensive data without the need to engage with every individual entity, thereby effectively managing financial constraints. Additionally, the study concentrated specifically on sustainable development strategies and their effects on performance, thereby limiting the scope to a more focused and manageable area of investigation.

1.10 Assumptions of the Study

The study assumes that the samples in the research are a representation of the REITs within Nairobi City County. It further assumed that respondents will provide authentic and well-informed insights grounded in their expertise, experiences, and engagement with sustainable development strategies. The reliability and validity of the data collected were also projected, ensuring the dependability of the findings. Moreover, the study operated on the assumption that sustainable

development strategies are essentially aligned with the core objectives of these organizations, fostering improved performance outcomes. Guided by established theoretical frameworks, particularly the Resource-Based View (RBV) theory, the research expected that the sample would sufficiently capture the population's characteristics, allowing the results to be generalized to other comparable entities in the sector.



1.11 Operational Definition of Terms

Sustainable Development Strategies This entails the implementation of practices that ensure environmental responsibility and economic growth to enhance long-term performance, such as green building initiatives, energy efficiency, and community engagement.

Performance The techniques by which entities achieve their financial and operational goals, typically measured with ratios such as net asset value (NAV), revenue growth, occupancy rates, and overall market share, which collectively reflect their ability to generate income and sustain growth while adhering to sustainable development principles.

Real Estate Investment Trusts (REITS) – The entities that are trusted to manage properties across residential, commercial, and industrial sectors. They provide investors with a way to earn income without directly buying, managing, or financing properties. Governed by specific regulations, they must distribute a significant portion of their taxable income as dividends to shareholders. This structure offers investors steady returns while avoiding the complexities of property management. Their operations span multiple real estate sectors, promoting diversification and long-term growth opportunities.

Leadership Strategies refer to the strategic approaches and actions taken by management to optimize property portfolios, enhance investor returns, foster sustainable growth, and navigate market dynamics effectively.

Innovative Strategies refer to novel approaches and practices that enhance asset management, optimize returns, diversify portfolios, and leverage technology to improve operational efficiency and investor engagement.

Resource Productivity Strategies refer to approaches aimed at optimizing the use of financial, physical, and operational resources to maximize property value, enhance returns, and improve portfolio efficiency.

Stakeholder Engagement Strategies refer to deliberate efforts to involve investors, tenants, regulators, and other key stakeholders to enhance transparency, trust, and alignment with organizational goals.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This study exposes the frameworks that support the study, along with a review of relevant literature and previous empirical research on sustainable development strategies and their influence on performance. The section offers shows the research gap based on the existing body of research. Additionally, the conceptual framework is exposed and explains how the study's variables are defined and measured for analysis.

2.1 Theoretical Framework

A theory is a set of principles explaining a phenomenon in society that can be used to explain why a particular occurrence is the way it is or why particular variables behave the way they do, such as the relationships between them. This section discusses the theories anchoring the study.

2.1.1 Transformational Leadership Theory

This theory was conceptualized by James MacGregor Burns in 1978 in his book "Leadership". In this dynamic, both leaders and followers actively contribute to each other's growth, motivation, and ethical development, fostering mutual advancement and integrity. After Burns, Bernard M. Bass further developed the theory in the 1980s. Bass distinguished specific behaviors and qualities that define transformational leaders: Inspirational communication, identification with the leader, consideration of the needs of subordinates, and stimulation of analytics.

The main premises of Transformational Leadership Theory are centered on the four elements. Inspirational motivation can be said to occur when leaders set clear goals before the people and in the process Spears the picture of such goals ahead in the future that the people will have to work hard to achieve no matter the odds. Idealized influence means that the leaders set proper ethical standards for their actions this makes the followers develop respect, trust, and admiration towards the top leadership. Special exception implies leaders' recognition of every subordinate, promotion of their interests, and focus on their growth. One of the psychological effects of leadership is that leaders facilitate idea attainment and creativity, and stimulate creativity through questioning assumptions, and practices and encouraging critical thinking in followers (Asbari, 2020).

However, the model represented by Transformational Leadership Theory has had several criticisms. Some scholars claimed that the theory is rather naive and shell for usage in any organizational setting. Some of them argue that not all leaders are charismatic enough to come up with change and that personality aspects may dominate the environmental aspects that affect leadership. Further, some argue that the flexibility of the definitions and intermingling constructs of the theory makes it quite challenging to use and quantify (Asbari, Santoso & Prasetya, 2020). Being role models of ethical behavior, these leaders can set the tone for corporate responsibility, without which it is nearly impossible to turn to sustainability. Providing personalized attention allows them to address the specific needs of their employees, promoting a workplace culture built on mutual understanding and support. Rotation invites a constant search for solutions as a way of solving sustainability issues making REITs relevant in a competitive environment as noted by Fourie & Höhne (2019).

This theory's contribution in this study hence cannot be overemphasized. Change is inevitable and common in planning for sustainable development since it affects the organizational culture and processes. Applying the criteria for transformational leadership, such changes can be smoothly implemented as employees at all levels get to understand and support sustainable initiatives. Therefore, these leaders can facilitate strategic implementation and promote the incorporation of sustainable practices into organizational processes, ultimately enhancing performance (Sonntag, Mesesan & Lau, 2021).

Transformational Leadership Theory aligns closely with sustainable development frameworks, as it emphasizes the essential role of leadership in achieving sustainable development goals. Effective leadership enables the clear definition of objectives, enhances the focus on organizational services, and motivates stakeholders to embrace sustainable practices. In REITs, transformational leaders can positively change organizational culture and encourage the implementation of green building, energy-saving initiatives, and sustainable investments all of which enhance sustainable performance and organizational resilience (Ting et al., 2021).

2.1.2 Innovation Diffusion Theory

The Innovation Diffusion Theory (IDT) is a theory that was formulated by sociologist Everett M. Rogers in 1962, with an attempt to explain the processes that facilitate use of innovations in various cultures and the rate at which these innovations spread. This groundbreaking work, now commonly

known as ‘Diffusion of Innovations,’ has become a reference of use in a range of fields including business, healthcare, farming, and learning institutions. In his research, Rogers presents a rich system that can enlighten anyone regarding the adoption and diffusing of innovations with a strong focus on the steps all through the procedure. This is because the existence of the theory is flexible and was developed with elements from a variety of fields, thus the ability to adapt to the change of landscape of innovation (Yuen et al., 2021).

The Innovation Diffusion Theory (IDT) defines the way that ideas and innovations are adopted in a society based on communication networks, time, social systems, and the nature of the innovation. This theory outlines five distinct stages in the adoption process: the knowledge stage is where the individuals or organizations come into contact with the innovation and realize that the thing could be beneficial to them (Vargo et al., 2020). They convince themselves or persuade each other when they hold a positive or negative attitude toward an idea. In the decision stage, the organization decides whether or not to adopt the new idea. While implementation is the practical application of the innovation, confirmation means that there is a commitment to maintain the use of the innovation halfway through the cycle. According to Rogers, adopters fall into five categories based on the willingness to accept new ideas, with each of them attending the diffusion process of the innovation (Zawdea, 2019).

Undeniably, IDT has not been without its controversies in the past although the current criticism that seems to annoy many people is considered baseless. One limitation is an oversimplification of the adoption process into stages and an indication that people can cycle through the stages and not remain in one stage, as the theory implies (Ho, 2022). Another limitation is the theory’s limited focus on contextual factors, such as social, economic, or political conditions, which can significantly influence the spread of innovations. Additionally, IDT has been criticized for a pro-innovation bias, assuming that all innovations are advantageous while neglecting reasons for rejection or resistance to adoption. These critiques emphasize the importance of adopting a more holistic framework to capture the intricate dynamics associated with the diffusion of innovation (Rand & Stummer, 2021).

IDT is particularly suited to this study on the analysis of sustainable development within the Real Estate Investment Trusts (REITs). In this regard, it is apparent that the theory can offer appropriate

explanations of how sustainable innovations like green building technologies, energy efficiency initiatives, and sustainable construction materials are embraced in the real estate industry. Such a conceptualization of this diffusion process may also give REITs much-needed insights on how they might better put in place sustainable practices. For example, IDT can be useful to understand specifically what motivates early movers in the REIT space to engage in sustainable practices and what challenges slow-moving firms encounter. Chen et al. (2020) argued that studying the diffusion process of these innovations will enable REITs to identify the right time to intervene and enhance the rate of diffusion.

Innovation becomes significant for sustainable development since it involves efforts directed towards finding, creating, and applying new technologies, methods, and processes that are sustainable. The Innovation Diffusion Theory (IDT) gives the user a mode by which innovations can be disseminated within organizations and industries (Agwata & Wainaina, 2020). As far as REITs are concerned these strategies might include the implementation of energy-efficient practices and systems, utilization and/or incorporation of environmentally friendly products, and achieving green building certifications. The study is useful in understanding the diffusion patterns of such innovations, the position of early adopters, and the importance of communication networks as embraced by IDT. This perspective makes it possible for REITs to come up with specific strategies that would promote the widespread integration of sustainable practices into the sector's operations (Ling et al., 2022).

2.1.3 Resource-Based View Theory

This theory was postulated by Jay Barney in 1991, shifts the paradigm of firm competitiveness by showing the impacts of a firm's capabilities and resources. RBV speaks of a firm's ability to achieve and even maintain a competitive advantage through utilizing resources, that are valuable, rare, and inimitable and utilize them efficiently to meet external opportunities. It provides an important lens on how REITs can improve their management capacity and can optimize their competency while using specialized assets; including incorporating the principles of sustainable development, as pointed out by Varadarajan (2020).

However, RBV has not been without criticism, and there are significant weaknesses associated with this method. Critics have claimed that the theory is imprecise in its guidance on how a

resource should be selected based on its value, scarcity, and impossibility of imitation by others, and is open to subjective analysis. Critics also argue that by emphasizing an organization's current resources, RBV is backward-looking and fails to take into account the dynamism of markets and technologies. Some of them may limit their suitability in industries where there is a fast rate of growth or change. Nevertheless, RBV continues to be considered one of the most important theories in strategic management because it presents an understanding of the basis for competitive advantage (Collins, 2021).

RBV is helpful for the analysis of how strategies for sustainable development enhance performance in REITs. REITs usually have special types of resources that might include the technologies of green buildings or sustainable financial processes that can make REITs more competitive in the sector. Recognizing and exploiting these specific resources allows REITs to consolidate their market dominance, reach investors who are guided by stakeholders, and ensure financial endurance (Chen, Harrison & Khoshnoud, 2020).

Gerhart and Feng (2021) have noted that RBV is associated with resource productivity strategies – pointing to the theory's applicability to the context of sustainable development in REITs. Resource productivity is understood as utilization efficiency, the rate of waste generation, and resource wastage reduction. RBV principles also make it easier for REITs to realize opportunities for resource effectiveness, for instance, efficient design techniques in power usage or efficient operation to reduce waste. By linking these measures with REITs' internal strengths, they can generate further value and improve their position in the competitive environment (Davis & DeWitt, 2021).

Also, RBV points out the fact that organizational capabilities are crucial to the implementation of sustainable development strategies in organizations. Another factor that has contributed to the negative result of sustainability goals is that REITs lack the requisite skills, structures, and procedures that are required to manage resources that are in line with sustainability goals. This can include the orientation of employees; building sustainable relationships with environmentally friendly suppliers; or the introduction of the most superior environmental management techniques. Developing specific organizational capabilities that help acquire and achieve organizational targets

for sustainability fosters resilience within the REIT environment (Barney, Ketchen Jr & Wright, 2021).

Scholars have used the RBV as a conceptual tool to provide a sound analysis of the relationship between sustainable development strategies and the performance of REITs. Through effective utilization of their unique resources and capabilities, REITs can increase resource utilization, encourage novelty, and generate value for key stakeholders alongside achieving environmental and social sustainability goals. When competing in the real estate market environment, RBV provides knowledge about how sustainable development processes can provide greater and more sustainable gains for acquiring a competitive advantage (Assensoh-Kodua, 2019, 104).

2.1.4 Stakeholder Theory

The bases of the concept of the relationship with the Stakeholders were introduced by R... Edward Freeman in 1984, and this theory focuses on the management of all individuals or groups that may be affected by or may affect the operations or performance of an organization. Unlike the previous business models, where the primary aim was to generate the utmost shareholders' value, this theory encourages companies to take care stakeholders. According to Freeman, the relationship of these groups should be portrayed in every decision made because they all indirectly influence the outcome of the organization. Such a strategy strives not only for financial gain but also aims to generate value for various stakeholders, build trust, and sustain equitable practices (Kivits et al., 2021).

The theory suggests that all the stakeholders have legitimate claims and interests, which organizations should moralize. It affirms that corporations are managed in the interests of shareholders and all the users of the corporate resources. This ethical viewpoint leads organizations to commit themselves to stakeholders, to be open with them, and to make better decisions. Organizations that choose to align themselves with stakeholder theory are more capable of building more endearing links with their stakeholders, regrettably increasing the company's vigor in operations. In addition, achieving stakeholder management fosters sustainable courses of action and sustains desired strategic objectives by promoting recognition of social and environmental responsibilities along with business organization self-interest (CARROLL, 2020, Freeman, Phillips & Sisodia, 2020).

Nevertheless, stakeholder theory has primarily been criticized based on their arguments that the theory is cumbersome and the problems it poses in an organization. It is believed that different interests of business might be hard to balance especially when different stakeholders have different objectives. Some people believe that it is even unfeasible to consider all stakeholders to have equal importance, as some of them, for instance, shareholders or investors, usually expect to have more significance. Moreover, critics warn that the added responsibility of satisfying multiple stakeholders may place undue pressure on organizations, potentially reducing their competitiveness or profitability. These challenges raise questions about how businesses can implement the theory effectively while maintaining a balance between stakeholder demands and financial performance (Ramoglou, Zyglidopoulos & Papadopoulou, 2023).

Among these theories, stakeholder theory is especially significant for this research, especially in the context of REITs that operate in dynamic environments that include diverse stakeholders. There are several stakeholder groups involved in REIT activity, such as investors, tenants, regulators, environmental and public interest groups, and local communities. Maintaining these relations appropriately is paramount if its operations are to be sustainable and acceptance to be gained from the public. The use of a stakeholder mapping approach helps REITs in identifying potential risks, fulfilling regulatory requirements, and enhancing the competitive advantage position in the Marketplace. This theory provides a bigger picture of how to analyze the performance and functioning of REITs because it acknowledges and overvalues the part played by the stakeholders.

Applying and implementing strategic approaches like open communication, listening to others, and engaging stakeholders enables REITs to efficiently manage sustainability issues, risks, and threats, as well as identify fresh opportunities that can create value. The theory also focuses on the importance of the organization's relevant action and the anticipation of the stakeholders' expectations, development of stability, and long-term performance. Through consideration of stakeholder interests, REITs can put into practice methods that would benefit the company, as well as all the stakeholders who are part of society. Moreover, for the introduction of the sustainability policy and its integration into everyday practice and concern for common goals, it is crucial to maintain trust with partners, develop positive relationships at the organizational level, and build the corresponding environment. Concisely, stakeholder theory offers valuable theoretical

understanding and managerial recommendations to REITs that strive to enhance sustainability integration efforts and organizational performance.



2.2 Theoretical Framework

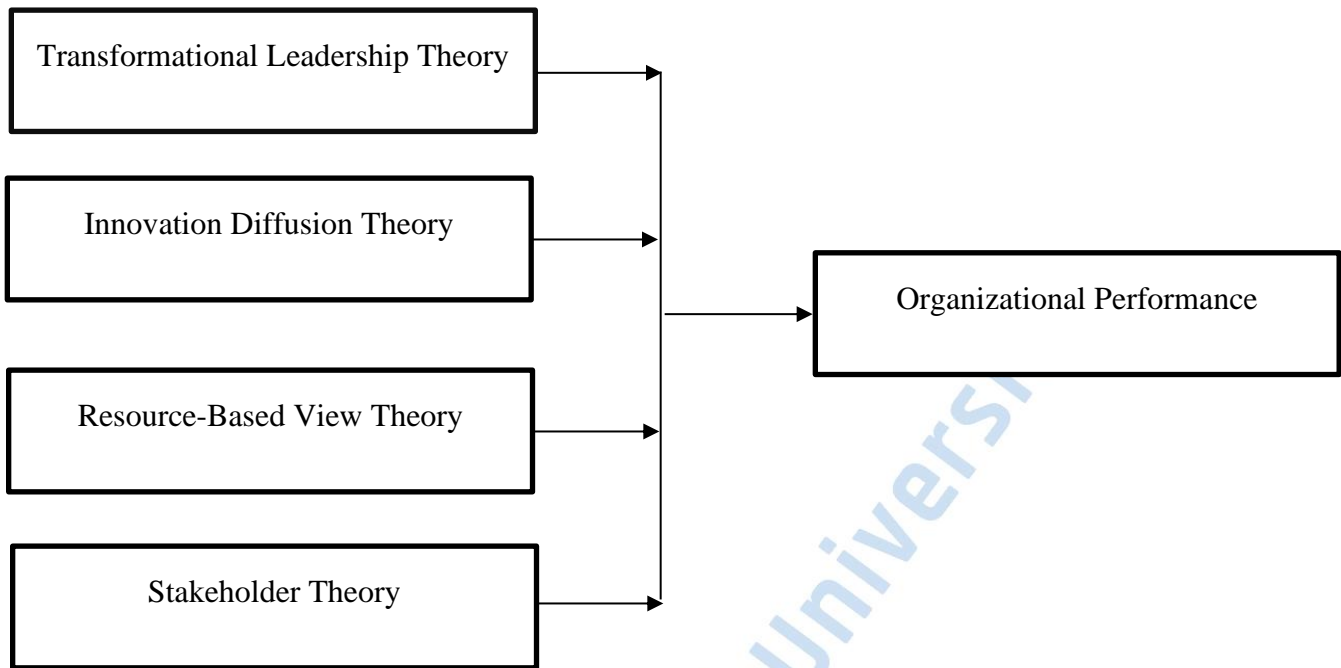


Figure 1: Theoretical Framework

Source: Researcher (2025)

2.3 Empirical Literature Review

2.3.1 Leadership Strategies and Organizational Performance

Leadership strategies play a vital role in influencing the performance of organizations across various sectors. Khan and Maniam (2021) investigated the impact of leadership styles on organizational performance, particularly focusing on Nigerian organizations. They found that leadership strategies characterized by democratic and participative approaches positively impacted organizational performance. This aligns with the first objective of this study, which seeks to examine the influence of leadership strategies on the organizational performance of Real Estate Investment Trusts (REITs) in Nairobi City County. Although Khan and Maniam (2021) did not explore REITs specifically, their findings suggest that leadership strategies fostering employee involvement and feedback can enhance organizational performance, a critical insight for REITs.

In a similar vein, Saleem et al. (2019) conducted a study on leadership styles in Nigerian universities, showing that while leadership styles positively influenced task completion, they did

not always motivate employees to surpass expectations. This implies that leadership strategies may need to be adjusted to enhance performance beyond basic task fulfillment. This insight is relevant to the REIT sector, suggesting that leadership in REITs should aim for innovative and transformational approaches to drive exceptional performance. This study thus contributes to understanding how leadership strategies impact REIT performance in Nairobi.

Ullah, Anis, and Kamal (2022) explored the role of leadership styles in organizational performance in the public sector and found that leadership significantly influenced organizational success. Their study underlines the necessity of adaptable and effective leadership for improving organizational outcomes. This highlights the importance of exploring how leadership strategies specifically within REITs influence their performance, reinforcing the first objective of this study.

2.3.2 Innovative Strategies and Organizational Performance

Innovation is increasingly recognized as a key driver of organizational performance. Singh and Thakur (2023) examined the role of innovation in enhancing organizational performance in IT firms in Northern India. They discovered that product, process, and marketing innovations positively impacted organizational performance. Their study supports the second objective of this study, which seeks to establish the influence of innovative strategies on the performance of REITs in Nairobi City County. Singh and Thakur (2023) argue that innovation across multiple areas such as property management, marketing strategies, and customer engagement can be essential for improving organizational performance, making their findings highly relevant to the REIT sector.

Yuliansyah et al. (2021) investigated the role of organizational learning and innovation in improving firm performance, concluding that organizations that focused on both innovation and continuous learning exhibited enhanced performance. This study aligns with the second objective, suggesting that REITs that prioritize innovation strategies, including the adoption of advanced technologies and new business models, are likely to experience better performance outcomes.

Orieno et al. (2024) explored the combined effects of leadership, change management, and innovation on organizational performance, finding that organizations with strong leadership and effective change management strategies are better positioned to foster innovation. This study contributes to the second objective by emphasizing the importance of leadership in fostering an innovative culture, which can positively influence REIT performance in Nairobi City County.

2.3.3 Resource Productivity Strategies and Organizational Performance

Resource productivity strategies are critical for improving organizational performance. Sulaiman and Nurcholidah (2023) examined the role of human resource management (HRM) practices and technology in enhancing organizational performance. Their findings indicated that HRM practices such as effective recruitment, training, and employee development had a positive impact on organizational outcomes. This supports the third objective of this study, which focuses on the influence of resource productivity strategies on the performance of REITs in Nairobi. In particular, human resource management practices are essential for ensuring that REITs optimize their resource utilization to achieve higher performance levels.

Alwi and Shaiq (2021) studied the impact of HRM practices on organizational productivity in educational institutions. They concluded that effective HRM practices, such as succession planning and fostering employee satisfaction, were key to improving organizational performance. These findings reinforce the third objective by suggesting that resource productivity strategies, especially in human resource management, significantly enhance organizational performance in REITs.

Ndegwa (2022) explored the influence of organizational resources on performance in state corporations in Kenya. The study highlighted that tangible and intangible resources were crucial for performance improvement, but organizational capabilities played a more limited role. This study is relevant to the third objective, suggesting that both tangible resources (such as financial and physical assets) and intangible resources (such as human and intellectual capital) need to be effectively managed for REITs to enhance their performance.

2.3.4 Stakeholder Engagement Strategies and Organizational Performance

Stakeholder engagement strategies are critical for fostering organizational performance. Yusif and Hafeez-Baig (2024) conducted a study on stakeholder engagement and its influence on organizational performance, concluding that effective engagement strategies, including transparent communication and active participation, resulted in stronger partnerships and improved business outcomes. This finding directly supports the fourth objective of this study, which examines the influence of stakeholder engagement strategies on the organizational performance of REITs in Nairobi City County. The study emphasizes that REITs should prioritize

stakeholder engagement to enhance their performance, particularly through better communication and collaboration with key stakeholders.

Agwu (2019) studied stakeholder management in Nigerian financial institutions and found that understanding and addressing the interests of key stakeholders led to improved organizational performance. This study reinforces the fourth objective by highlighting that stakeholder engagement strategies tailored to the specific needs of REIT stakeholders such as investors, tenants, and regulatory bodies are crucial for enhancing performance in the REIT sector.

Lartey (2021) examined the role of stakeholder integration in improving performance in Ghanaian SMEs, emphasizing that sustainable practices were integral to long-term performance. This aligns with the fourth objective by suggesting that stakeholder engagement strategies that focus on sustainability are vital for fostering long-term organizational success. In the context of REITs, integrating sustainability into stakeholder engagement strategies can contribute to improved performance.

Kuncoro et al. (2021) explored stakeholder-oriented behaviors in driving sustainable performance. Their study found that organizations that embedded stakeholder engagement into their practices achieved both short-term and long-term performance improvements. This aligns with the fourth objective by underscoring the importance of stakeholder engagement strategies that promote sustainable practices, which ultimately contribute to superior performance in REITs.

2.4 Conceptual Framework

It is a representation of the relationship between the independent and the dependent variables. The four independent variables were leadership strategies, innovative strategies, resource productivity strategies, and stakeholder engagement strategies. The dependent variable was performance.

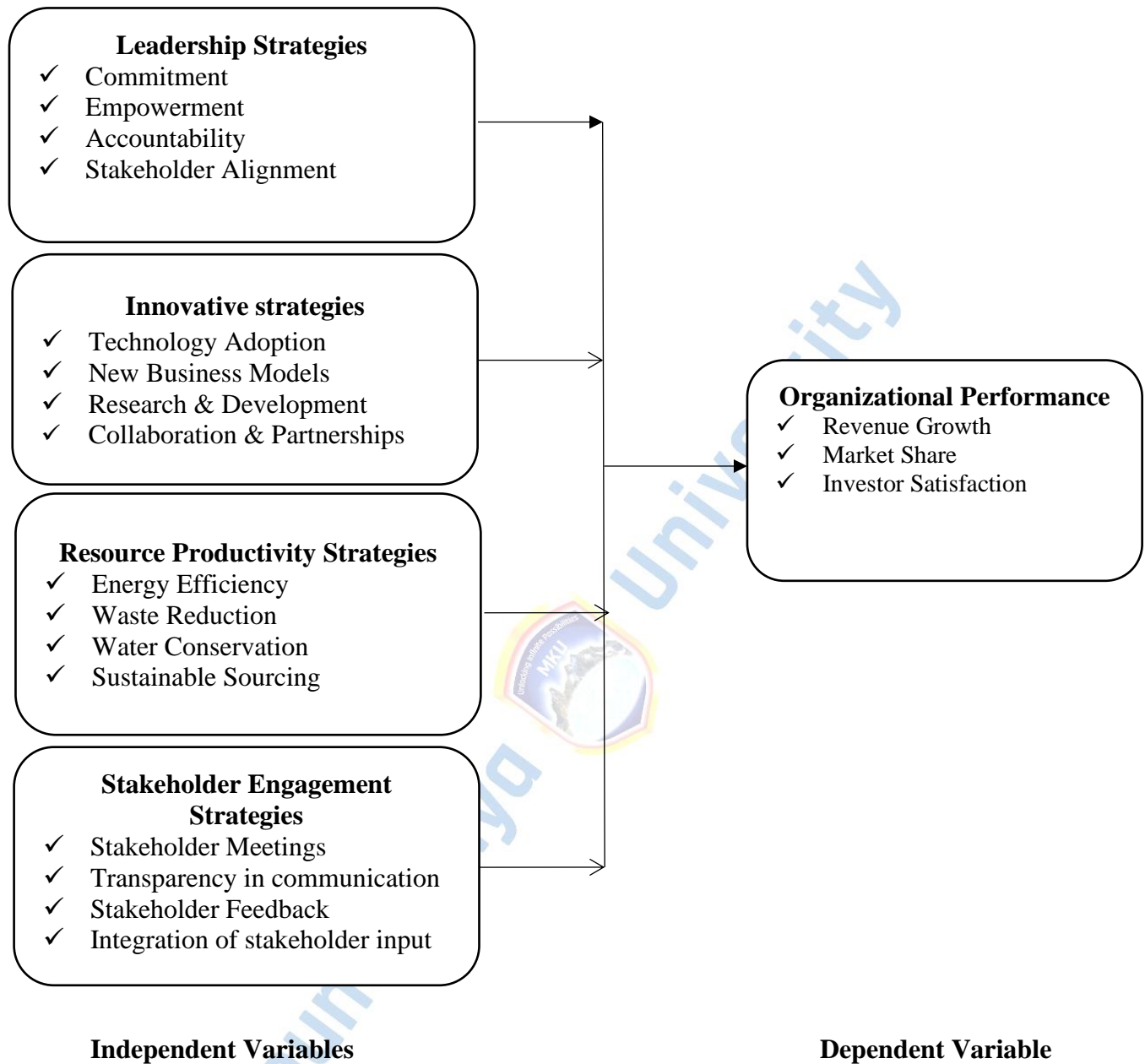


Figure 2: Conceptual Framework

Source: Researcher (2025)

This research aims to examine the effects of leadership, innovation, resource productivity, and stakeholder management practices on the performance of REITs in Nairobi City County. These are strategic frameworks that foster sustainability in REITs to achieve success in financial and operations as well as sustainability objectives. It links these strategies to KPIs like revenue

increase, market control, and investors' satisfaction showing how an all-encompassing strategy is valuable for sustainable business solutions.

Leadership Strategies focus on organizational commitment, leadership empowering processes, organizational accountability, and stakeholder management. Effective leadership makes it possible to synchronize all organizational activities to engrain strategic direction and empower the workforce besides correspondingly holding every function accountable. It can be successfully argued that through the engagement of internal and external members of the stakeholders' network REITs cause their operations, performance, and objectives to be aligned and thus embodied by these related goals their performance is bolstered by effective leveraging of organizational resources, primarily the workforce.

Innovative Strategies pertain to technology exploitation, altering the current models of doing business, carrying out research, and forming alliances. Competition in the real estate market means that REITs must find ways to adapt to their new environments through innovation. Endorsing new technologies, discovering new strategies for doing business, and making new affiliations enable operational changes that bring better positioning in the markets, sustainable growth, and higher revenues.

Resource Productivity Strategies involve the careful utilization, protection, and enhancement of Resource Wealth in a manner that minimizes energy usage, waste, and water usage, and that has an innovative procurement and supply. The strategies are consistent with the sustainable development goals and enable REITs to cut operating expenses and manage risks related to the environment. Resource productivity is not only one of the key success factors of a firm's financial performance but also gives the possibility for building its reputation as a company that cares about sustainability.

Stakeholder Management Strategies is a form of sharing information with stakeholders, Organizational Communication, Meetings with the stakeholders, and incorporating their views. This makes stakeholders important for trust, loyalty market niche compatibility, and societal expectations. In using stakeholder management to improve investor satisfaction REITs should listen, show appreciation, and incorporate stakeholder opinions and feedback to promote favorable stakeholder relationships for stable markets.

Organizational Performance is the primary outcome of these strategies, measured through revenue growth, market share, and investor satisfaction. A REIT with robust leadership, innovation, resource productivity, and stakeholder engagement is likely to achieve higher profitability and market competitiveness. Revenue growth reflects financial health, while market share indicates the ability to capture and retain customers. Investor satisfaction is critical for maintaining stakeholder support, reinforcing the organization's long-term stability, and ensuring continuous performance improvement.

2.5 Research Gaps

The reviewed literature highlights significant studies that explore various dimensions of leadership styles, organizational learning, innovation, stakeholder engagement, and strategies for resource productivity across different organizational settings. However, existing research presents several gaps, indicating the need for further investigation to better understand sustainable development strategies and their influence on performance, particularly within the context of Real Estate Investment Trusts (REITs).

Although studies by Khan and Maniam (2021) and Saleem et al. (2019) offer valuable perspectives on how leadership styles affect performance, their focus is primarily on academic institutions and broader organizational environments. This, in turn, suggests that there is a contextual gap in existing knowledge about how leadership styles affect REITs, a segment characterized by a solitary regulatory environment and other peculiarities. Therefore, more analyses are necessary to determine how different leadership styles work in the context of the REIT environment while taking into consideration the factors that characterize organizational performance in the industry.

Besides, the literature review indicates that the literature lacks a clear conceptual understanding of how different sustainable development strategies can be implemented in the REIT industry. Other works like Ullah, Anis & Kamal (2022) and Adam, Indradewa & Syah (2020) differ by focusing on leadership effects on performance whereas Singh & Thakur (2023) and Yuliansyah et al. (2021) address innovation and organizational learning both at once or in combination with the strategies implemented in REITs. Consequently, calls for research that takes a systems view on how leadership, innovation, organizational learning, and other sustainable development initiatives impact REIT performance.

In terms of methodology, the reviewed studies mainly utilize a survey research approach, including questionnaires and correlation analysis. Although these methods are useful, they may give little consideration to factors that affect the effectiveness of sustainable development plans, as well as their effects on REITs. Therefore, there is a methodological void in the literature and it is suggested that various research methodologies, for example, qualitative studies, case studies, or longitudinal studies, need to be employed to understand the various angles of sustainable development strategies in the REIT sector.

Secondly, most of the existing studies are case-study based, with the majority of the work examining the Nigerian, Indonesian, or Pakistani REIT markets but failing to capture the worldwide spread of the REIT business. Since REITs invest in different countries with different legal systems and market environments, there is a necessity to focus on the geographic distribution of REIT markets to obtain findings relevant to different settings.

It is essential to contribute to the existing literature by answering questions that may be perhaps conceptual or contextual, methodological, or geographical by examining how sustainable development strategies affect the performance of REITs in Nairobi City County. The research therefore considered and assessed the sustainability practices of REITs mainly on power management, waste minimization, water conservation as well as sourcing and procurement, correlating these measures to Net Asset Value (NAV), revenues, market share, and/or customers' satisfaction, among other indicators. As such, the study seeks to come up with practical implications and recommendations for REIT managers, investors, and policymakers to improve sustainability initiatives and REIT profitability in Nairobi.

Table 1: Research Gaps Summary

Author(s) & Year	The focus of the Study	Key Findings	Gaps Identified
Khan & Maniam (2021)	Influence of leadership styles on organizational performance	Democratic leadership is most effective in boosting productivity and organizational success.	Contextual gap: Focus on academic institutions and general settings, not specific to REITs.

Saleem et al. (2019)	Organizational leadership impact on performance	Leadership style significantly influences the timely achievement of goals. Current leadership approaches do not encourage staff to surpass objectives.	Contextual gap: Focus on academic institutions and general settings, not specific to REITs.
Ullah, Anis & Kamal (2022)	Impact of organizational leadership on performance	Leadership style significantly influences goal achievement; current approaches do not encourage exceeding goals.	Contextual gap: Focus on academic institutions and general settings, not specific to REITs.
Adam, Indradewa & Syah (2020)	Leadership's effect on organizational learning and innovation	Leadership positively influences organizational learning and innovation, enhancing performance in manufacturing companies.	Conceptual gap: Does not integrate leadership, innovation, and organizational learning within the REIT context.
Singh & Thakur (2023)	Innovativeness's impact on organizational performance in the IT sector	Product, process, and marketing innovativeness positively affect performance. Behavioral innovativeness does not.	Conceptual gap: Focus on the IT sector; limited research integrating these strategies within the REIT sector.
Yuliansyah et al. (2021)	Organizational learning and innovativeness in financial services	Organizational learning and innovativeness positively affect performance. Innovativeness does not enhance performance through a customer-focused strategy.	Conceptual gap: Limited integration of organizational learning and innovativeness within the REIT context.

Sulaiman & Nurcholidah (2023)	Best practices in HRM and technology integration	HRM strategies and technology integration enhance innovation and operational efficiency.	Methodological gap: Predominantly survey methods, need for diverse research approaches to capture complexities in the REIT sector.
Alwi & Shaiq (2021)	HR management's effect on productivity and performance	Succession planning and employee satisfaction significantly impact organizational productivity.	Methodological gap: Predominantly survey methods, need for diverse research approaches to capture complexities in the REIT sector.
Ndegwa (2022)	Influence of organizational resources on performance	Tangible, human, and intangible resources significantly affect performance; organizational capabilities do not.	Geographical gap: Focus on Kenyan state corporations, need for research considering the global diversity of REIT markets.
Elbanna & Abdel-Maksoud (2020)	Resources and capabilities impact public organizations	Financial and human resources and organizational capabilities significantly impact performance; financial resource slack is significant for corporate social performance.	Geographical gap: Focus on the UAE public sector, need for research considering the global diversity of REIT markets.
Yusif & Hafeez-Baig (2024)	Stakeholder engagement in CSR	Effective stakeholder engagement is crucial for fulfilling CSR obligations;	Geographical gap: Focus on specific regions, need for research considering

		often overlooks cognitive reasoning behind strategies.	the global diversity of REIT markets.
Agwu (2019)	Stakeholder analysis in the financial sector	Stakeholder analysis is crucial for improving organizational performance. Aligning with stakeholder needs enhances performance.	Geographical gap: Focus on Nigeria, need for research considering the global diversity of REIT markets.
Lartey (2021)	Stakeholder integration in SMEs	Environmental sustainability orientation mediates the relationship between stakeholder integration and financial performance. Competitive intensity moderates this relationship.	Geographical gap: Focus on Ghanaian SMEs, need for research considering the global diversity of REIT markets.
Achmad Kuncoro et al. (2021)	Stakeholder-oriented behavior in sustainable organizations	Values, norms, and artifacts influence stakeholder-oriented behavior, predicting market performance and commitment.	Geographical gap: Focus on Colombian companies, need for research considering the global diversity of REIT markets.

2.6 Summary of Literature Review

The literature on leadership strategies and performance underscores the pivotal role of leadership on the firm's outcomes. Khan and Maniam (2021) highlight that democratic leadership is most effective in boosting productivity and organizational success. Their study, however, identifies a conceptual gap by not incorporating strategic development strategies. Similarly, Saleem et al. (2019) and Ullah, Anis, and Kamal (2022) emphasize that leadership styles are important on timely goal achievement and overall performance, albeit in different geographical and organizational contexts. Adam, Indradewa, and Syah (2020) further connect leadership with organizational

learning and innovation, demonstrating how effective leadership can enhance performance in manufacturing companies.

Innovative strategies also emerge as crucial determinants of performance. Singh and Thakur (2023) find that product, process, and marketing innovativeness positively affect performance in the IT sector. Yuliansyah et al. (2021) support this by showing that organizational learning and innovativeness are key to firm performance through customer-focused strategies. Orieno et al. (2024) and Suifan (2021) extend this understanding by highlighting the roles of leadership, culture, and innovativeness in organizational success. They stress the importance of adaptable, vision-driven leadership and a supportive organizational culture in fostering innovation and continuous improvement.

Resource productivity strategies are examined by several studies, with Sulaeman and Nurcholidah (2023) identifying best practices in HRM and technology integration as essential for innovation and performance enhancement. Alwi and Shaiq (2021) and Ndegwa (2022) confirm the significance of effective HR management and resource utilization in boosting productivity and performance. Elbanna and Abdel-Maksoud (2020) further reinforce this by showing that financial and human resources significantly impact performance, particularly in resource-rich environments like the UAE.

Finally, stakeholder engagement strategies are explored in depth. Yusif and Hafeez-Baig (2024) emphasize the importance of cognitive abilities and decision-making processes in effective stakeholder engagement. Agwu (2019) and Lartey (2021) demonstrate that thorough stakeholder analysis and integration can significantly enhance performance, with competitive intensity further moderating these effects. Achmad Kuncoro et al. (2021) provide a comprehensive view by linking stakeholder-oriented behavior with sustainable performance, highlighting the role of values, norms, and artifacts in fostering stakeholder engagement and market performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This section offers the methodology employed in this research. It encompasses several key components, including the research philosophy, the research design, the target population, the sampling methods and sample size, the instruments and techniques for data collection, the piloting of research tools, and concludes with a section focused on data analysis and presentation.

3.1 Research Philosophy

Research philosophy, encompassing both ontology and epistemology, explains the fundamental principles guiding the development and understanding of knowledge within research endeavors. Ontology probes the nature of reality, exploring concepts such as constructionism, objectivism, and subjectivism, while epistemology examines the nature of knowledge, integrating interpretivism, positivism, realism, and pragmatism (Saunders, Lewis & Thornhill, 2019). Positivism, a cornerstone of research philosophy, operates under the premise that phenomena can be measured using quantifiable indicators, commonly applied in descriptive and cross-sectional research designs to develop theories for predicting phenomena. Through the positivist lens, researchers establish cause-effect relationships by utilizing statistical analyses such as correlational and regression analyses, drawing inferences from large samples to make predictions about populations. Leveraging existing theories, researchers formulate hypotheses that are empirically tested, contributing to the refinement and development of theoretical frameworks grounded in empirical evidence. Positivism provides a structured and thorough methodology for conducting research, which promotes the growth of knowledge by enhancing current theories and introducing new models that deepen our comprehension of intricate issues. By employing a positivist framework, researchers can formulate hypotheses based on established theories, which can then guide the development of new theoretical insights. This approach allows for the quantification of data, enabling inferential analyses to test these hypotheses. In this study, the positivist approach was utilized to explore the relationship between sustainable development strategies and the performance of Real Estate Investment Trusts (REITs) in Nairobi City County, Kenya. The researcher applied established theories related to sustainable development to create

hypotheses that were instrumental in evaluating existing theories and fostering the development of new theoretical perspectives.

3.2 Research Design and Methodology

A research design serves as a structured plan that guides the entire research process, enabling the researcher to systematically collect, analyze, and interpret data to answer specific research questions and achieve the study's objectives (Sileyew, 2019). According to Asenahabi (2019), there are various types of research designs, including exploratory, causal, and descriptive designs, each serving different research purposes. This study adopted a descriptive research design, which is appropriate for examining relationships between variables and for answering key questions such as "What?", "Where?", "How?", and "Why?" in a given population. Tobi and Kampen (2017) support the use of descriptive designs in quantitative studies, noting that it allows for the effective collection of quantifiable data, supports hypothesis testing, and facilitates the use of descriptive statistics. The descriptive design was justified in this study as it enabled the researcher to assess the influence of sustainable development strategies on the performance of Real Estate Investment Trusts (REITs) in Nairobi City County by collecting and analyzing data in a structured and objective manner.

3.3 Target Population

The population refers to all observations, individuals, and items under investigation (Peterson, 2018). This study focused on 15 REITs within Nairobi City County as the unit of analysis, selected through purposive sampling to ensure only active and operational REITs within the area are included. Employees from these REITs served as the unit of observation, with finance managers, assistant finance officers, operations managers, assistant operations officers, marketing managers, assistant marketing officers, risk managers, and assistant risk officers identified as key respondents. According to Deloitte (2023), there are 235 individuals occupying these managerial roles across the REITs in Nairobi City County, providing a relevant pool of participants for the study. Purposive sampling ensures that the selected REITs align with the study's focus on sustainable development strategies and performance.

Table 2: Target Population

Category	Number
-----------------	---------------

Finance Managers	15
Assistant Finance Officers	36
Operations Managers	26
Assistant Finance Officers	47
Marketing Managers	21
Assistant Marketing Officers	42
Risk Managers	15
Assistant Risk Officers	33
Total	235

Source: Delloite, (2023)

3.4 Sampling Procedure and Techniques

A sampling frame refers to a collection of individuals or items from which a sample is selected (Ames, Glenton & Lewin, 2019). In this research, the sampling frame included 235 managers and assistant officers working at Real Estate Investment Trusts (REITs) situated in Nairobi City County, employing a random sampling technique. A sample is defined as a portion of the entire population that shares characteristics similar to those of the complete group (Chen et al., 2020). To ensure a non-biased and representative sample size, the research implemented a stratified random sampling approach, using the Taro Yamane formula to determine the appropriate sample size, the formula is given as follows:

$$n = N / (1 + N * e^2) \dots\dots\dots\text{equation (1)}$$

Where: n = Sample size, N = Population size, e = Sampling error. In this case with a chosen sampling error of 5%, the sample size was:

$n = 235 / (1 + 235 * 0.05^2) = 148.03$, which to the nearest whole number was a sample size of 148 participants.

Table 3: Sample Distribution

Category	Size	Ratio	Sample Size
Finance Managers	15	0.064	9
Assistant Finance Officers	36	0.153	23
Operations Managers	26	0.111	16
Assistant Operations Officers	47	0.200	31
Marketing Managers	21	0.089	13
Assistant Marketing Officers	42	0.179	26
Risk Managers	15	0.064	9
Assistant Risk Officers	33	0.140	21

Total	235	1.000	148
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Source: Researcher (2024)

3.5 Data Collection Instrument

Data collection can be accomplished through various instruments, such as interview schedules, secondary data collection forms, observation checklists, or questionnaires (Wahyuni et al., 2021). The data collection tool is influenced by the research design, available resources, and time constraints. For this study, a questionnaire was utilized due to its ease of administration, efficiency, and cost-effectiveness compared to other methods (Ruslin et al., 2022). The questionnaire comprised six sections: the first gathered information on the demographic characteristics of the respondents; the second focused on leadership strategies; the third addressed innovative strategies; the fourth explored resource productivity strategies; the fifth examined stakeholder engagement strategies; and the final section assessed performance. It included both open and closed-ended questions, featuring a five-point Likert-type scale ranging from 1 to 5, where 1 represents "strongly disagreed" (SD) and 5 indicates "strongly agreed" (SA).

3.6 Pilot Study

A pilot study serves as a preliminary phase in which researchers evaluate the quality and effectiveness of the data instruments, ensuring that they are both accurate and reliable before the actual data collection occurs (Pearson et al., 2020). The formula proposed by Marshall (2017) was used to provide the sample: the pilot size is determined as follows: $np = \% (N)$, whereby np is the pilot size, $\%$ is the margin of error desired (10%) and N is the entire population of the study. Therefore, the pilot size was $np = 10\% (148) = 14.8$ or 15 to the nearest whole figure. Thus, a sample of 15 participants was utilized for the pilot study to refine the questionnaire.

3.6.1 Validity of Data Collection Instrument

There would be a need for an intensive analysis concerning face and content validity to guarantee that the developed questionnaire effectively encompasses the proposed study variables. There is a need to avoid unnecessary uncertainties or vagueness when phrasing the questions; every question should be clear and properly communicated to the respondents (Bloomfield and Fisher, 2019). The instrument development process was completed with comments from research professionals at

MKU serving as input to face validity establishment. Construct validity was established through rigid Kaiser-Meyer-Olkin (KMO) and Bartlett tests. Constructs that scored above a predetermined KMO threshold of 0.7 were considered appropriate for in-depth exploration and analysis.

3.6.2 Reliability of Data Collection Instrument

The reliability seeks to evaluate whether there is internal consistency of the answers given by the people who engage in the research (FitzPatrick, 2019). The reliability of the questionnaires was evaluated by giving the questionnaires to a small audience during the pilot study. The questionnaire would then be availed to the same individual after a week to see if they would give consistent answers. The study also used the Cronbach alpha test which showed a 0.7 score, implying that it is appropriate. Any value that did not achieve the required threshold was discarded.

3.7 Data Collection Method and Procedure

The first step in the data gathering was greeting the respondent and introducing the study to the respondents and requested for consent to proceed further. The researcher also presented the respondent with research authorization letters and a research license from the NACOSTI explaining that the researcher has permission to conduct an academic study. Once consent was given the researcher presented the respondent with a paper questionnaire which the respondents were asked to fill and notify the researcher once filled so that the researcher could pick the questionnaires within two weeks. The researcher also used an online-based approach to collect data. The online questionnaire was customized in such a way that it is in the form of a link which only required access to the internet to fill and submit online.

3.8 Data Analysis and Presentation

Data collected from both online and physical administration were combined and cleaned before the analysis. The analysis was performed using SPSS version 25. This process encompassed both descriptive and inferential statistical methods applied to the quantitative data. Descriptive statistics focused on calculating frequencies, percentages, means, and standard deviations. Meanwhile, inferential statistics employed regression analysis and correlation analysis to evaluate various hypotheses at a significance level of 0.05. Multi-linear regression analysis was utilized for conducting the regression analysis, as outlined below;

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \dots \dots \dots \text{equation (2)}$$

Where Y represented the performance of Real Estate Investment Trusts (REITs) in Nairobi City County. X₁ represented leadership strategies; X₂ represented innovative strategies; X₃ represented resource productivity strategies; X₄ represented stakeholder engagement strategies. β₁... β₄ represented the coefficients for the independent variables whereas ε represented the error term in the model. Besides the study conducted content analysis on the qualitative data. Data presentation was done in tables and narratives.

3.8.1 Diagnostic Tests

Before the multi-linear analysis the study aimed at determining whether the assumptions of the regression model were met. The major assumption of a multi-linear regression model includes the linearity of variables, Non-auto-correlated variables, independence of variables, normality of data, and presence of homoscedasticity of residuals. The assumptions were tested using the following tests.

3.8.1.1 Normality Tests

The assumption of multi-linear regression is that sample data is gathered from normally-distributed data which is neither negatively nor positively skewed. Kolmogorov-Smirnov tests were applied with a null hypothesis positing that: the sample data is not obtained from normally distributed data. The tests were carried out on a significance level of 0.05.

3.8.1.2 Auto-Correlation Test

The Durbin Watson model was used to check the autocorrelation, the scale runs between 0 and 4 whereby scores below 2 indicate positive auto-correlation whereas greater than 2 indicate negative auto-correlation. However, a score of 2 indicates that there are no problems with auto-correlation.

3.8.1.3 Homoscedasticity Test

Residuals of the independent variables should not vary with the variations of the independent variable; however, the accuracy of the study would be compromised in a situation referred to as heteroscedasticity. A null hypothesis was set that residuals do not with the independent variable changes, at a p-value of 0.05. To test for homoscedasticity, the study applied the Breusch-Pagan tests at a significance level of 0.05 whereby if the observed score is above 0.05 it indicated that

the residuals do not vary with the variations of independent variables, therefore confirming the presence of homoscedasticity.

3.8.1.4 Linearity Test

Multi-linear regression assumes that the variables have some association that can be observed by drawing a line between two variables. To test for linearity, the study applied a scatter matrix plot graph with a fitted line. If the data between variables followed a particular pattern rather than a random pattern it confirmed the presence of linearity.

3.8.1.5 Tests for Multi-Collinearity

Multi-linear regression model assumes that independent variables are independent as such. Instances where independent variables are not fully independent result in multi-collinearity problems. To test for multi-collinearity, the study applied the value inflation factor and the correlation analysis. The value inflation factor score runs between 1 and 10 for variables that do not suffer multi-collinearity however values outside the threshold reveal the presence of multi-collinearity. Correlation analysis through Spearman's rank correlation was also used to determine the presence of multi-collinearity, Pearson (r) scores which were above 0.8 indicated the presence of multi-collinearity.

3.9 Ethical Considerations

Ethics were upheld in the process, including using polite language that is respectful and non-harmful psychologically to respondents. The respondents were assured of confidentiality and that no information was going to be divulged to third parties since it was going to be used purposely for coming up with the project. Besides, respondents were asked to sign a voluntary consent form in the introductory letter before the exercise and the researcher presented a NACOSTI letter as well as a research authorization letter from the university to guarantee the confidentiality of any information provided.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.0 Introduction

The chapter outlines the data collected, the response rate, and how the findings align with the study's objectives. It provides insights into the influence of leadership, innovative, resource productivity, and stakeholder engagement strategies on REIT performance. Through statistical analysis and descriptive presentation, the findings aim to bridge the research gap by addressing the extent to which sustainable development strategies impact organizational performance. This chapter ensures clarity in reporting and interpretation, leading to better understanding of the results.

4.1 Response Rate

The study targeted 148 participants whereby 139 responses were received, representing a high response rate of 93.9%. This impressive rate is due to the rigorous follow-up mechanisms and the use of effective data collection strategies, such as ensuring participants' confidentiality and providing clear instructions. The high response rate enhances the credibility and generalizability of the study findings. Mugenda and Mugenda (2003), exposes that a response rate above 70% is considered excellent in survey-based research. This means the current response rate provides a strong basis for statistical analysis and reliable conclusions.

Table 4: Response Rate Analysis

Category	Targeted Participants	Actual Responses	Response Rate (%)
Total	148	139	93.9

The consistency in responses also ensures the representativeness of the sample, making the findings applicable to the broader REIT sector in Nairobi City County. In subsequent sections, the analysis of these responses delved into how sustainable development strategies influence REIT performance, as outlined in the study objectives.

4.2 Demographic analysis

The demographic profile of respondents provides essential insights into the composition of participants who contributed to the study.

4.2.1 Gender of the Respondents

The study sought to determine the gender of the respondents. Results are presented in table 5.

Table 5: Gender

What is your gender?	Frequency	Percent
Female	38	27.3
Male	101	72.7
Total	139	100

Out of 139 respondents, 72.7% were male (101), while 27.3% were female (38). This indicates a significant male dominance among employees in REITs in Nairobi City County, potentially reflecting the gender dynamics in the industry.

4.2.2 Age of the Respondents

The age of the respondent was also targeted whereby the ages were classified into different categories. Results are presented in Table 6.

Table 6: Age

What is your age bracket?	Frequency	Percent
25 years and below	8	5.8
Between 26-35	95	68.3
Between 36-45	26	18.7
46 years and above	10	7.2
Total	139	100

Results in Table 6 revealed that the majority of respondents, 68.3%, fall in the 26-35 years age bracket, highlighting that most REIT employees are relatively young professionals. Those aged 36-45 years accounted for 18.7%, while 25 years and below and 46 years and above made up 5.8% and 7.2%, respectively. This distribution suggests that REITs are primarily staffed by young to middle-aged professionals.

4.2.3 Level of Education

The study sought to establish the level of education of the respondents. Findings are shown in table 7.

Table 7: Level of education

What is your highest level of education?	Frequency	Percent
Degree	94	67.6
Masters	22	15.8
Postgraduate	23	16.5
Total	139	100

Results in Table 7 revealed that the respondents' education levels show that 67.6% hold a degree, 15.8% a master's degree, and 16.5% postgraduate qualifications. This high level of education underscores the skilled nature of employees in the sector, essential for implementing sustainable development strategies.

4.2.4 Experience

The study sought to establish the duration that the respondents had worked in their organizations. Findings are shown in table 8.

Table 8: Workforce experience

How long have you worked in your organization?	Frequency	Percent
5 years and below	36	25.9
Between 5-9 years	73	52.5
10 years and above	30	21.6

Findings in Table 8 revealed that the largest group of respondents, 52.5%, have 5–9 years of experience, indicating a workforce with moderate tenure. 25.9% have less than 5 years of experience, while 21.6% have been with their organizations for over 10 years, reflecting a mix of both newer and more experienced employees.

4.3 Diagnostic tests

Before the actual regression analysis, the study conducted diagnostic tests to ascertain whether multi-linear regression model assumptions, including normality, auto-correlation, homoscedasticity, linearity, and multi-collinearity had been attained.

4.3.1 Normality Tests

The Kolmogorov-Smirnov (K-S) test is used to determine whether a dataset follows a normal distribution. This test evaluates the significance of the deviation between the observed data distribution and the expected normal distribution. A significance level (p-value) above 0.05 indicates that the data are normally distributed, while a p-value below 0.05 suggests deviations from normality.

Table 9: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Leadership Strategies	.074	139	.059	.969	139	.003
Innovation Strategies	.065	139	.200*	.967	139	.002
Resource Productivity Strategies	.108	139	.000	.917	139	.000
Stakeholder Engagement	.094	139	.004	.953	139	.000
Performance	.080	139	.028	.945	139	.000

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The K-S test results in Table 9 revealed that while leadership and innovation strategies are approximately normally distributed (p-values of 0.059 and 0.200, respectively), resource productivity, stakeholder engagement, and performance significantly deviate from normality (p-values of 0.000, 0.004, and 0.028, respectively). Consequently, a combination of parametric and non-parametric statistical methods may be necessary for a comprehensive data analysis, taking into account the specific distributional characteristics of each variable.

4.3.2 Auto-Correlation Test

The Durbin-Watson (DW) test is used to detect the presence of autocorrelation in the residuals from a regression analysis. Autocorrelation occurs when the residuals (errors) in a regression model are not independent, potentially undermining the model's validity. The Durbin-Watson statistic ranges from 0 to 4, where a value close to 2 indicates no autocorrelation, a value below 2 suggests positive autocorrelation and a value above 2 suggests negative autocorrelation.

Table 10: Auto-Correlation

Model	Durbin-Watson
Stakeholder Engagement, Leadership Strategies, Innovation Strategies, Resource Productivity Strategies	2.029

The Durbin-Watson statistic for the model assessing stakeholder engagement, leadership strategies, innovation strategies, and resource productivity strategies is 2.029. This value is very close to 2, indicating that there is no significant autocorrelation in the residuals of the model. These results suggest that the regression model is robust in terms of residual independence, which enhances the reliability of the conclusions drawn from the analysis. The absence of autocorrelation implies that the relationships between the variables and the outcomes can be interpreted with confidence, as the residuals are not systematically related to one another.

4.3.3 Homoscedasticity Test

The Breusch-Pagan test evaluates the presence of heteroscedasticity in a regression model. Heteroscedasticity occurs when the variance of the residuals is not constant across all levels of the independent variables, potentially biasing standard errors and affecting the reliability of hypothesis tests. A significant p-value (less than 0.05) indicates heteroscedasticity, while a p-value above 0.05 suggests homoscedasticity (constant variance).

Table 11: Breusch-Pagan Test for Heteroskedasticity

Chi-Square	Df	Sig.
2.342	1	0.126

The Breusch-Pagan test for this model yields a chi-square value of 2.342 with 1 degree of freedom and a p-value of 0.126. Since the p-value is greater than 0.05, the null hypothesis of homoscedasticity is not rejected. This indicates that the residuals have a constant variance, and there is no significant evidence of heteroscedasticity.

The result confirms that the regression model is homoscedastic, ensuring that standard errors and statistical inferences from the model are reliable and valid. This supports the appropriateness of the regression model in assessing the relationship between the independent variables (stakeholder engagement, leadership strategies, innovation strategies, and resource productivity) and the dependent variable (organizational performance).

4.3.4 Linearity Test

The scatterplot illustrates the relationship between the standardized predicted values and the dependent variable, organizational performance. A linear trend is assessed by observing whether the data points align closely with the fitted regression line.

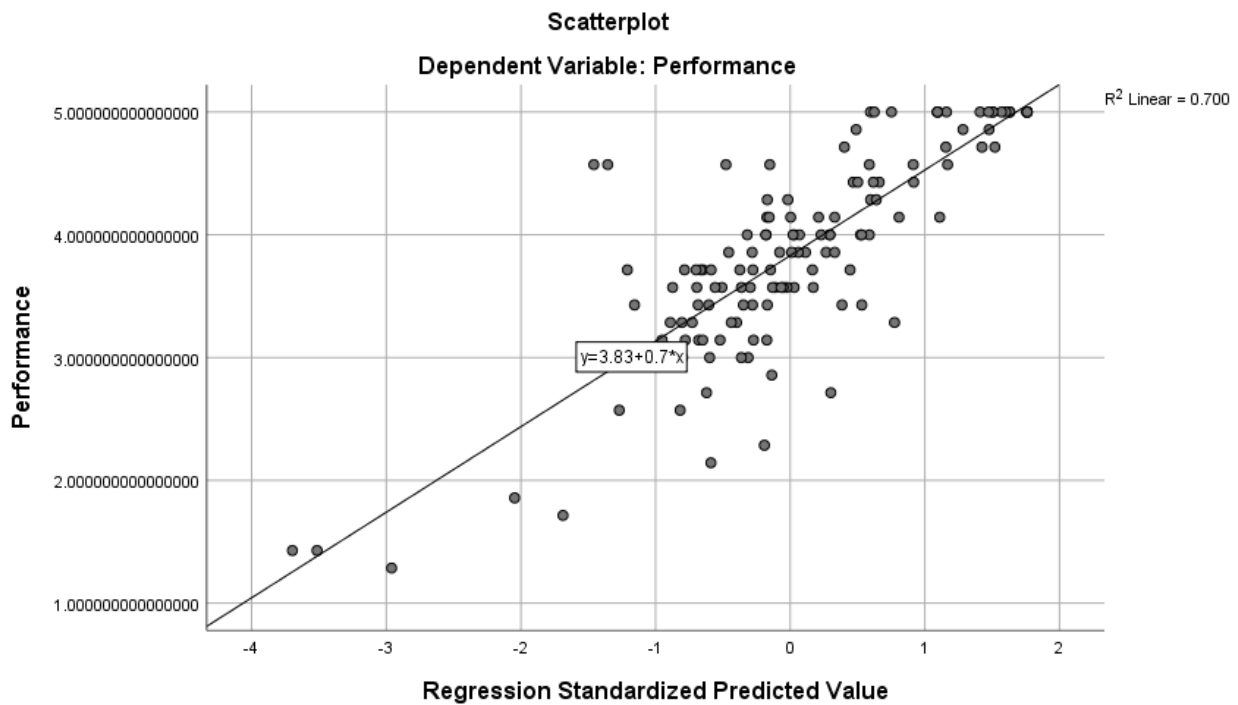


Figure 3: Scatterplot

The scatterplot shows a strong linear relationship, with data points clustering around the regression line. The coefficient of determination ($R^2 = 0.700$) indicates that 70% of the variance in performance is explained by the independent variables. The equation $y = 3.83 + 0.7x$ confirms the positive linear association, supporting the model's validity and predictive power.

4.3.5 Multi-Collinearity

The multi-collinearity test evaluates whether independent variables are highly correlated, which can distort regression results. The Variance Inflation Factor (VIF) quantifies the severity of multicollinearity, with values above 10 indicating a concern. Tolerance, the reciprocal of VIF, measures how much a variable's variance is independent of other predictors. A tolerance below 0.1 signals high collinearity.

Table 12: Multi-Collinearity

	Tolerance	VIF
Leadership Strategies	0.396	2.528
Innovation Strategies	0.622	1.608
Resource Productivity Strategies	0.354	2.824
Stakeholder Engagement	0.812	1.232

The VIF values for all variables are below 3, indicating no significant multicollinearity. Leadership strategies and resource productivity strategies have the highest VIFs (2.528 and 2.824), but they remain within acceptable limits. The tolerance values are also above 0.1, supporting the conclusion that the predictors are independent. These results confirm the model's validity, with no multicollinearity concerns.

4.4 Influence of Leadership Strategies on Organizational Performance

The study carried out a descriptive analysis, correlation analysis and regression analysis of the various leadership strategies conducted by REITs in Nairobi City County.

4.4.1 Descriptive Statistics on Leadership Strategies

The study carried out a descriptive analysis of the influence of leadership strategies on the performance of Real Estate Investment Trusts (REITS) in Nairobi city county, Kenya. The findings were presented in Table 13 presenting respondents' perceptions of leadership strategies in promoting sustainable development within REITs in Nairobi City County. Various aspects, including Commitment, Empowerment, Accountability, and Stakeholder Alignment, were assessed on a Likert scale ranging from "Strongly Disagree" to "Strongly Agree."

Table 13: Descriptive Statistics on Leadership Strategies

	SD	D	N	A	SA	Mean	Std Dev
Our leadership shows a strong commitment to sustainable development.	1.4%	7.9%	28.1%	41.0%	21.6%	3.73	.94
Employees are encouraged to contribute to sustainable development initiatives.	0.7%	7.2%	28.8%	30.2%	33.1%	3.88	.98
Leadership takes responsibility for sustainable development goals.	3.6%	5.0%	30.9%	33.8%	26.6%	3.75	1.02
Our sustainable goals consider the interests of all stakeholders.	2.2%	7.9%	23.7%	36.0%	30.2%	3.84	1.02
Our leadership actively communicates the importance of sustainable development to all employees.	0.7%	2.9%	30.9%	36.7%	28.8%	3.90	.88
Leadership regularly reviews and updates sustainable development policies to ensure their effectiveness.	3.6%	5.0%	28.8%	35.3%	27.3%	3.78	1.02
Our leadership strategies effectively guide organizational success.	1.4%	3.6%	29.5%	36.7%	28.8%	3.88	.92

Results in Table 13 revealed that the majority of respondents (41% agree and 21.6% strongly agree) believe that leadership shows a strong commitment to sustainable development, with a mean score of 3.73. Additionally, 33.1% strongly agree and 30.2% agree that employees are encouraged to contribute to sustainable initiatives, indicating active involvement efforts (mean = 3.88).

Moreover, leadership communication scored the highest mean (3.90), showing that leaders actively convey sustainable development's importance. Similarly, 36.7% agree and 28.8% strongly agree that leadership strategies guide organizational success effectively (mean = 3.88). Overall, the findings highlight leadership's significant role in embedding sustainable goals, emphasizing regular updates, stakeholder inclusivity, and strategic guidance for organizational performance.

The findings from this study align with previous research highlighting the critical role of leadership in shaping organizational success. Saleem et al. (2019) demonstrated that leadership styles significantly influence performance, particularly among academic staff in Nigerian universities. Their study revealed that while leadership approaches were effective in meeting objectives within set timelines, they could not often inspire employees to exceed expectations. This underscores the importance of adopting leadership strategies that go beyond basic performance goals, fostering a more engaging and inclusive work environment. Similarly, the current study revealed that leadership communication, with the highest mean score (3.90), plays a vital role in embedding sustainable development within organizations, ensuring that employees are actively involved and aligned with strategic objectives.

Likewise, Ullah, Anis, and Kamal (2022) emphasized that leadership style significantly impacts task completion and performance in public-sector organizations in Ghana. However, they noted a gap in the ability of existing leadership approaches to motivate employees to surpass performance targets. This resonates with the findings of the current study, where leadership strategies, as

evidenced by a high mean score (3.88), effectively guide organizational success while emphasizing stakeholder inclusivity and regular updates on sustainable initiatives. The comparison of these studies highlights the universal need for strategic leadership practices that not only meet organizational goals but also inspire higher performance levels, offering valuable insights into enhancing sustainable development efforts in diverse sectors.

4.4.2 Correlational Analysis on Leadership Strategies and Organizational Performance

The purpose of the study was to examine the relationship between leadership strategies on the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County. The results of the study are presented in Table 14.

Table 14: Correlation on leadership strategies and Organizational Performance

		Performance
Leadership Strategies	Pearson Correlation	.731**
	Sig. (2-tailed)	0.000
	N	139

The Pearson correlation between leadership strategies and performance is 0.731, with a p-value of 0.000. This indicates a strong, positive, and statistically significant relationship at the 0.01 significance level. The result suggests that as leadership strategies improve, organizational performance significantly increases. This highlights the critical role of effective leadership in driving organizational success and implementing sustainable development strategies.

4.4.3 Regression Analysis on the Influence of Leadership Strategies on Organizational Performance

Regression analysis is a statistical method used to examine the relationship between independent variables (predictors) and a dependent variable. The Model Summary table highlights the strength of the model with the correlation coefficient (R), the coefficient of determination (R^2), and the adjusted R^2 . ANOVA (Analysis of Variance) tests, the overall significance of the regression model,

determining whether the predictors significantly explain the variance in the dependent variable. The Coefficients Table indicates the strength and direction of the relationship between individual predictors and the dependent variable.

Table 15: Model Summary of Leadership Strategies and Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.731 ^a	.535	.532	.57003

a. Predictors: (Constant), Leadership Strategies

The R value (0.731) signifies a strong positive correlation between leadership strategies and performance. The adjusted R² (0.532) indicates that 53.2% of the variance in performance is explained by leadership strategies, making the model a good fit.

Table 16: ANOVA on Leadership Strategies and Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.207	1	51.207	157.588	.000 ^b
	Residual	44.517	137	.325		
	Total	95.725	138			

a. Dependent Variable: Performance

b. Predictors: (Constant), Leadership Strategies

The F-statistic (157.588) and the significance level ($p < 0.001$) confirm that the regression model significantly predicts performance.

Table 17: Regression Coefficients on Leadership Strategies and Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.782	.248		3.157	.002
Leadership Strategies	.798	.064	.731	12.553	.000

a. Dependent Variable: Performance

Leadership strategies have a significant positive impact on performance ($\beta = 0.731, p < 0.001$). The unstandardized coefficient ($B = 0.798$) implies that a one-unit increase in leadership strategies leads to a 0.798 increase in performance. The constant ($B = 0.782, p = 0.002$) represents the baseline performance when leadership strategies are absent.

Saleem et al. (2019) demonstrated that leadership style significantly influences academic staff's ability to meet objectives within set timelines. They recommended that faculty and department leaders adopt more effective leadership styles to ensure timely goal attainment. Ullah, Anis, and Kamal (2022) revealed that leadership style significantly impacts the timely completion of tasks by academic personnel. Adam, Indradewa, and Syah (2020) indicated that leadership significantly enhances both learning and innovation, which, in turn, positively impacts overall organizational performance.

4.4.4 Thematic Analysis of Leadership Strategies

4.4.4.1 Influence of Sustainable Development Goals in REITs' Performance

Respondents highlighted that their leadership approaches strongly align with supporting sustainable development goals (SDGs) within REITs. They reported that leaders prioritize integrating sustainability into core business strategies, such as investing in eco-friendly projects and incorporating green building technologies. Compliance with environmental standards and a focus on reducing the carbon footprint through energy efficiency and waste management were also

cited as key efforts. These initiatives demonstrate a commitment to advancing SDG targets related to climate action and sustainable urban development.

Additionally, respondents emphasized the importance of engaging employees and stakeholders in sustainability efforts. Leadership was described as fostering a culture of inclusivity by providing training and raising awareness about sustainable practices. Respondents noted that leaders actively encourage employees to propose innovative ideas and contribute to sustainability initiatives. Through open communication and collaborative efforts, leadership ensures that sustainability goals are a shared responsibility, aligning organizational objectives with broader societal and environmental needs.

Respondents also reported that leadership supports sustainable development by implementing transparent reporting and accountability mechanisms. They noted that leaders set clear, measurable sustainability goals and regularly track and communicate progress to stakeholders. By sharing reports on the social, environmental, and economic impacts of their operations, leaders not only reinforce their commitment to sustainability but also build trust with investors and communities. This approach was described as essential in ensuring sustainable development remains a key driver of REIT performance and long-term success.

4.4.4.2 Leadership Commitment to sustainability impact on the performance of their REIT

Respondents reported that leadership's commitment to sustainability significantly enhances the performance of their REITs by driving long-term value creation. They noted that leaders who prioritize sustainability attract environmentally conscious investors and tenants, thereby increasing occupancy rates and revenue streams. This observation aligns with the findings of Ullah, Anis, and Kamal (2022), who highlighted that leadership approaches directly influence organizational success by aligning operational objectives with stakeholder expectations. Respondents further emphasized that aligning with global sustainability trends not only enhances their market competitiveness but also strengthens their reputation, as suggested by Saleem et al. (2019), who argued that effective leadership drives the achievement of both operational and strategic goals.

Additionally, respondents highlighted that a strong commitment to sustainability fosters operational efficiency, which directly impacts performance. Leadership efforts to adopt energy-saving technologies, reduce waste, and optimize resource utilization result in lower operational

costs, an observation supported by Maendo, James, and Kamau (2018), who found that resource efficiency is a key determinant of project and organizational performance. Respondents noted that these sustainable practices also contribute to compliance with regulatory requirements, as well as the long-term durability of properties, leading to enhanced financial returns. These insights reflect broader literature that underscores the importance of leadership in implementing cost-effective, sustainable initiatives to ensure organizational resilience and financial sustainability.

Furthermore, respondents noted that leadership commitment to sustainability positively influences employee morale and stakeholder engagement. Leaders who champion sustainability initiatives inspire a sense of purpose and motivation among employees, a perspective echoed by Saleem et al. (2019), who observed that leadership approaches must inspire employees to exceed performance expectations. Respondents also emphasized that this commitment fosters trust among investors and community members, strengthening relationships and ensuring continuous support for REITs. This observation resonates with findings from strategic management literature, which highlight the role of leadership in building strong stakeholder networks and fostering a culture of sustainability to enhance organizational performance and adaptability. Such impacts collectively ensure the REITs remain competitive and resilient in a rapidly evolving, sustainability-driven business environment.

4.5 Influence of innovative strategies on Organizational Performance

The study also conducted a descriptive statistics, correlational analysis and regression analysis on the influence of innovative strategies on the performance of Real Estate Investment Trusts (REITS) in Nairobi city county, Kenya.

4.5.1 Descriptive Statistics on Innovative Strategies

The study conducted descriptive analysis on innovative strategies. The table provides an analysis of respondents' perceptions regarding the role of innovative strategies in enhancing sustainability within REITs in Nairobi City County. It examined aspects such as the adoption of technologies, exploration of innovative business models, collaboration with partners, and organizational investments in research and development.

Table 18: Descriptive Statistics on innovative strategies

	SD	D	N	A	SA	Mean	Std Dev
Our organization effectively adopts new technologies for sustainability.	3.6%	10.1%	34.5%	28.1%	23.7%	3.58	1.07
Our organization explores innovative business models for sustainability.	3.6%	16.5%	25.9%	28.8%	25.2%	3.55	1.14
Our organization invests in Research and Development for sustainable practices.	3.6%	10.8%	33.1%	30.9%	21.6%	3.56	1.06
Our organization collaborates with partners for sustainable innovation.	3.6%	7.2%	19.4%	43.2%	26.6%	3.82	1.02
Our organization prioritizes continuous improvement processes to enhance sustainability.	0.7%	12.2%	27.3%	35.3%	24.5%	3.71	1.00
Our organization regularly conducts training programs to foster a culture of innovation for sustainable practices.	5.0%	11.5%	22.3%	36.0%	25.2%	3.65	1.13
Innovation is actively fostered and encouraged within our organization.	1.4%	10.1%	28.8%	33.8%	25.9%	3.73	1.01

The results in Table 18 revealed that a combined 51.8% of respondents (28.1% agreed, 23.7% strongly agreed) believe the organization effectively adopts new technologies for sustainability, with a mean score of 3.58. This suggests moderate alignment with technology-driven sustainability practices, although with room for improvement as indicated by a relatively high percentage (34.5%) of neutral responses.

Additionally, 54.0% of respondents (28.8% agreed, 25.2% strongly agreed) indicated the organization explores innovative business models for sustainability, supported by a mean score of 3.55. However, a notable 16.5% disagreed, highlighting potential gaps in fully integrating innovation into business strategies.

Moreover, with a mean score of 3.56, responses showed that 52.5% of participants (30.9% agreed, 21.6% strongly agreed) recognize the organization's investment in R&D for sustainable practices.

Nonetheless, a significant proportion (33.1%) remained neutral, pointing to possible limitations in visible or impactful R&D initiatives.

Besides, the results revealed a relatively high mean of 3.82, with 69.8% of respondents (43.2% agreed, 26.6% strongly agreed) affirming the organization's collaboration with partners for sustainable innovation. The low percentage of disagreement (7.2%) indicates strong external engagement in driving sustainability.

Further, continuous improvement for sustainability achieved a mean score of 3.71, with 59.8% of respondents (35.3% agreed, 24.5% strongly agreed) supporting this claim. The low standard deviation (1.00) suggests consistency in participants' perceptions, emphasizing the organization's focus on refining processes for sustainability.

Also, the results revealed a total of 61.2% of respondents (36.0% agreed, 25.2% strongly agreed) believe that training programs are conducted to foster a culture of innovation, with a mean score of 3.65. Despite this, 16.5% of respondents (5.0% strongly disagreed, 11.5% disagreed) highlighted a need for expanded or improved training efforts.

Lastly, Innovation within the organization was actively acknowledged, as reflected in a mean score of 3.73. A combined 59.7% of respondents (33.8% agreed, 25.9% strongly agreed) affirm innovation is encouraged, showcasing the organization's commitment to embedding innovative practices into its operations.

This study aligns with Singh and Thakur's (2023) findings, which emphasize the significant impact of innovation dimensions such as product, process, and marketing on organizational performance. Similarly, the organization demonstrates strong efforts in fostering innovation through

collaboration, technology adoption, and continuous improvement, reflecting comparable strategies for enhancing performance outcomes. The study also highlights the value of collaborative partnerships and innovation-oriented training programs as key drivers of sustainable practices.

The findings also resonate with Orieno et al.'s (2024) insights on the role of leadership, organizational culture, and technology in fostering innovation. Leadership-driven initiatives, such as training programs and continuous improvement, align with the need for an innovation-friendly culture. Additionally, the focus on technology adoption and collaboration underscores the importance of integrated, technology-driven approaches to achieving sustainable organizational success.

4.5.2 Correlation Analysis on Innovative Strategies and Organizational Performance

The purpose of the study was to examine the relationship between innovative strategies on the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County. The results of the study are presented in Table 19.

Table 19: Correlation on Innovative Strategies and Organizational Performance

		Performance
Innovation Strategies	Pearson Correlation	.659**
	Sig. (2-tailed)	0.000
	N	139

The Pearson correlation for innovation strategies and performance is 0.659, with a p-value of 0.000. This signifies a strong, positive, and statistically significant relationship. The findings imply that innovation strategies, such as adopting new technologies and business models, are important contributors to enhancing organizational performance in REITs, demonstrating their relevance in sustainability initiatives.

4.5.3 Influence of Innovative Strategies on the Organizational Performance

Regression analysis is a tool to determine the influence of one or more independent variables (predictors) on a dependent variable. The Model Summary provides key statistics, including the correlation coefficient (R) to assess relationship strength, R^2 for the proportion of variance explained, and the adjusted R^2 for model accuracy. ANOVA (Analysis of Variance) checks whether the regression model significantly predicts the dependent variable by analyzing variances between groups. The Coefficients Table evaluates the magnitude and direction of influence of each predictor and tests the statistical significance.

Table 20: Model Summary of Innovative Strategies and Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.659 ^a	.435	.430	.62853

a. Predictors: (Constant), Innovation Strategies

The R value (0.659) indicates a moderate positive correlation between innovation strategies and performance. The adjusted R^2 (0.430) shows that 43.0% of the variance in performance is explained by innovation strategies, reflecting a moderately strong model fit. The standard error of the estimate (0.629) represents the average distance between observed and predicted values.

Table 21: ANOVA on Innovative Strategies and Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.602	1	41.602	105.305	.000 ^b
	Residual	54.123	137	.395		
	Total	95.725	138			

a. Dependent Variable: Performance

b. Predictors: (Constant), Innovation Strategies

Results in Table 21 revealed an F-statistic (105.305) that is highly significant ($p < 0.001$), indicating that the model is a good predictor of performance and that innovation strategies significantly affect performance.

Table 22: Regression Coefficients on Innovative Strategies and Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.457	.237		6.134	.000
Innovation Strategies	.649	.063	.659	10.262	.000

a. Dependent Variable: Performance

Results in Table 22 revealed that innovation strategies significantly predict performance ($\beta = 0.659$, $p < 0.001$). The unstandardized coefficient ($B = 0.649$) suggests that a one-unit increase in innovation strategies improves performance by 0.649 units. The constant ($B = 1.457$, $p < 0.001$) represents baseline performance when innovation strategies are absent.

Singh and Thakur (2023) indicated that product, process, and marketing innovation had a significant and positive impact on organizational performance, whereas behavioral innovation did not exhibit a notable influence. Further, Yuliansyah et al. (2021) investigated the interconnections among organizational learning, innovation, and firm performance within financial service companies. They found that innovativeness does not directly improve performance when mediated by these strategies. The researchers recommend that companies pursuing business model innovations should emphasize resource flexibility and efficient asset utilization to optimize performance. Suifan (2021) revealed that innovation enhances the positive effects of leadership and organizational culture on performance outcomes. He highlighted that supportive leadership styles encourage innovation, which in turn improves organizational performance, with a positive culture further reinforcing these outcomes.

4.5.4 Thematic Analysis of Innovation Strategies

4.5.4.1 Innovation Strategies Adopted to Enhance Sustainable Development in the Organizations' Operations

Respondents indicated that their organizations actively integrate innovation strategies to support sustainable development through the adoption of cutting-edge technologies and processes. They reported employing energy-efficient building designs, renewable energy sources like solar panels, and advanced waste management systems to minimize environmental impact. Additionally, respondents noted that digital platforms are leveraged to streamline operations, such as online property management tools and virtual property tours, which reduce the need for physical resources. This aligns with global studies highlighting that innovation in green building technologies and digitization not only improves operational efficiency but also supports the achievement of sustainable development goals.

Moreover, respondents shared that their organizations foster a culture of innovation by encouraging employee creativity and collaboration with stakeholders. They highlighted initiatives such as partnerships with technology firms to develop eco-friendly solutions and hosting sustainability-focused training for staff. These efforts help create innovative practices tailored to the local real estate market. Literature supports this perspective, with research demonstrating that collaborative innovation fosters unique solutions that drive both sustainability and competitiveness. By embedding innovation into their strategies, these organizations ensure that sustainability is not only a compliance measure but also a value-adding component of their business model.

4.5.4.2 Challenges Faced in Implementing Innovative Approaches to Improve the Performance of REITS

Respondents identified financial constraints as a significant barrier to implementing innovative strategies in their operations. They reported that sustainable technologies, such as energy-efficient systems and green construction materials, often require substantial upfront investments, which can be challenging for organizations operating under tight budgets. Additionally, respondents pointed out the lack of accessible funding opportunities or incentives from regulatory bodies to support such initiatives. Studies have similarly emphasized financial barriers as a key limitation to adopting innovative sustainable practices, particularly in emerging markets.

Respondents also cited limited technical expertise and resistance to change as other notable challenges. They explained that some employees and stakeholders are hesitant to embrace new technologies due to inadequate knowledge or fear of disrupting established processes. Furthermore, navigating complex regulatory frameworks was mentioned as a hurdle, as delays in approvals for innovative projects can discourage their adoption. Research corroborates these findings, with evidence suggesting that successful implementation of innovation strategies requires not only financial and technical resources but also supportive leadership and a robust policy environment. Addressing these challenges is essential to fully harness the potential of innovative strategies for the performance of REITs.

4.6 Influence of Resource Productivity Strategies

The study also conducted a descriptive statistics, correlational analysis and regression analysis on the influence of resource productivity strategies on the performance of Real Estate Investment Trusts (REITS) in Nairobi city county, Kenya.

4.6.1 Descriptive Statistics on Resource Productivity Strategies

An analysis of the influence of resource productivity Strategies on the performance of Real Estate Investment Trusts (REITS) in Nairobi city county, Kenya, was carried out. The results were presented in Table 11 presenting respondents' evaluations of resource productivity strategies employed by REITs in Nairobi City County to enhance organizational sustainability. It examined practices such as energy-saving, waste reduction, water conservation, sustainable sourcing, and the use of technology and innovation.

Table 23: Descriptive resource productivity strategies

	SD	D	N	A	SA	Mean	Std Dev
Energy-saving practices are encouraged in our organization.	2.2%	3.6%	16.5%	40.3%	37.4%	4.07	.94
Our organization actively reduces waste.	1.4%	2.2%	21.6%	35.3%	39.6%	4.09	.91
Our organization promotes water conservation efforts.	2.2%	2.2%	30.2%	33.1%	32.4%	3.91	.95
Our organization prioritizes sustainable sourcing practices.	3.6%	2.2%	15.1%	40.3%	38.8%	4.09	.97

Our organization implements efficient transportation and logistics practices to minimize environmental impact.	0.0%	5.0%	30.9%	30.9%	33.1%	3.92	.92
Our organization invests in technology and innovation to enhance resource efficiency.	2.9%	2.9%	20.9%	38.1%	35.3%	4.00	.97
Our resource productivity strategies significantly enhance organizational efficiency.	1.4%	2.9%	24.5%	36.0%	35.3%	4.01	.92

Results in Table 23 revealed that Energy-saving practices are widely encouraged, with 40.3% agreeing and 37.4% strongly agreeing, resulting in a high mean score of 4.07. Similarly, active waste reduction scored the highest mean (4.09), with 35.3% agreeing and 39.6% strongly agreeing, indicating strong adoption. Besides, the findings indicated that efforts to promote water conservation scored a slightly lower mean (3.91), with 33.1% agreeing and 32.4% strongly agreeing, highlighting moderate emphasis in this area. Sustainable sourcing practices are also prioritized, with 40.3% agreeing and 38.8% strongly agreeing (mean = 4.09), emphasizing environmentally conscious procurement.

In addition, the results revealed that the use of efficient transportation and logistics practices to minimize environmental impact received a mean score of 3.92, supported by 30.9% agreeing and 33.1% strongly agreeing, suggesting steady implementation. Also, the findings revealed that investment in technology and innovation for resource efficiency scored a mean of 4.00, supported by 38.1% agreeing. Similarly, resource productivity strategies enhancing organizational efficiency achieved a strong mean score of 4.01, reflecting their effectiveness.

Overall, the findings indicate a strong commitment to resource productivity strategies, particularly in waste reduction, energy saving, and sustainable sourcing practices. These practices significantly contribute to organizational efficiency and sustainability.

The findings of the current study align with Alwi and Shaiq (2021), who highlighted the role of effective management practices in enhancing organizational productivity. While their study focused on human resource management, specifically succession planning and employee satisfaction, as key drivers of productivity in educational institutions, the emphasis on energy-saving practices, active waste reduction, and sustainable sourcing in this study similarly underscores the importance of strategic resource management in improving performance. Both

studies emphasize that prioritizing specific management practices tailored to organizational needs whether through HRM policies or sustainability strategies can significantly contribute to overall efficiency and competitive advantage.

The study's emphasis on resource productivity strategies such as waste reduction, energy-saving measures, and sustainable sourcing also resonates with the findings of Ndegwa (2022), who explored the relationship between organizational resources and performance in state corporations in Kenya. Ndegwa's research found that tangible resources, such as physical assets and financial investments, alongside human and intangible resources, play a crucial role in driving organizational performance. Similarly, the adoption of innovative technologies and efficient transportation practices in the current study highlights the tangible and intangible aspects of resource management that contribute to sustainability and organizational success. Both studies affirm the importance of effectively integrating and leveraging resources to enhance performance, offering practical insights for managers and policymakers to optimize organizational outcomes.

4.6.2 Correlation Analysis on the Influence of Resource Productivity Strategies on the Organizational Performance

The purpose of the study was to examine the relationship between resource productivity strategies on the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County. The results of the study are presented in Table 24.

Table 24: Correlation between resource productivity strategies and Organizational Performance

		Performance
Resource Productivity Strategies	Pearson Correlation	.762**
	Sig. (2-tailed)	0.000
	N	139

Resource productivity strategies have a Pearson correlation of 0.762 with performance, with a p-value of 0.000. This indicates a very strong and statistically significant positive relationship. It

suggests that resource optimization strategies, such as energy efficiency and waste reduction, play a pivotal role in improving organizational outcomes.

4.6.3 Regression Analysis on Resource Productivity Strategies and Organizational Performance

Regression analysis examines the relationship between a dependent variable and one or more independent variables. The Model Summary provides insights into the strength and explanatory power of the model through metrics such as R (correlation), R² (variance explained), and the adjusted R² (adjusted for the number of predictors). ANOVA tests whether the regression model significantly predicts the dependent variable by comparing the model's explained variance to its unexplained variance. The Coefficients Table evaluates the magnitude and direction of the relationship between predictors and the dependent variable while assessing statistical significance.

Table 25: Model Summary of Resource Productivity Strategies and Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.762 ^a	.581	.578	.54106

a. Predictors: (Constant), Resource Productivity Strategies

The R value (0.762) indicates a strong positive correlation between resource productivity strategies and performance. The adjusted R² (0.578) suggests that 57.8% of the variance in performance is explained by resource productivity strategies, indicating a robust model fit. The standard error of the estimate (0.541) reflects the average deviation of observed values from the predicted values.

Table 26: ANOVA on resource productivity strategies and Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	55.617	1	55.617	189.980	.000 ^b
	Residual	40.107	137	.293		
	Total	95.725	138			

a. Dependent Variable: Performance

b. Predictors: (Constant), Resource Productivity Strategies

The F-statistic (189.980) is highly significant ($p < 0.001$), confirming that the model significantly predicts performance and that resource productivity strategies have a substantial influence on performance.

Table 27: Regression Coefficients on Resource Productivity Strategies and Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.639	.236		2.708	.008
Resource Productivity Strategies	.795	.058	.762	13.783	.000

a. Dependent Variable: Performance

Results in Table 27 revealed that resource productivity strategies have a significant positive influence on performance ($\beta = 0.762$, $p < 0.001$). The unstandardized coefficient ($B = 0.795$) suggests that a one-unit increase in resource productivity strategies leads to a 0.795-unit improvement in performance. The constant ($B = 0.639$, $p = 0.008$) represents the baseline performance when resource productivity strategies are not employed.

Alwi and Shaiq (2021) concluded that educational institutions should prioritize effective HR management and motivate educators to maximize their skills and competencies for a competitive advantage. Further, Ndegwa (2022) researched to explore the impact of organizational resources on the performance of state corporations and found that tangible, human, and intangible resources positively influenced performance, whereas organizational capabilities did not show a similar effect. Moreover, Elbanna and Abdel-Maksoud (2020) identified that financial resource slack was the only resource with a significant influence on corporate social performance.

4.6.4 Thematic Analysis of Resource Productivity Strategies

4.6.4.1 Strategies to Ensure the Efficient Use of Resources in Your REIT to Support Sustainability Goals

The respondents indicated that they prioritize resource efficiency by adopting a combination of technological tools and efficient operational procedures. For example, they have integrated energy-efficient systems within their buildings, which reduce overall energy consumption while aligning with sustainable development objectives. Additionally, they utilize data analytics to monitor resource usage, enabling them to identify areas where waste can be minimized. This approach not only helps in reducing costs but also contributes to achieving long-term environmental sustainability goals, as less energy and materials are used in the daily operations of the REIT.

Furthermore, the respondents shared that they regularly engage with tenants and stakeholders to encourage responsible resource use. For instance, educational programs are provided to tenants on ways to reduce water and electricity consumption, aligning with the broader sustainability mission of the REIT. By ensuring that both internal operations and tenant behavior are aligned with sustainability goals, the leadership has been able to create a culture of resource conservation that significantly contributes to both environmental and financial performance.

4.6.4.2 Strategies Implemented to Maximize Resource Productivity within Your REITS

Respondents emphasized the adoption of innovative construction methods and the use of sustainable materials as central strategies to enhance resource productivity. They mentioned that by selecting eco-friendly building materials and using efficient construction techniques, they can minimize waste and maximize the value derived from each resource invested. This approach has been particularly effective in reducing the environmental footprint of their real estate projects while ensuring the long-term viability of the assets. These efforts not only support sustainability but also improve the overall productivity of the REIT's portfolio by maintaining the value of properties over time.

In addition to this, the respondents pointed out the importance of continuous monitoring and improvement. They explained that the REIT utilizes advanced technology to track the performance of resources such as energy, water, and materials used in their properties. This allows them to pinpoint inefficiencies and make data-driven decisions to optimize usage, thereby increasing

overall productivity. The combination of innovative construction, smart technology, and proactive management has enabled REIT to increase the return on resources invested, aligning operational practices with the broader sustainable development strategy.

4.7 Influence of Stakeholder Engagement Strategies

The study also conducted a descriptive statistics, correlational analysis and regression analysis on the influence of stakeholder engagement strategies on the performance of Real Estate Investment Trusts (REITS) in Nairobi city county, Kenya.

4.7.1 Descriptive Statistics on Stakeholder Engagement Strategies

The study also carried out Descriptive statistics on the influence of stakeholder engagement on the performance of Real Estate Investment Trusts (REITS) in Nairobi city county, Kenya. The findings were presented in Table 28, examining respondents' perceptions of stakeholder engagement strategies within REITs in Nairobi City County. Key aspects assessed include the frequency and transparency of communication, integration of stakeholder feedback, collaboration on sustainability, and the prioritization of stakeholder engagement in organizational strategies.

Table 28: Descriptive Statistics on stakeholder engagement strategies

	SD	D	N	A	SA	Mean	Std Dev
Regular stakeholder meetings are held in our organization.	5.0%	2.2%	24.5%	29.5%	38.8%	3.95	1.09
Communication with stakeholders is transparent.	3.6%	7.2%	16.5%	22.3%	50.4%	4.09	1.13
Stakeholder feedback is actively sought.	7.9%	7.9%	30.9%	36.0%	17.3%	3.47	1.11
Stakeholder input is integrated into decision-making.	4.3%	1.4%	19.4%	39.6%	35.3%	4.00	1.00
Stakeholders are regularly updated on sustainable initiatives.	0.0%	11.5%	21.6%	36.7%	30.2%	3.86	.98
The organization collaborates with stakeholders on sustainability.	2.9%	3.6%	30.2%	36.7%	26.6%	3.81	.97
Stakeholder engagement is a central focus of our organizational strategy.	3.6%	6.5%	22.3%	33.8%	33.8%	3.88	1.07

Results in Table 28 revealed that regular stakeholder meetings scored a mean of 3.95, with 29.5% agreeing and 38.8% strongly agreeing that such meetings are consistently held. Additionally,

communication transparency with stakeholders was rated the highest, with 50.4% strongly agreeing and 22.3% agreeing (mean = 4.09), suggesting robust communication practices. Besides, the integration of stakeholder input into decision-making achieved a high mean of 4.00, with 39.6% agreeing and 35.3% strongly agreeing, indicating that stakeholders' opinions are valued and incorporated into organizational processes.

However, the active solicitation of stakeholder feedback scored a lower mean of 3.47, as 30.9% remained neutral, signaling an area that may require improvement. Similarly, updating stakeholders on sustainable initiatives received a mean of 3.86, supported by 36.7% agreeing. Moreover, the organization's collaboration with stakeholders on sustainability garnered a mean of 3.81, reflecting moderate satisfaction with partnerships. Lastly, stakeholder engagement as a central focus of organizational strategy achieved a mean of 3.88, with equal proportions (33.8%) agreeing and strongly agreeing.

Overall, these results underscore that while REITs demonstrate strong communication and decision-making integration practices, there is room for improvement in proactively seeking stakeholder feedback and expanding collaborative efforts.

The findings on stakeholder engagement strategies in REITs strongly connect with Agwu's (2019) study on stakeholder management in Nigerian financial institutions. Agwu highlighted that aligning organizational practices with stakeholder interests is key to achieving business goals and improving social and financial outcomes. Similarly, the REITs' practices of integrating stakeholder input into decision-making and maintaining transparent communication reflect this alignment. By valuing and addressing stakeholders' opinions, REITs demonstrate the critical role of engagement in fostering performance and sustainability.

Lartey's (2021) research further supports this connection, emphasizing how stakeholder integration, coupled with sustainability initiatives, enhances business performance, particularly in competitive environments. The REITs' efforts to collaborate with stakeholders and provide updates on sustainability initiatives mirror Lartey's findings. These practices not only strengthen stakeholder relationships but also position the REITs to achieve better outcomes in a dynamic market. However, the identified gaps in seeking stakeholder feedback suggest an opportunity to enhance these relationships further, aligning with Lartey's recommendation for businesses to actively engage stakeholders to maximize benefits.

Kuncoro et al. (2021) also provide valuable insights into the impact of stakeholder-oriented behaviors on sustainable performance. Their study found that fostering stakeholder engagement through embedded cultural practices leads to greater market success and organizational commitment. The REITs' strategy of making stakeholder engagement central to their operations reflects this approach. However, the relatively lower emphasis on soliciting stakeholder feedback echoes Kuncoro et al.'s observation that stakeholder behaviors need ongoing refinement to fully realize their potential impact. Strengthening feedback mechanisms and deepening collaborative efforts could help REITs enhance their stakeholder engagement and improve performance outcomes.

4.7.2 Correlation Analysis on the Influence of Stakeholder Engagement Strategies on the Organizational Performance

The purpose of the study was to examine the relationship between stakeholder engagement strategies on the Organizational Performance of Real Estate Investment Trusts (REITS) in Nairobi City County. The results of the study are according to Table 29.

Table 29: Correlation between stakeholder engagement strategies and Organizational Performance

		Performance
Stakeholder Engagement	Pearson Correlation	.467**
	Sig. (2-tailed)	0.000
	N	139

The Pearson correlation between stakeholder engagement and performance is 0.467, with a p-value of 0.000. While statistically significant, this represents a moderate positive relationship. This finding highlights the importance of stakeholder engagement, though its impact on performance is comparatively lower than other strategies.

4.7.3 Regression Analysis on the Influence of Stakeholder Engagement Strategies on Organizational Performance

Regression analysis investigates the relationship between an independent variable (predictor) and a dependent variable (outcome). The Model Summary provides details about the model's strength

and predictive power, including R (correlation coefficient), R² (proportion of explained variance), and adjusted R², which adjusts for the number of predictors. ANOVA evaluates the overall significance of the regression model by comparing explained variance with residual (unexplained) variance. The Coefficients Table quantifies the relationship between predictors and the outcome, showing how much the dependent variable changes with a one-unit change in the independent variable.

Table 30: Model Summary on Stakeholder Engagement Strategies and Organizational Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.467 ^a	.218	.212	.739131001180887

a. Predictors: (Constant), Stakeholder Engagement

Table 30 revealed an R-value (0.467) indicating a moderate positive relationship between stakeholder engagement and performance. The adjusted R² (0.212) suggests that 21.2% of the variance in performance is explained by stakeholder engagement, reflecting a modest model fit. The standard error (0.739) shows the average deviation of observed values from predicted values.

Table 31: ANOVA on Stakeholder Engagement Strategies and Organizational Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.879	1	20.879	38.219	.000 ^b
	Residual	74.845	137	.546		
	Total	95.725	138			

a. Dependent Variable: Performance

b. Predictors: (Constant), Stakeholder Engagement

Results presented in Table 31 revealed an F-statistic (38.219, $p < 0.001$) confirming that the regression model significantly predicts performance, indicating that stakeholder engagement has a meaningful impact on performance.

Table 32: Regression Coefficients on Stakeholder Engagement Strategies and Organizational Performance

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.939	.312		6.208	.000
Stakeholder Engagement	.490	.079	.467	6.182	.000

a. Dependent Variable: Performance

Findings in Table 32 revealed that stakeholder engagement has a significant positive impact on performance ($\beta = 0.467$, $p < 0.001$). The unstandardized coefficient ($B = 0.490$) indicates that a unit increase in stakeholder engagement results in a 0.490 increase in performance. The constant ($B = 1.939$, $p < 0.001$) represents baseline performance in the absence of stakeholder engagement. Agwu (2019) highlighted that effective stakeholder analysis plays a critical role in enhancing performance, as achieving business objectives relies heavily on addressing stakeholders' interests and expectations. Aligning organizational practices with stakeholder needs can significantly improve performance and recommended that managers incorporate stakeholder concerns into operational strategies while pursuing long-term sustainability goals. Moreover, Lartey (2021) focused on the relationship between stakeholder integration and business outcomes and found that competitive intensity moderates this relationship, with the mediating effect of ESO being more pronounced in highly competitive markets.

4.7.4 Thematic Analysis of Stakeholder Engagement Strategies

4.7.4.1 Influence of Stakeholder Engagement on the Implementation of Sustainable Development Strategies in Real Estate Investment Trusts

Respondents shared that involving stakeholders is vital for the success of sustainable development strategies in Real Estate Investment Trusts (REITs) within Nairobi City County. They explained that engaging groups like investors, regulators, tenants, and local communities helps create a sense

of collaboration and shared purpose. Many pointed out that holding regular meetings, gathering feedback, and involving stakeholders in planning ensures everyone is on the same page and can contribute to the process. They also noted that when stakeholders are brought into discussions early, they tend to support projects more, making it easier to implement sustainability initiatives effectively.

Another key point raised was that open and honest communication with stakeholders builds trust and strengthens long-term partnerships. Respondents mentioned that by listening to stakeholder concerns and addressing them directly, REITs can align different interests with their sustainability goals. They felt this approach helps identify potential problems early and makes it easier to keep projects on track. Overall, respondents agreed that proper stakeholder engagement leads to better outcomes and stronger project performance.

4.7.4.2 Challenges REITS Face in Ensuring Effective Stakeholder Engagement for Sustainable Development Initiatives

Respondents highlighted some challenges that REITs face when trying to engage stakeholders in sustainability efforts. One major issue mentioned was that different stakeholders often have conflicting priorities. For instance, investors might focus on profits, while community members care more about the environmental and social impacts of a project. Respondents noted that balancing these competing interests can be difficult and often requires a lot of effort to ensure everyone feels heard and included.

Another challenge discussed was that not all stakeholders fully understand or appreciate the importance of sustainable development. Respondents shared that this lack of awareness can sometimes lead to resistance or lack of interest in engagement efforts. They also mentioned that limited communication and resource constraints make it harder to involve stakeholders effectively. Despite these hurdles, respondents suggested solutions like creating more opportunities for dialogue, offering educational programs to explain sustainability benefits, and being transparent and accountable to build trust with stakeholders.

4.8 Organizational Performance

Descriptive statistics on organizational performance were also carried out assessing the perceptions of respondents regarding the organizational performance of REITs in Nairobi City

County. It evaluated critical indicators such as revenue growth, market share, investor satisfaction, and the ability to meet financial and operational targets. The results are presented in Table 33.

Table 33: Descriptive Statistics on Organizational Performance

	SD	D	N	A	SA	Mean	Std Dev
Our organization has consistent revenue growth.	2.2%	3.6%	25.2%	46.8%	22.3%	3.83	.89
Revenue targets are regularly met.	2.9%	6.5%	24.5%	36.7%	29.5%	3.83	1.02
Our market share is increasing.	3.6%	5.8%	30.9%	33.8%	25.9%	3.73	1.03
We outperform competitors in market share.	2.9%	0.7%	28.8%	42.4%	25.2%	3.86	.90
Investors are satisfied with our financial performance.	0.0%	6.5%	28.8%	36.0%	28.8%	3.87	.91
Investor feedback is positive.	5.0%	2.9%	23.0%	41.7%	27.3%	3.83	1.03
We meet investor expectations regularly.	0.7%	7.9%	25.9%	36.0%	29.5%	3.86	.96

Results in Table 33 revealed a significant proportion of respondents (46.8% agree, 22.3% strongly agree) believe that their organizations achieve consistent revenue growth, resulting in a mean score of 3.83. Similarly, revenue targets are perceived to be regularly met, with 36.7% agreeing and 29.5% strongly agreeing, achieving the same mean score (3.83). In addition, the results revealed that, regarding market share, 33.8% agree and 25.9% strongly agree that their organization's market share is increasing, but the mean score of 3.73 suggests slightly more neutral responses compared to other indicators. Outperforming competitors in market share received a higher mean (3.86) with 42.4% agreeing and 25.2% strongly agreeing, highlighting competitive positioning as a key strength.

Moreover, investor-related metrics also performed well, with 36.0% agreeing and 28.8% strongly agreeing that investors are satisfied with financial performance (mean = 3.87). Positive investor feedback achieved a mean of 3.83, reflecting strong confidence in organizational strategies. Additionally, 36.0% agree and 29.5% strongly agree that organizations consistently meet investor

expectations, yielding a mean of 3.86. Overall, the findings indicate that REITs perform well in revenue generation, market share, and investor relations, supporting their sustainable growth and competitive advantage. However, there remains potential for improvement in expanding market share.

4.9 Multiple regression

The multiple regression analysis assesses the combined impact of independent variables; leadership strategies, innovation strategies, resource productivity strategies, and stakeholder engagement on the dependent variable, organizational performance. This analysis involves the model summary, ANOVA table, and regression coefficients.

Table 34: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.837 ^a	.700	.691	.462840163079552	2.029

a. Predictors: (Constant), Stakeholder Engagement, Leadership Strategies, Innovation Strategies, Resource Productivity Strategies

b. Dependent Variable: Performance

The model summary indicates an R-value of 0.837, reflecting a strong positive relationship between the predictors and performance. The R² value of 0.700 shows that 70% of the variation in organizational performance is explained by the predictors. The Adjusted R² (0.691) accounts for the model's generalizability, confirming its robustness. The standard error of the estimate is 0.4628, and the Durbin-Watson statistic of 2.029 confirms no autocorrelation in the residuals.

Table 35: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.019	4	16.755	78.212	.000 ^b
	Residual	28.706	134	.214		
	Total	95.725	138			

a. Dependent Variable: Performance

b. Predictors: (Constant), Stakeholder Engagement, Leadership Strategies, Innovation Strategies, Resource Productivity Strategies

The ANOVA table evaluates the model's overall significance. The F-statistic is 78.212 with a p-value of 0.000, indicating that the predictors significantly explain variations in organizational performance. This supports the hypothesis that the independent variables jointly influence performance.

Table 36: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	-.273	.248		-1.101	.273
Leadership Strategies	.315	.082	.289	3.836	.000
Innovation Strategies	.255	.059	.259	4.311	.000
Resource Productivity Strategies	.342	.083	.328	4.121	.000
Stakeholder Engagement	.155	.055	.148	2.810	.006

Leadership and Performance

The study revealed a standardized beta coefficient of 0.289 and a p-value of 0.000, indicating that leadership strategies significantly influence performance. This aligns with Khan and Maniam (2021) who emphasized the critical role of leadership styles in determining organizational success. Their findings highlighted the effectiveness of democratic leadership in fostering employee engagement and motivation, which directly enhances productivity. However, unlike the current study, Khan and Maniam focused exclusively on leadership styles without considering broader

sustainable development strategies, creating a conceptual gap that this study addressed by incorporating a more comprehensive approach to leadership.

Similarly, the study by Saleem et al. (2019) revealed that leadership styles significantly influence performance, particularly in meeting organizational objectives. However, their findings also indicated that existing leadership practices could not inspire employees to exceed expectations, underscoring the need for a shift toward more effective leadership strategies. While Saleem et al. provided valuable insights into leadership's role, their context of academic institutions in Nigeria differs significantly from the real estate sector in Nairobi, limiting the applicability of their conclusions. The current study fills this gap by focusing on how leadership strategies within REITs drive organizational performance, particularly in the context of sustainable development.

Innovation Strategies and Performance

The beta coefficient of 0.259 and p-value of 0.000 for innovation strategies indicate a strong positive contribution to performance. The findings align with the findings of Yuliansyah et al. (2021), who highlighted the critical role of innovation in driving firm performance within the financial service sector. Their study demonstrated that innovation, when coupled with organizational learning, positively impacts performance. Although they found that customer-centric strategies mediate the effect of innovation, their work emphasizes the importance of flexibility and efficient resource utilization, which supports the conclusion that adopting innovation strategies can improve organizational outcomes. This reinforces the argument that innovation is an essential dynamic capability for achieving superior performance, especially in an environment characterized by constant change and market demands.

Resource Productivity and Performance

Moreover, the results established that the resource productivity strategies variable has the highest beta coefficient (0.328) and is statistically significant (p-value = 0.000), highlighting its crucial role in driving performance. The findings aligns with Ndegwa's (2022) study, which found that organizational resources significantly impact the performance of state corporations in Kenya. Ndegwa's research emphasized the importance of tangible, human, and intangible resources in driving performance, suggesting that effective resource integration and management could enhance organizational outcomes. Although his study noted that these resources only accounted for 8.3% of the performance variation, the findings reinforce the idea that resource productivity strategies, including the efficient use of resources, are crucial for improving performance.

Stakeholder Engagement and Performance

Lastly, for Stakeholder Engagement, although the lowest contributor (beta = 0.148), stakeholder engagement remains statistically significant (p-value = 0.006), confirming its relevance. The findings are supported by the findings of Agwu (2019), who emphasized that stakeholder analysis is crucial for achieving business goals. By identifying and addressing the interests and expectations of key stakeholders, organizations can align their practices with these needs, ultimately improving performance. This aligns with Lartey (2021), whose research demonstrated that stakeholder integration, particularly with an environmental sustainability focus, can significantly boost financial performance, especially in competitive markets. These studies highlight the importance of engaging stakeholders in meaningful ways to enhance organizational outcomes.

The findings indicated yield the following regression model.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4$$

Therefore,

$$Y = -0.273 + 0.355X_1 + 0.255 X_2 + 0.342X_3 + 0.155X_4 + \varepsilon$$

The regression analysis shows that all variables significantly contribute to organizational performance, with resource productivity strategies having the greatest influence, followed by leadership, innovation, and stakeholder engagement. The model is robust and statistically significant, explaining a large portion of performance variability.



CHAPTER FIVE

SUMMARY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The chapter presents the summary of the key findings by comparing the results with the previous study's findings. The chapter also presents conclusions and suggestions for further study.

5.1 Summary of Findings

5.1.1 Leadership Strategies

The findings of the study highlighted that leadership strategies significantly influence the performance of Real Estate Investment Trusts (REITs) in Nairobi City County. Most respondents acknowledged that leadership within their organizations is firmly committed to promoting sustainability, as evidenced by a mean score of 3.73. This commitment is further reflected in the inclusive nature of leadership, which encourages employee participation in sustainability-related activities (mean = 3.88). Additionally, leaders were reported to provide clear direction and communicate sustainability goals effectively, with a mean score of 3.90. The regression results supported these descriptive insights, revealing that leadership strategies positively and significantly impact organizational performance, with a beta coefficient of 0.289 and a p-value of 0.000, indicating statistical significance at the 5% level. These results suggest that the presence of visionary, participative, and communicative leadership enhances the implementation of sustainable practices, ultimately improving the overall performance of REITs.

5.1.2 Influence of Innovative Strategies on Performance

Innovation emerged as another core driver of REIT performance in Nairobi City County. Descriptive results showed that many organizations prioritize adopting modern technologies to support sustainability (mean = 3.58), integrating innovative business models into their operations

(mean = 3.55), and investing in research and development to enhance their strategic edge (mean = 3.56). These practices indicate a strong culture of innovation among the REITs surveyed. The statistical analysis reinforced this observation by demonstrating that innovative strategies had a significant positive effect on organizational performance, as indicated by a beta value of 0.259 and a p-value of 0.000. This implies that REITs that consistently embrace technological advancements and creative business approaches tend to achieve better sustainability outcomes and overall performance. Therefore, innovation not only enhances competitiveness but also fosters resilience and adaptability in a dynamic business environment.

5.1.3 Influence of Resource Productivity Strategies on Performance

Resource productivity strategies were found to play a pivotal role in enhancing REIT performance. According to the descriptive statistics, respondents rated waste reduction and sustainable sourcing equally high (mean = 4.09), indicating that REITs actively seek to minimize environmental impact while optimizing input use. Energy efficiency was also emphasized, with a mean score of 4.07, reflecting conscious efforts to reduce operational costs and environmental footprints. Although water conservation (mean = 3.91) and transport efficiency (mean = 3.92) received slightly lower ratings, they still demonstrated moderate levels of implementation. The regression analysis revealed that resource productivity had the strongest positive influence on performance among all variables studied, as evidenced by a beta coefficient of 0.328 and a p-value of 0.000. These findings confirm that sustainable resource utilization is integral to achieving efficiency, reducing operational expenses, and improving performance in the REIT sector.

5.1.4 Influence of Stakeholder Engagement Strategies on Performance

The study also highlighted stakeholder engagement as a relevant contributor to REIT performance, though its influence was comparatively modest. Descriptive data indicated that many organizations

ensure regular stakeholder consultations (mean = 3.95), practice transparent communication (mean = 4.09), and incorporate stakeholder feedback into strategic decisions (mean = 4.00). However, the act of actively soliciting feedback received the lowest mean (3.47), pointing to a potential gap in engagement practices. From the regression analysis, stakeholder engagement strategies had a statistically significant but relatively weaker positive influence on performance, with a beta coefficient of 0.148 and a p-value of 0.006. Despite having the smallest beta value among the four strategic areas, this result suggests that maintaining open communication, inclusivity, and responsiveness to stakeholder needs contributes meaningfully to the performance and long-term sustainability of REITs.

5.2 Conclusions of the study

The study concludes that leadership strategies are positively and significantly associated with the performance of REITs in Nairobi City County, leading to the rejection of the null hypothesis that leadership strategies do not influence performance. This finding mirrors the results presented in Chapter Four, where statistical evidence demonstrated a significant relationship between transformational leadership practices and organizational performance metrics. Grounded in Transformational Leadership Theory, the findings affirm that visionary leadership, ethical guidance, individualized consideration, and motivation are vital in embedding sustainable practices within REITs. Such leadership drives innovation, promotes ethical culture, and nurtures talent, which collectively foster improved performance and sustainability within the real estate investment sector.

Further, the study concludes that innovation strategies have a positive and significant relationship with organizational performance, confirming the rejection of the null hypothesis that innovation strategies does not have a positive and significant influence on organizational performance of

REITs in Nairobi City County. This aligns with the analysis, which showed that firms embracing innovative approaches such as the adoption of green technologies and smart development solutions registered better performance. This conclusion is strongly supported by Innovation Diffusion Theory (IDT), which explains how innovations are adopted through a structured process from awareness to implementation. In the context of REITs, firms that effectively navigate these stages benefit from enhanced adaptability and competitive advantage, thereby boosting overall performance.

The study also concludes that resource productivity strategies are significantly and positively related to organizational performance, hence rejecting the null hypothesis that resource productivity strategies do not have a positive and significant influence on organizational performance of REITs in Nairobi City County. The statistical findings substantiate this conclusion by revealing that REITs that focus on minimizing resource wastage and maximizing operational efficiency outperform those that do not. This is aligned with the Resource-Based View (RBV) theory, which posits that competitive advantage stems from an organization's ability to effectively utilize its internal resources particularly those that are valuable, rare, and difficult to replicate. Emphasizing sustainability, resource optimization, and technological integration, REITs can leverage their internal capabilities to attain superior performance outcomes.

Finally, the study concludes that stakeholder engagement strategies have a significant positive effect on performance, therefore, rejecting the null hypothesis that stakeholder engagement do not have a positive and significant influence on organizational performance of REITs in Nairobi City County. Empirical evidence supporting this relationship, show that organizations prioritizing transparent, inclusive, and responsive stakeholder relationships tend to perform better. This outcome is consistent with Stakeholder Theory, which argues that long-term success depends on

how well a firm manages its relationships with all relevant parties and not just shareholders. For REITs, engaging stakeholders such as investors, tenants, employees, and regulatory bodies promotes trust, reduces conflict, and facilitates smoother implementation of sustainability initiatives, which in turn enhances performance and social legitimacy.

5.3 Recommendations

The current study presented policy recommendations and suggestions for further research guided by the conclusions of the study and major findings. The study also recommended future studies that were guided by the identified gaps in the study, conceptual, methodological, and empirical gaps were presented.

5.3.1 Policy Recommendations

5.3.1.1 Leadership Strategies

REITs in Nairobi City County should adopt leadership strategies that are aligned with sustainable development goals to enhance organizational performance. REITS must cultivate transformational leadership that not only motivates employees but also drives the integration of sustainability practices into the core business operations. Leaders should be trained to promote innovation, ethical decision-making, and employee engagement, which are essential for fostering a culture that prioritizes sustainable development. The implementation of leadership development programs focused on sustainable leadership will ensure that leaders at all levels are capable of driving initiatives that align with long-term environmental and social objectives, thus improving overall performance and resilience in the marketplace.

5.3.1.2 Innovation Strategies

To boost performance, REITs should prioritize the adoption of innovative strategies, particularly those that integrate green technologies and sustainable building practices. The implementation of cutting-edge technologies such as energy-efficient systems, renewable energy, and smart building solutions will not only reduce operational costs but also enhance the environmental performance of REITs. Additionally, REITs should foster an organizational culture that encourages continuous innovation and the adoption of sustainable practices. This can be achieved by investing in research and development, offering incentives for creative solutions, and encouraging collaboration with technology partners. By embedding innovation into the organizational strategy, REITs will improve their competitiveness and contribute to the sustainability of the real estate sector.

5.3.1.3 Resource Productivity Strategies

REITs should focus on optimizing resource productivity by implementing efficient resource management strategies. This involves the adoption of best practices in the management of physical, human, and intangible resources to enhance operational efficiency and reduce waste. Policies should be put in place to ensure that resource optimization is a key part of the corporate strategy, focusing on the reduction of energy consumption, water usage, and waste production. Furthermore, REITs should invest in training their workforce to be more resource-conscious and incorporate sustainable practices into their daily operations. By enhancing resource productivity, REITs will not only lower costs but also contribute to sustainable development goals, boosting their long-term financial performance.

5.3.1.4 Stakeholder Engagement Strategies

Effective stakeholder engagement strategies are essential for improving the performance of REITs while ensuring that their operations align with the interests of the community and other key stakeholders. REITs should develop comprehensive stakeholder engagement plans that focus on transparent communication, feedback, and active involvement in sustainability efforts. Engaging stakeholders around issues like environmental impact, corporate social responsibility, and community development will enhance trust and loyalty, driving positive financial and social outcomes. Policies should be adopted to ensure that stakeholders, including investors, customers, and local communities, are consistently involved in the decision-making process. By aligning stakeholder interests with sustainability goals, REITs can strengthen their competitive advantage and ensure long-term success in the real estate market.

5.3.2 Suggestion for further research

Future studies could explore the impact of specific sustainable building technologies, such as energy-efficient systems, on the financial and operational performance of REITs. Additionally, there is a need for research that examines the role of government policies and regulations in fostering or hindering the adoption of sustainable practices within the REIT sector. Research could also investigate the relationship between consumer preferences for environmentally friendly properties and the market performance of REITs. Another area for exploration is the integration of sustainability reporting and its effect on investor confidence and REIT performance. Finally, future studies could assess how different leadership styles, such as transformational or ethical leadership, influence the successful implementation of sustainability strategies in REITs since the current study's variables could only explain 82.5% of the variations of the performance, and other variables related to sustainable development strategies that were not included in the study

accounting for only 17.5% performance variations including mediating variable like managerial control or even a moderating variable factor like leadership style.



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APPENDICES

Appendix I: Questionnaire

Instruction: Please tick (√) where appropriate. Any information provided in this questionnaire will be treated with utmost confidentiality. Therefore, you are asked to complete this questionnaire.

Section A: Demographic Information

1. What is your gender? Male Female
2. What is your age bracket?
 - 25 years and below
 - Between 26-35
 - Between 36-45
 - 46 years and above
3. What is your highest level of education?

Secondary	<input type="checkbox"/>	Certificate	<input type="checkbox"/>
Diploma	<input type="checkbox"/>	Degree	<input type="checkbox"/>
Masters	<input type="checkbox"/>	Postgraduate	<input type="checkbox"/>
4. How long have you worked in your organization?
 - 5 years and below
 - Between 5-9 years
 - 10 years and above

Section B: Leadership Strategies

5. Using a scale of 1 to 5, Please indicate the extent to which you agree with the following statements on Leadership Strategies. With a five-point Likert scale whereby: 1 =strongly disagree, 2=disagree, 3=neutral, 4= agree, and 5=strongly agree.

Statement	1	2	3	4	5
Our leadership shows a strong commitment to sustainable development.					

Employees are encouraged to contribute to sustainable development initiatives.					
Leadership takes responsibility for sustainable development goals.					
Our sustainable goals consider the interests of all stakeholders.					
Our leadership actively communicates the importance of sustainable development to all employees.					
Leadership regularly reviews and updates sustainable development policies to ensure their effectiveness.					
Our leadership strategies effectively guide organizational success.					

6. In what ways does your leadership approach support sustainable development goals within your REIT?

.....
.....

7. How does your leadership commitment to sustainability impact the performance of your REIT?

.....
.....

Section C: Innovation Strategies

8. Using a scale of 1 to 5, Please indicate the extent to which you agree with the following statements on Innovation Strategies. With a five-point Likert scale whereby: 1 =strongly disagree, 2=disagree, 3=neutral, 4= agree, and 5 strongly agree.

Statement	1	2	3	4	5
Our organization effectively adopts new technologies for sustainability.					
Our organization explores innovative business models for sustainability.					

Our organization invests in Research and Development for sustainable practices.					
Our organization collaborates with partners for sustainable innovation.					
Our organization prioritizes continuous improvement processes to enhance sustainability.					
Our organization regularly conducts training programs to foster a culture of innovation for sustainable practices.					
Innovation is actively fostered and encouraged within our organization.					

9. How does your organization incorporate innovation strategies to enhance sustainable development in its operations?

.....

10. What challenges do you face in implementing innovative approaches to improve the performance of REITs?

.....

Section D: Resource Productivity Strategies

11. Using a scale of 1 to 5, Please indicate the extent to which you agree with the following statements on Resource Productivity Strategies. With a five-point Likert scale whereby: 1 =strongly disagree, 2=disagree, 3=neutral, 4= agree, and 5 strongly agree.

Statement	1	2	3	4	5
Energy-saving practices are encouraged in our organization.					
Our organization actively reduces waste.					
Our organization promotes water conservation efforts.					
Our organization prioritizes sustainable sourcing practices.					

Our organization implements efficient transportation and logistics practices to minimize environmental impact.					
Our organization invests in technology and innovation to enhance resource efficiency.					
Our resource productivity strategies significantly enhance organizational efficiency.					

12. How do you ensure the efficient use of resources in your REIT to support sustainability goals?

.....

13. What strategies do you implement to maximize resource productivity within your REIT?

.....

Section E: Stakeholder Engagement

14. Using a scale of 1 to 5, Please indicate the extent to which you agree with the following statements on Stakeholder engagement. With a five-point Likert scale whereby: 1 =strongly disagree, 2=disagree, 3=neutral, 4= agree, and 5=strongly agree.

Statement	1	2	3	4	5
Regular stakeholder meetings are held in our organization.					
Communication with stakeholders is transparent.					
Stakeholder feedback is actively sought.					
Stakeholder input is integrated into decision-making.					
Stakeholders are regularly updated on sustainable initiatives.					
The organization collaborates with stakeholders on sustainability.					

Stakeholder engagement is a central focus of our organizational strategy.					
---	--	--	--	--	--

15. How does stakeholder engagement influence the implementation of sustainable development strategies in your organization?

.....

16. What challenges do REITs face in ensuring effective stakeholder engagement for sustainable development initiatives?

.....

Section E: Performance

17. Using a scale of 1 to 5, Please indicate the extent to which you agree with the following statements on Performance. With a five-point Likert scale whereby: 1 =strongly disagree, 2=disagree, 3=neutral, 4= agree, and 5=strongly agree.

Statement	1	2	3	4	5
Our organization has consistent revenue growth.					
Revenue targets are regularly met.					
Our market share is increasing.					
We outperform competitors in market share.					
Investors are satisfied with our financial performance.					
Investor feedback is positive.					
We meet investor expectations regularly.					

Appendix II: ERC Certificate



REF: MKU/ISERC/4735

Date: 30 January 2025

TO: ROSALINE WAMBUI NG'ANG'A

REG: MBA/2019/42978

Dear Sir/Madam,

RE: INFLUENCE OF SUSTAINABLE DEVELOPMENT STRATEGIES ON THE PERFORMANCE OF REAL ESTATE INVESTMENT TRUSTS (REITS) IN NAIROBI CITY COUNTY, KENYA

This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **3457**. The approval period is **30/01/2025 - 29/01/2026**.

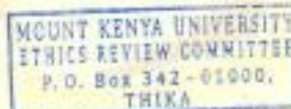
This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

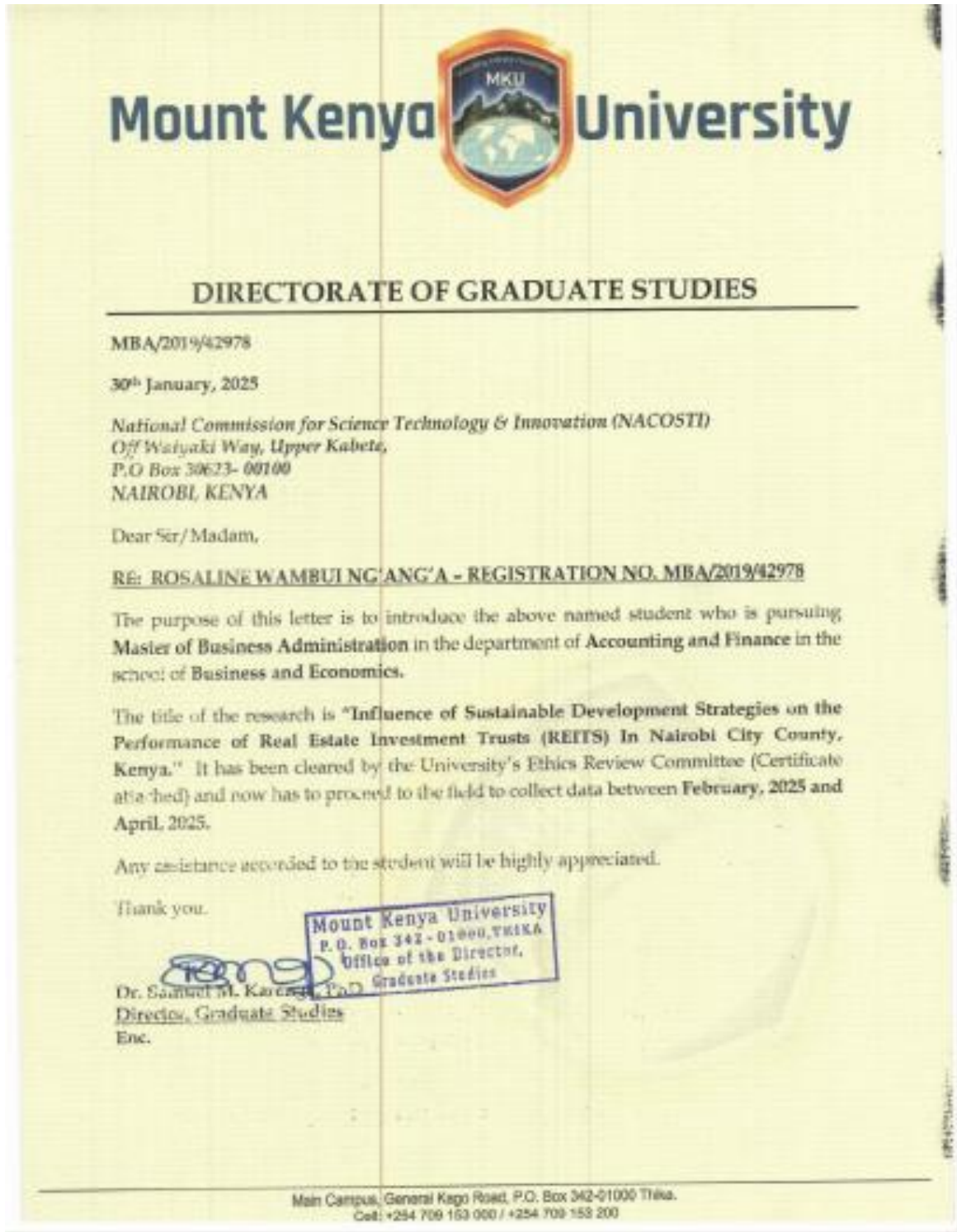
Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,


Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC




Appendix III: Introduction Letter from MKU



Appendix IV: NACOSTI LICENSE




REPUBLIC OF KENYA



**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Date of Issue: 10/February/2025

RESEARCH LICENSE




This is to Certify that Ms. ROSALINE WAMBUI NGA'NG'A' of Mount Kenya 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: INFLUENCE OF SUSTAINABLE DEVELOPMENT STRATEGIES ON THE PERFORMANCE OF REAL ESTATE INVESTMENT TRUSTS (REITS) IN NAIROBI CITY COUNTY, KENYA for the period ending : 10/February/2026.

License No: NACOSTI/P/25/015788


293843

Applicant Identification Number



Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix V: Field Entry Authorization

Rosaline Wambui Ng'ang'a

MKU Towers, Bank Plaza, MKU Union Towers (all along Moi Avenue),

P.O.Box 13495 – 00100 GPO Nairobi,

nairobicenter@mku.ac.ke

To

Marketing Manager, Cytonn Investments

P. O. Box 20695 - 00200, Cytonn Square,

Off Argwings Kodhek Road, Kilimani, Nairobi, Kenya Nairobi.

Dear Sir/Madam,

Re: Request to Participate in Research by Filling a Questionnaire

My Name is Rosaline Wambui Ng'ang'a a Masters student at Mount Kenya University. Am carrying out a study on the *Influence of sustainable development strategies on the organizational performance of Real Estate Investment Trusts (REITs) in Nairobi City County, Kenya*. I am reaching out to you to participate in this study by filling out the attached questionnaire where you will provide data on sustainable development strategies and performance. The information that you will provide in this questionnaire will only be used to conduct this academic project on the topic indicated.

Regards,

Rosaline Wambui Ng'ang'a.

Consent Form for Participation in Research Study

Introduction

I am Rosaline Wambui Ng'ang'a, a Master's student at Mount Kenya University. I am conducting a study to investigate the influence of sustainable development strategies on the organizational performance of Real Estate Investment Trusts (REITs) in Nairobi City County, Kenya. I am inviting you to participate in this study by completing the attached questionnaire. Your input will provide valuable insights into sustainable development strategies and their impact on performance in the REIT sector.

Purpose of the Study

The primary aim of this study is to analyze how sustainable development strategies influence the performance of REITs in Nairobi City County. The data gathered will contribute to understanding these relationships and may provide useful information for enhancing performance through the strategies within the industry.

Participation

Your participation is entirely voluntary. You may choose not to participate or to withdraw from the study at any time without any negative consequences. Participation involves completing the questionnaire attached, which should take approximately 10-15 minutes of your time.

Confidentiality

All information collected in this study will remain strictly confidential. The responses you provide will be used solely for academic purposes related to this research. Data will be stored securely and will only be accessible to the research team. Any information that could potentially identify participants will be removed or anonymized in all analyses and presentations of findings.

Benefits and Risks

While there are no direct benefits to you as a participant, your input will contribute to a broader understanding of sustainable development strategies in the REIT sector. There are no foreseeable risks associated with participating in this study.

Consent

By completing and returning the questionnaire, you confirm that you have read and understood the information provided above and agree to participate in this research study.

Thank you for your time and contribution to this research.

Contact Information: **rosanganga59@gmail.com/0722233428**


Signature: _____

Date: _____



Mount Kenya University

Appendix VI: Turnitin Report

Similarity Report ID: oid:26066:450266072

18% Overall Similarity

Top sources found in the following databases:

- 14% Internet database
- 12% Publications database
- Crossref database
- Crossref Posted Content database
- 12% Submitted Works database

TOP SOURCES

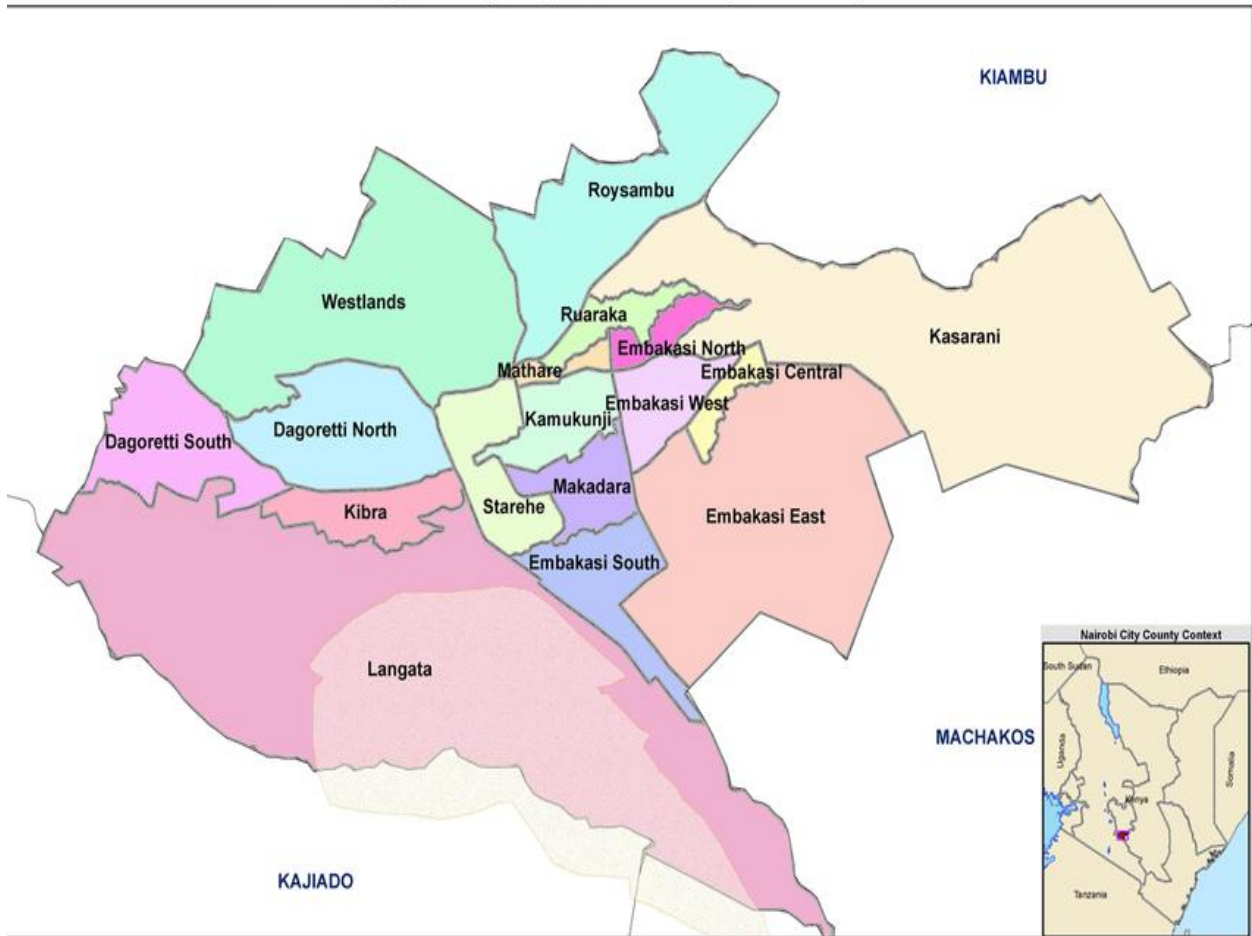
The sources with the highest number of matches within the submission. Overlapping sources will not be displayed.

1	ir-library.ku.ac.ke Internet	1%
2	erepository.uonbi.ac.ke Internet	<1%
3	repository.dkut.ac.ke:8080 Internet	<1%
4	repository.kemu.ac.ke:8080 Internet	<1%
5	ir.jkuat.ac.ke Internet	<1%
6	strategicjournals.com Internet	<1%
7	repository.embuni.ac.ke Internet	<1%
8	Kenyatta University on 2024-08-29 Submitted works	<1%

9	ir-library.kabianga.ac.ke Internet	<1%
10	repository.anu.ac.ke Internet	<1%
11	Mount Kenya University on 2024-11-12 Submitted works	<1%
12	University of Witwatersrand on 2025-03-30 Submitted works	<1%
13	repository.daystar.ac.ke Internet	<1%
14	Mount Kenya University on 2023-04-12 Submitted works	<1%
15	ir.mu.ac.ke:8080 Internet	<1%
16	Kenyatta University on 2017-11-14 Submitted works	<1%
17	University of Rwanda on 2024-05-17 Submitted works	<1%
18	University of Witwatersrand on 2023-05-01 Submitted works	<1%
19	pdfs.semanticscholar.org Internet	<1%
20	Kenyatta University on 2020-12-18 Submitted works	<1%

Appendix VII: Map of Nairobi City County

Nairobi City County Map - Constituency Boundary



Mount Kenya