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EFFECT OF SUPPORT SERVICES ON NON-FINANCIAL PERFORMANCE OF CONSTRUCTION FIRMS IN NAKURU COUNTY, KENYA

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ABSTRACT

Despite significant growth in construction activities following Nakuru's elevation to city status, sector performance remains constrained by weak internal organizational systems, inadequate technical advisory structures, limited staff training, and poor project monitoring mechanisms, which collectively undermine the socio-economic benefits anticipated from construction investments in the county therefore the study sought to examined the effect of support services on the non-financial performance of construction firms in Nakuru County, Kenya. The study was anchored on the Resource-Based View theory. A descriptive survey research design was adopted, with the target population comprising 898 directors from construction firms pre-qualified by the Nakuru County Government to provide construction services during the 2022/2023 to 2024/2025 financial years. A sample of 269 directors was selected using Krejcie and Morgan's (1970) sampling table, with proportional stratified sampling employed to ensure fair representation across the eleven sub-counties of Nakuru County. Primary data were collected through self-administered semi-structured questionnaires utilizing a five-point Likert scale. Instrument reliability and validity were established through a pilot test conducted with 27 directors drawn from a different pool of construction firms, with face, content, and construct validity confirmed via expert review and Cronbach's Alpha ensuring internal consistency at a threshold of 0.7, with support services recording a coefficient of 0.786 and non-financial performance recording 0.876. Data analysis utilized descriptive statistics including frequencies, percentages, means, and standard deviations, and inferential statistics comprising Pearson correlation and simple linear regression, with diagnostic tests performed to verify normality and absence of multicollinearity, and results were presented in tabular form. The findings revealed a strong, positive, and statistically significant relationship between support services and non-financial performance ($r = 0.747$, $p = 0.000$), indicating that firms investing in technical support systems, administrative coordination, staff training programs, and digital project monitoring mechanisms experienced measurable improvements in operational efficiency, project quality, safety compliance, employee productivity, and client satisfaction. The study concluded that support services constitute a critical internal organizational capability that enables construction firms to enhance operational coordination, reduce errors, strengthen stakeholder relationships, and achieve superior non-financial performance. Accordingly, it is recommended that construction firm managers prioritize investment in structured support service systems, while policymakers and industry regulators, particularly the National Construction Authority and the Nakuru County Government, formulate evidence-based guidelines that actively promote the adoption and strengthening of support services to enhance non-financial performance across the county's construction sector.

KEY WORDS: *Support Services, Non-Financial Performance, Construction Firms, Technical Support, Client Service Mechanisms, Staff Training Systems*

1.0 BACKGROUND OF THE STUDY

Support services innovation refers to the development and implementation of new or improved support mechanisms, systems, and processes that enhance the efficiency, coordination, and overall service delivery within construction firms (Otieno & Kamau, 2023). These innovations include customer support systems, digital communication platforms, technical assistance services, maintenance support, employee training programs, after-sales services, project monitoring tools, and the integration of information communication technologies such as cloud computing, mobile applications, artificial intelligence tools, and enterprise resource planning (ERP) systems (Mwangi & Kibet, 2022). Unlike traditional support systems that relied heavily on manual communication, fragmented coordination, and delayed response mechanisms, modern support services innovation emphasizes responsiveness, efficiency, collaboration, and customer-centered service delivery. Effective support services innovation enhances non-financial performance by improving customer satisfaction, strengthening organizational reputation, increasing employee productivity, promoting service quality, and enhancing project coordination and timely completion (Njoroge & Muthoni, 2024).

Globally, support services innovation has emerged as a significant factor influencing organizational performance within the construction industry (Hugos, 2021). Large international construction firms have increasingly embraced innovative support systems such as digital project management platforms, remote technical support services, automated customer communication systems, and

integrated facility management technologies to improve operational effectiveness and stakeholder satisfaction (Christopher, 2022). In developed economies such as the United States, the United Kingdom, and Germany, construction companies utilize advanced support technologies including Building Information Modeling (BIM), cloud-based collaboration systems, Internet of Things (IoT) tools, and artificial intelligence-driven customer service platforms to improve coordination among project stakeholders and enhance service reliability (Smith & Taylor, 2023).

In Africa, construction firms are increasingly recognizing the importance of support services innovation in addressing operational inefficiencies, communication barriers, and project coordination challenges (Okeke & Chukwu, 2023). Evidence from countries such as South Africa, Nigeria, and Egypt indicates that construction firms adopting digital support systems, mobile communication technologies, and automated client support services experience improved stakeholder engagement, enhanced project coordination, and better customer satisfaction outcomes (Adebayo, 2020). However, many firms across the continent continue to face challenges such as inadequate technological infrastructure, limited financial resources, insufficient technical expertise, and resistance to organizational change, which hinder the effective implementation of innovative support services. (Mensah & Boateng, 2024).

In East Africa, and particularly in Kenya, construction firms operate within a highly competitive and rapidly evolving business environment characterized by increasing client expectations, technological advancements, and pressure to improve project delivery standards. Studies indicate that construction firms that adopt innovative support services such as digital customer care platforms, employee support systems, project tracking technologies, mobile-based reporting systems, and integrated communication systems are better positioned to improve their non-financial performance through enhanced customer satisfaction, improved employee morale, effective stakeholder coordination, and strengthened organizational reputation (Muturi & Ombui, 2021; Karanja & Wambui, 2023).

Nevertheless, challenges such as inadequate ICT infrastructure, limited adoption of modern technologies, insufficient staff training, and high implementation costs continue to affect the successful adoption of support services innovation, particularly among medium-sized construction firms (Otieno & Kamau, 2023). In Nakuru County, where the construction sector is experiencing significant growth due to urbanization and infrastructure development, the non-financial performance of construction firms is increasingly dependent on their ability to adopt and effectively implement innovative support services. This creates the need for a focused examination of support services innovation and its effect on the non-financial performance of construction firms within Nakuru County, Kenya (Njoroge & Muthoni, 2024).

Non-financial performance of construction firms refers to the assessment of organizational effectiveness using qualitative and operational indicators that do not directly involve financial measures (Otieno & Kamau, 2023). These indicators include project quality, customer satisfaction, timely project delivery, safety performance, innovation capability, employee productivity, stakeholder engagement, and organizational reputation (Kaplan & Norton, 2022). In the construction industry, non-financial performance reflects the extent to which firms meet client specifications, comply with regulatory requirements, deliver projects within agreed timelines, and maintain high standards of workmanship and service quality. Unlike financial performance, which focuses on profitability and revenue growth, non-financial performance provides a broader view of long-term sustainability, operational efficiency, and competitive advantage (PMI, 2021).

Timely project completion and quality of construction output are key indicators of non-financial performance in construction firms because they directly influence client satisfaction and organizational reputation. Delays in project delivery, poor workmanship, and failure to meet specifications often lead to client dissatisfaction, legal disputes, and loss of future contracts (PMI, 2021). Similarly, safety performance is a critical non-financial measure in the construction sector, where firms are evaluated based on their ability to minimize workplace accidents, enforce safety protocols, and comply with occupational health and safety standards (Zwikael & Meredith, 2022). Poor safety practices not only endanger workers but also negatively affect organizational image and project continuity. As a result, construction firms are increasingly focusing on strengthening project monitoring, quality assurance systems, and safety management frameworks to enhance non-financial performance outcomes (Durdyev & Hosseini, 2023).

Globally, non-financial performance has become a central determinant of success in the construction industry, particularly in highly competitive and technologically advanced markets (McKinsey Global Institute, 2023). Leading construction firms have adopted integrated project management systems, Building Information Modelling (BIM), lean construction practices, and sustainability frameworks to enhance quality, efficiency, and stakeholder satisfaction (World Economic Forum, 2022). These firms are increasingly evaluated not only on financial outcomes but also on their ability to deliver sustainable infrastructure, reduce environmental impact, maintain safety compliance, and foster strong client relationships. Global evidence shows that non-financial indicators such as innovation, customer satisfaction, and project efficiency are now critical drivers of long-term competitiveness in the construction sector (UNEP, 2022).

In Africa, construction firms face significant challenges that affect their non-financial performance, including limited technological adoption, inadequate skilled labour, poor project coordination, and weak regulatory enforcement (Adebayo & Okeke, 2023). Studies from countries such as South Africa, Nigeria, and Ghana show that firms that invest in modern construction technologies, training

programs, and quality management systems tend to achieve better outcomes in project delivery, safety compliance, and client satisfaction (AfDB, 2022). However, many firms still experience delays, cost overruns, and inconsistent quality standards due to institutional and infrastructural constraints. Despite these challenges, there is growing recognition across the continent that improving non-financial performance is essential for enhancing competitiveness, attracting investment, and ensuring sustainable growth in the construction industry (Ncube & Ndlovu, 2021).

In East Africa, and particularly in Kenya, construction firms operate in a rapidly evolving environment characterized by urbanization, infrastructure expansion, and increasing demand for high-quality services (Muturi & Ombui, 2021). Evidence shows that firms that prioritize project management efficiency, workforce competence, safety compliance, and stakeholder collaboration tend to achieve stronger non-financial performance outcomes (Kenya National Bureau of Statistics, 2022). Nevertheless, challenges such as project delays, inadequate supervision, poor coordination, and inconsistent adherence to standards continue to undermine performance in the sector. In Nakuru County, where construction activities are expanding due to population growth and infrastructural development, non-financial performance has become a key determinant of firm sustainability and competitiveness (Karanja & Wambui, 2023). Therefore, examining the factors influencing non-financial performance of construction firms in this context is critical for improving service delivery, enhancing customer satisfaction, and strengthening organizational reputation (Otieno & Kamau, 2023).

2.0 STATEMENT OF THE PROBLEM

Kenya's construction industry plays a vital role in driving socio-economic development through infrastructure expansion, urban growth, and employment creation (National Construction Authority [NCA], 2023). Beyond its economic contribution, construction firms are increasingly evaluated based on non-financial performance indicators such as service quality, operational efficiency, workplace safety, employee productivity, and client satisfaction (Gadisa & Zhou, 2020). These indicators reflect the operational effectiveness and sustainability of firms, particularly in a sector characterized by complex projects, multiple stakeholders, and strict regulatory requirements. However, despite the sector's strategic importance, the non-financial performance of construction firms in Kenya, including those in Nakuru County, remains inconsistent and below expected standards.

National reports indicate that more than 60% of construction projects in Kenya experience coordination challenges, quality defects, and delays in service delivery, undermining client confidence and stakeholder trust (NCA, 2023). Additionally, findings by the Kenya Institute for Public Policy Research and Analysis (KIPPRA, 2022) highlight persistent issues such as poor workmanship, weak quality assurance mechanisms, and inadequate supervision, all of which contribute to declining construction quality and increased safety risks. These operational shortcomings often result in structural defects, inefficient resource utilization, and dissatisfaction among clients, signaling weaknesses in internal systems that support project execution. In Nakuru County, rapid urbanization following its elevation to city status has intensified construction activities in housing, commercial real estate, and infrastructure development. Despite this growth, audit reports from the Office of the Auditor General (OAG, 2022) reveal recurring challenges, including inconsistent workmanship, weak project coordination, limited staff training, and inadequate adoption of digital monitoring systems. These challenges suggest deficiencies in organizational support services such as technical advisory systems, human resource development programs, administrative coordination mechanisms, and integrated information systems that are critical in facilitating effective project management and maintaining high non-financial performance standards. Therefore the study sought to assess the effect of support services on the non-financial performance of construction firms in Nakuru County, Kenya.

3.0 THEORETICAL FRAMEWORK

The study was anchored on The Resource-Based View (RBV) by Jay Barney (1991). It argues that an organization's performance is primarily determined by its internal resources and capabilities, particularly those that are valuable, rare, inimitable, and non-substitutable (VRIN). RBV asserts that firms gain competitive advantage when they possess unique internal strengths such as skilled personnel, advanced technologies, efficient administrative systems, and strong organizational routines that competitors cannot easily replicate.

In the context of construction firms, support services such as training and development, supervision and monitoring systems, safety management programs, ICT support, maintenance services, and administrative coordination represent internal capabilities that strengthen the firm's ability to execute projects effectively. These support services enhance non-financial performance by improving quality control, safety compliance, communication, decision-making, and client satisfaction. Firms with strong support structures are therefore more capable of managing complex projects, ensuring regulatory compliance, and maintaining high standards of performance throughout the project lifecycle.

RBV has faced criticism for its inward-looking orientation, with scholars arguing that it underestimates external factors such as competition, regulatory changes, and market dynamics that also influence performance. The theory has also been critiqued for lacking clarity on how resources become valuable and for failing to specify the processes through which capabilities evolve over time. Furthermore, some critics contend that RBV can be overly broad, making it difficult to empirically test or operationalize in real-world organizational settings.

Despite these limitations, RBV remains highly relevant in explaining how support services innovations including enhanced technical support systems, staff training and development programmes, ICT infrastructure, quality assurance mechanisms, administrative coordination, and safety management systems constitute valuable internal capabilities. These support services strengthen the firm's ability to execute projects effectively by improving decision-making, knowledge sharing, error reduction, regulatory compliance, and coordination across functions. As a result, they contribute to better non-financial performance outcomes such as operational efficiency, safety compliance, project quality, employee productivity, and client satisfaction. The value of RBV lies in its inward focus on internal capabilities, providing a strong theoretical justification for why investments in support services act as foundational enablers that amplify the effectiveness of production and delivery process innovations in construction firms in Nakuru County.

4.0 EMPIRICAL REVIEW

Basias et al. (2023) assessed the effect of support service innovations on project-level performance within European construction projects, drawing on project performance and quality assurance theory. Using a mixed-methods design combining surveys and case studies, analyzed through thematic content analysis and statistical procedures, the study found that innovative support services positively and significantly improved non-financial outcomes. Nonetheless, the study's European context and emphasis on inter-project networks rather than firm-level support service practices limit its applicability to developing construction environments, where resource constraints and operational systems differ substantially. The present study fills this geographic and conceptual gap by focusing on firm-level support service innovations and their influence on non-financial performance among construction firms operating in Nakuru County, Kenya.

Hussain and Qureshi (2022) examined the effect of support service systems on organizational performance in the manufacturing sector of Pakistan, drawing on the resource-based view and service quality theory. The study used a descriptive survey design, targeting 210 operations and HR managers from textile and automotive firms in Punjab Province. Purposive sampling was used to select directors, and data were collected via structured questionnaires. Analysis with SPSS included descriptive statistics and multiple regression tests. Findings showed that enhanced support services such as employee training, technical assistance units, and internal communication systems had a significant positive impact on both operational and non-financial performance outcomes. However, the study was limited by its focus on manufacturing and broader organizational performance measures, without disaggregating support services into distinct components. Furthermore, it did not extend to sectors like construction where support services play a different operational role, indicating a gap this study addresses by focusing on support services specific to the construction industry context in Nakuru County.

Chatterjee and Saha (2023) investigated the relationship between support service effectiveness and organizational performance in India's IT services sector, guided by service-dominant logic and institutional theory. Using a cross-sectional descriptive design, the researchers sampled 180 IT firm managers from Bengaluru and Hyderabad via stratified random sampling. Data were collected through structured surveys and analyzed using correlation and regression analysis in SPSS. Results revealed that robust support services such as internal knowledge management systems, employee assistance programs, and technical help desks were significantly associated with improved performance outcomes, including increased service reliability, customer satisfaction, and internal process efficiency. However, the study focused on service industries with high reliance on human capital and digital support systems, limiting its applicability to product-driven sectors like construction, where support services operate differently. Additionally, the research did not consider support services alongside other innovation categories, leaving an empirical gap that this study addresses by examining support services in relation to process innovation and non-financial performance in construction firms.

Adebayo and Onwuka (2021) explored the effect of internal support services on organizational performance in Nigeria's banking sector, underpinned by institutional resource theory and service quality frameworks. The study adopted a descriptive survey design, targeting 250 senior managers and supervisors across commercial banks in Lagos and Abuja. Purposive sampling was used to select participants, and data were collected via questionnaires. SPSS was used for analysis, including descriptive statistics and multiple regression analysis. The results showed that support services, particularly administrative support, employee training programs, and internal communication systems, were significantly linked to improved non-financial performance indicators such as customer satisfaction, service delivery consistency, and operational reliability. However, the study focused on the financial services sector, where support services operate within a high-service delivery framework, limiting its direct relevance to sectors like construction. Additionally, support services were treated as a single composite variable rather than disaggregated into functional components, creating a gap that the current study addresses by evaluating specific support service practices and their distinct impacts on non-financial performance in construction firms in Nakuru County.

Getachew and Tadesse (2023) investigated the influence of organizational support services on performance outcomes in the hotel and hospitality industry in Addis Ababa, Ethiopia, drawing on organizational support theory and service performance models. Using a descriptive survey research design, the study targeted 195 hotel managers selected through stratified sampling. Data were obtained through structured questionnaires and analyzed using descriptive and inferential statistics in SPSS. Findings indicated that strong support services—such as employee training and development programs, technical support units, and internal communication platforms positively influenced non-financial performance measures, including guest satisfaction, service quality ratings, and employee engagement. However, its sectoral focus on hospitality services, which relies heavily on front-line service delivery, restricts generalization to industries like construction where support services include field supervision, safety coordination, and

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administrative logistics. The study also did not disaggregate support services into delivery sub-components, highlighting a conceptual gap that this research addresses by examining specific support service innovations and their unique effects on the non-financial performance of construction firms.

Nguyen et al. (2023) evaluated the effect of HRM-centered support service mechanisms on innovation performance in Vietnamese firms, guided by human capital and knowledge-based theories. The study used a structural equation modelling approach on survey data from manufacturing firms, revealing that support service innovations significantly enhanced non-financial outcomes, including operational flexibility, quality consistency, and team efficiency, by strengthening internal knowledge flows. However, the study concentrated on HRM–innovation linkages in manufacturing and did not directly examine sector-specific support service innovations or construction-related non-financial metrics such as project quality, safety outcomes, or delivery reliability. This sectoral and variable-scope limitation is resolved by the current study, which focuses explicitly on support service innovations and their direct effects on non-financial performance within construction firms in Nakuru County, Kenya.

5.0. CONCEPTUAL FRAMEWORK

Independent Variable **Dependent Variable**

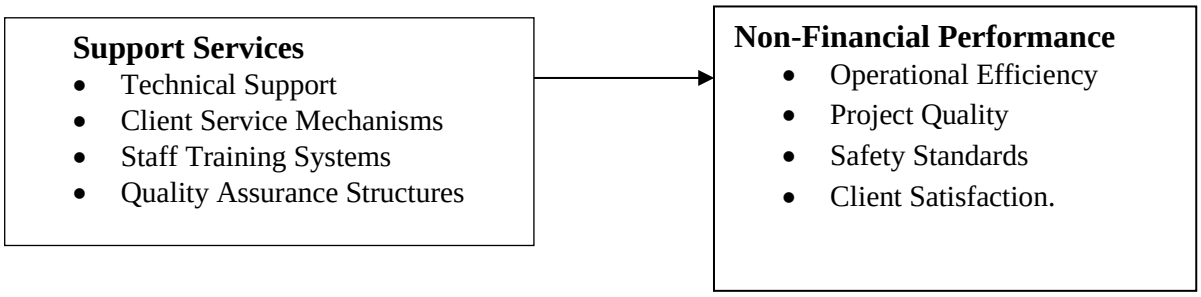


Figure 1: Conceptual Framework

6.0 METHODOLOGY

The study adopted a descriptive survey research design to examine the effect of support services on the non-financial performance of construction firms in Nakuru County, Kenya. This design was considered appropriate because it facilitated the systematic description of existing support service practices while enabling the testing of the relationship between support services and non-financial performance outcomes. The target population consisted of 898 directors from construction firms in Nakuru County, pre-qualified by the County Government to provide construction services during the 2022/2023 to 2024/2025 financial years. From this population, a sample size of 269 directors was selected using Krejcie and Morgan's (1970) sampling table. The study employed proportional stratified sampling to ensure fair representation of construction firms across the eleven sub-counties of Nakuru County, which formed the strata. The unit of observation comprised directors or certified contractors/senior representatives from the selected firms, as they were directly involved in construction operations, management practices, and decision-making regarding support services. Primary data were collected through self-administered semi-structured questionnaires designed to capture quantitative information on support services and their perceived effect on non-financial performance. The questionnaire utilized a five-point Likert scale ranging from 1 = Not at all to 5 = Strongly Agree. A pilot study was conducted involving 27 directors, representing 10% of the sample size, selected from a different pool of construction firms outside the final study sample, to assess the reliability and validity of the research instrument. Validity was established through face, content, and construct validity assessments using expert review and alignment of questionnaire items with the study objectives and conceptual framework. Reliability was evaluated using Cronbach's Alpha, with a threshold of 0.7 accepted as indicative of adequate internal consistency. The support services construct recorded a Cronbach's Alpha of 0.786, while non-financial performance recorded 0.876, confirming that the instrument was reliable. Both descriptive and inferential statistics were utilized for data analysis. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were employed to summarize the characteristics of support services and non-financial performance indicators. Inferential statistics, specifically correlation analysis and simple linear regression analysis, were applied to test the relationship between support services and non-financial performance. Data analysis was conducted using the Statistical Package for Social Sciences (SPSS), and findings were presented in tables.

7.0 RESULTS

7.1 Response Rate

A total of 269 questionnaires were administered, of which 218 were duly completed and returned, yielding a response rate of 81 % and a non-response rate of 19%.

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Table 1: Response Rate

Response	Frequency	Percentage (%)
Expected response	269	100
Received response	218	81
Un-received response	51	19

7.2 Demographic Information

7.2.1 Years of Service

The study sought to evaluate the duration for which the directors have been working in the construction firms in Nakuru County, Kenya. The results of this analysis are shown in Figure 2.

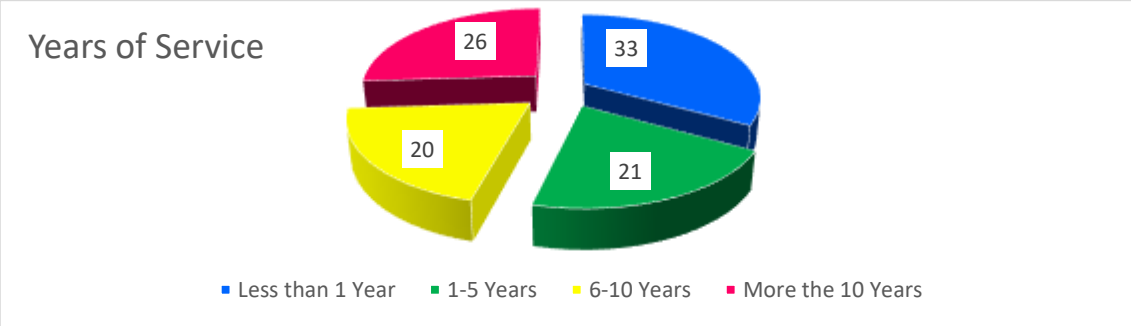


Figure 2: Years of Service.

From the findings in Figure 2, directors with less than a year of service in the construction firms constitute the largest group, at approximately 33 per cent. This indicates a substantial presence of relatively new entrants into the firms. 26% of the directors had more than 10 years of service in the construction firms, denoting a notable seasoned workforce. Directors with 1–5 years of service, accounted for 21 per cent, representing a moderate segment of early-career professionals. Directors with 6–10 years of service made up 20 per cent, reflecting a comparable portion with mid-level tenure.

The length of service among directors in construction firms in Nakuru County plays a crucial role in shaping their insights into process innovation strategies and non-financial performance. Individuals with shorter tenure, particularly those with less than a year or 1–5 years, were likely to offer perspectives influenced by recent training, exposure to contemporary practices, and familiarity with emerging technologies in production, delivery, and support processes.

In contrast, directors with longer tenure, such as those exceeding 6 or 10 years, possessed extensive practical experience across diverse projects, enabling them to evaluate the sustained impacts of innovations on project quality, safety standards, operational efficiency, and client satisfaction. This accumulated expertise allows them to better contextualize challenges like adoption barriers, regulatory compliance, and long-term performance outcomes, thereby providing balanced and informed responses that enhance the reliability of the study's findings on innovation effects.

7.3 Descriptive Findings

7.3.1 Descriptive Findings for Support Strategies

The study sought to assess the directors' level of agreement on the statements on the effect of support services on non-financial performance of construction firms in Nakuru County, Kenya. The findings are presented in table 2.

Table 2: Support Services Strategies

Statement	n	Mean	Std
Our construction projects make extensive use of modern mechanized equipment to improve productivity.	218	3.7797	1.12573
The adoption of mechanized tools and machinery has reduced manual workload in our construction processes.	218	3.7627	1.10692
Our firm has well-structured workflows that minimize delays during project execution	218	3.6102	1.14753
Workflow optimization practices have improved coordination among different construction activities.	218	3.6695	1.16981
Automation tools and systems are commonly used in our construction operations.	218	3.6780	1.10075
Automated processes in our firm have minimized human errors during project execution.	218	3.7712	1.08140
Our firm regularly adopts advanced construction technologies to improve project delivery.	218	3.8644	1.00354

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Overall Mean		**3.7337**	**1.1051**

From table 2, the study established that to a very great extent (Mean = 3.8644, SD = 1.00354), the firm regularly adopts advanced construction technologies to improve project delivery. The directors also revealed that to a great extent (Mean = 3.7797, SD = 1.12573) that their construction projects made extensive use of modern mechanized equipment to improve productivity. There was also agreement on the statement that automated processes in our firm have minimized human errors during project execution evidenced by a mean of 3.7712; SD = 1.08140.

The findings further revealed that there was agreement on the statement that the adoption of mechanized tools and machinery has reduced manual workload in our construction processes evidenced by a mean of 3.7627; SD = 1.10692. There was also agreement on the statement that automation tools and systems are commonly used in our construction operations evidenced by a mean of 3.6780; SD = 1.10075.

Morevover, the directors agreed that that workflow optimization practices have improved coordination among different construction activities evidenced by a mean of 3.6695; SD = 1.16981. There was also agreement on the statement that our firm has well-structured workflows that minimize delays during project execution evidenced by a mean of 3.6102; SD = 1.14753.

Overall, the average mean of 3.7337 reveals that support services including technical assistance, administrative coordination, ICT support, and training play a significant role in enhancing non-financial performance by facilitating effective use of technology, improving coordination, reducing errors, and supporting workflow efficiency. The findings of this study concur with Mckinsey Global Institute (2022) who established that adequate technical and operational support enhances the effective utilization of mechanized systems in construction projects.

7.3.2 Descriptive Findings for Non-Financial Performance of Construction Firms

The study sought to establish the directors' level of agreement on the statements on non-financial performance of construction firms in Nakuru County, Kenya. The findings are indicated in table 3.

Table 3: Non-Financial Performance of Construction Firms

Statement	n	Mean	Std
Our firm completes construction tasks efficiently with minimal resource wastage.	218	4.0763	.94423
Operational processes in our firm ensure smooth and timely project delivery.	218	3.9661	1.03719
Our construction projects consistently meet the expected quality standards.	218	3.8898	1.03597
Quality inspections ensure that final project outcomes meet client requirements.	218	3.9831	.98695
Safety standards are strictly enforced throughout our construction sites.	218	3.5763	1.17238
Safety procedures help reduce accidents and injuries in our projects.	218	3.7458	1.13368
Clients are generally satisfied with the construction services provided by our firm.	218	3.4915	1.22472
Feedback from clients is used to improve future project performance.	218	3.6525	1.12757
Overall Mean		**3.7977**	**1.0828**

From table 3, the study established that to a very great extent (Mean = 4.0763, SD = 0.94423), our firm completes construction tasks efficiently with minimal resource wastage. The directors also indicated that to a great extent (Mean = 3.9831, SD = 0.98695) that quality inspections ensure that final project outcomes meet client requirements.

There was also agreement on the statement that operational processes in our firm ensure smooth and timely project delivery evidenced by a mean of 3.9661; SD = 1.03719. in addition, the directors agreed that their construction projects consistently met the expected quality standards evidenced by a mean of 3.8898; SD = 1.03597. There was also agreement on the statement that safety procedures help reduce accidents and injuries in our projects evidenced by a mean of 3.7458; SD = 1.13368.

Furthermore, there was agreement on the statement that feedback from clients is used to improve future project performance evidenced by a mean of 3.6525; SD = 1.12757. A moderate agreement was recorded on the statement that safety standards are strictly enforced throughout our construction sites (Mean = 3.5763, SD = 1.17238). There was a moderate agreement on the statement that clients are generally satisfied with the construction services provided by our firm (Mean = 3.4915, SD = 1.22472).

Overall, the average mean of 3.7977 demonstrates that non-financial performance among construction firms measured through efficiency, quality, safety, and client satisfaction is generally positive but varies across performance dimensions. The relatively high mean scores for efficiency and quality indicate strong operational capabilities, while moderate scores in safety enforcement and client satisfaction suggest areas requiring further improvement. The findings of this study concur with Enshassi, Kochendoerfer, and Rizq (2022) who established that efficient resource management enhances productivity and sustainability in construction projects.

7.4 Diagnostic Tests

For the sake of justifying the use of the regression model, pre-estimation tests were carried out.

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7.4.1 Normality Assumption Test

Table 4: Normality Assumption Test Results

Variable	Kolmogorov- Smirnov	Sig
Support Services	.236	.091
Non-Financial Performance	.234	.065

From the findings the p-values were greater than the significance level (0.05), this implies that the data were normally distributed. This is in line with Freeman (2017) who argue that when the sig value is less than the 0.05 thresh hold data is normally distributed.

7.4.2 Multicollinearity Test

Table 5: Multicollinearity Assumption Test Results

Variables	Tolerance	VIF
Support Services	.889	1.125
Non-Financial Performance	.543	1.842

From the finding the tolerance values for the variables under study were all above 0.10 and VIF values were less than 10, this implies that the data used had no Multicollinearity. This is in line with Fox, (2015) who argued that for the research to be accepted the Tolerance for all independent variables should be more than 0.1 and the variance inflation factor (VIF) is recommended to be below 10.

7.5 Inferential Statistics

Under inferential statistics the study conducted both correlation and regression analysis. The findings are indicated below.

Table 6 : Correlation Matrix

		Support Strategies
Non-Financial Performance	Pearson Correlation	.747
	Sig. (2-tailed)	.000
	N	51

Support services innovation records the strongest association with non-financial performance among the strategies examined, as evidenced by a Pearson correlation coefficient of 0.747 and a p-value of 0.000. This robust positive relationship implies that innovations in supportive functions, including technology adoption and administrative coordination, play a pivotal role in elevating overall non-financial outcomes, such as resource efficiency and safety compliance.

8.0 CONCLUSION

The study concludes that support services impacts non-financial performance. The strong relationship indicates that firms that invest in technical support, client service mechanisms, staff training systems, and quality assurance structures achieve superior outcomes in efficiency, quality, safety, and customer satisfaction. Despite this strong influence, gaps in structured training and quality assurance frameworks suggest untapped potential. Firms should prioritize strengthening support systems to maximize performance benefits.

9.0 RECOMMENDATIONS

In light of the findings, the study recommended that , policymakers and industry regulators, particularly the National Construction Authority (NCA) and the Nakuru County Government, should formulate evidence-based policies and guidelines that actively promote the adoption of production process innovation, delivery process innovation, and support services innovation. In addition, investors and company executives should use the findings of this study to identify and support construction firms that actively implement process innovation strategies, as these firms demonstrate stronger operational capabilities and superior non-financial performance.

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