

Restructuring Strategy and Performance of Real Estate Companies in Nakuru County, Kenya

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ABSTRACT

Real estate companies in Kenya play a vital role in promoting economic wellness. However, these companies continue to grapple with performance challenges manifested in inadequate revenue growth and profitability, which deters long-term sustainability. The current research examined the effect of restructuring strategy and performance of real estate companies in Nakuru County, Kenya. The study was guided by Ansoff matrix theory. It adopted a descriptive research design involving a mixed method approach. The unit of analysis was 24 selected real estate companies registered by the Nakuru County Department of Lands, Physical Planning, Housing, and Urban Development. The unit of observation was 72 including 24 managing directors, 24 financial managers and 24 sales managers. A census approach was used adopted. Data was collected using a structured questionnaire and analysis was aided by Statistical Package for Social Sciences (SPSS) version 25.0 software. Descriptive and inferential methods were employed in analysis. The results indicated a significant relationship between restructuring strategy and performance ($r = 0.561$, $p < 0.05$). Additionally, the coefficient of determination ($r^2 = .315$) shows that restructuring strategy explains 31.5% of the variation in performance. The study concludes that restructuring strategy enhances performance, emphasizing the role of continuous strategic adjustments in achieving optimal results. The study recommends that real estate companies adopt dynamic restructuring frameworks that align resource reconfiguration and strategic agility to drive performance.

Key Words: Restructuring Strategy, Performance, Real Estate Companies.

1. INTRODUCTION

Turnaround strategies encompass deliberate and coordinated actions by organizations to regain operational stability (Boudia & Slevogt, 2024). They essentially emphasize decisive repositioning, prudent resource deployment, and realignment of core priorities to eliminate inefficiencies. Radjawane and Anas (2025) opines that Turnaround strategies assess internal deficiencies, manage transformation dynamics, and steer the organization toward sustained recovery. Within this context, restructuring serves as a pivotal turnaround mechanism aimed at revitalizing operational soundness and financial integrity through systematic reorganization (Kekana, 2024). It integrates structural, financial, operational, and leadership adjustments that foster strategic coherence and restore organizational equilibrium. Through such transformative realignment, firms cultivate agility, strengthen competitive advantage, and position themselves for enduring growth in an increasingly volatile business environment (Qiong, 2022). Restructuring in real estate enterprises commonly manifests through adjustments in operational mechanisms, debt arrangements, portfolio composition, or management frameworks (Aicardi, 2024). They realign their investment portfolios by disposing of low-yield properties, consolidating subsidiaries, or merging operations. Such actions emerge in response to changing market conditions, capital constraints, or shifts in policy frameworks that influence property returns. According to Githinji (2023) performance outcomes following restructuring are reflected in stabilized cash flows and enhanced

market positioning. In some cases, firms experience temporary disruptions before efficiency gains materialize. Over time, the strategic reconfiguration tends to reveal differences between firms that effectively execute restructuring plans and those that fail to integrate operational and financial adjustments into sustainable business models.

Kenya's real estate sector is undergoing significant transformation driven by national economic dynamics and government-led housing interventions. Central to this transformation is the Affordable Housing Programme (AHP), introduced under the Big Four Agenda in 2017, which set out to deliver 500,000 housing units by 2022. Nonetheless, by 2025, the target remains unmet, with less than 40% of the planned units completed (Ministry of Lands, 2025). Despite notable progress, the demand for housing—particularly among low- and middle-income earners continues to surpass supply, revealing a persistent performance gap in both public and private sector initiatives. This imbalance has created an opportunity for private developers to fill the void, though it requires strategic restructuring and repositioning to align with emerging market realities (Umar, 2023). Consequently, real estate firms, especially those burdened by underperforming luxury developments, are increasingly divesting from non-essential projects and redirecting investments toward affordable housing, where government incentives and consumer demand are strongest (Ngugi & Muriithi, 2021). Measures such as tax exemptions on affordable housing materials and access to off-take agreements through public-private partnerships have encouraged firms to implement turnaround strategies involving divestment, targeted capital reallocation, and operational restructuring.

Real estate companies continue to grapple with performance challenges manifested in inadequate revenue growth and profitability, which deters long-term sustainability. In Nakuru County, the real estate firms are increasingly constrained by strategic challenges, including rising occupancy vacancies, persistent project delays, escalating cost overruns and declining sales volumes. These strategic challenges undermine competitiveness, operational efficiency and financial sustainability of the firms (Nakuru County Housing Report, 2025). In 2023, retail market occupancy stood at 70%, implying a 30% vacancy rate, as firms like Ridgeside Realty Limited faced reduced rental income amid restrained consumer spending (Wambugu & Njeru, 2023). Moreover, the financial distress of major real estate firms such as Suraya Property Group and Urithi Housing Cooperative Society which had projects extending into Nakuru faced insolvency proceedings due to poor financial practices, delayed project completions and lack of strategic realignment, (Cytonn Investments, 2023). The Nakuru County Housing Report (2025) revealed that approximately 2,500 housing units, especially in newly developed estates such as Lanet, Kiamunyi, and Section 58, remain unoccupied due to high pricing, unfavorable mortgage terms and poor targeting of consumer preferences.

Despite rising housing demand in low-income and peri-urban zones, many developers continue to over-invest in middle and high-income housing, creating a mismatch between supply and effective demand. This has led to oversupply that has significantly reduced the profitability of real estate investments. Cytonn Investments (2025) reports that average rental yields in Nakuru have declined from 7.5% in 2018 to 5.8% in 2024. This translates into a loss of approximately KSh 204,000 in annual income for landlords of KSh 12 million properties, undermining the viability of long-term investments. While studies such as Maina (2023) focused on turnaround strategies in the hospitality industry and Githinji (2023) analyzed cement manufacturing firms, there remains lack of empirical research on restructuring strategy tailored to the real estate sector. Furthermore, Toromo (2025) focused on private universities whose operations, market structures and revenue streams differ markedly from those in real estate. The existing literature fails to address how restructuring strategy can be applied to real estate firms facing challenges in performance. Therefore, this study assessed the effect of restructuring strategy on performance of real estate companies in Nakuru County, Kenya.

2. OBJECTIVE OF THE STUDY

The study's objective was to establish the effect of restructuring strategy on performance of real estate companies in Nakuru County, Kenya.

3. LITERATURE REVIEW

Restructuring strategy entails deliberate adjustments to a firm's operational, financial, or organizational setup aimed at restoring profitability and ensuring long-term sustainability (Kekana, 2024). It serves as a turnaround mechanism typically adopted when an organization faces extended performance decline, financial distress, or diminished competitiveness (Rassler, Horstmann & Held, 2025). The process entails reassessing core business functions, redistributing resources, reshaping leadership frameworks, and realigning operations to respond to evolving economic and industry dynamics. Within the real estate sector, restructuring targets inefficiencies in project delivery, financing approaches, and customer engagement to restore market relevance and stakeholder confidence (Rassler et al., 2024). In real estate enterprises, restructuring remains instrumental in managing cyclical market shifts, regulatory adjustments, and the financial intensity of large-scale developments. Given the sector's dependence on significant capital and extended project timelines, challenges such as weak financial control, project delays, and unpredictable property demand can rapidly weaken profitability (Deloitte, 2023). Strategic restructuring enables firms to streamline internal processes, optimize resource utilization, and attract fresh investment, thereby strengthening their ability to execute projects within time and budget constraints. It also supports competitiveness by redirecting focus toward profitable market niches and embracing advanced construction technologies (Müller & Pielken, 2025).

Deloitte (2023) underscores the value of viewing restructuring from a broader strategic perspective to uncover new avenues for value creation. Similarly, Müller and Pielken (2025) highlight the relevance of turnaround and restructuring practices in addressing complex operational challenges. These perspectives emphasize the critical role of restructuring in strengthening organizational performance. In the real estate context, restructuring strategy is typically operationalized through key components that shape its implementation and effectiveness namely managerial restructuring, business portfolio restructuring, and strategic resource reallocation. Each of these elements contributes distinctly to performance outcomes. Managerial restructuring influences performance by modifying leadership composition, redefining management responsibilities, and enhancing governance frameworks to increase accountability and execution efficiency. Leadership changes often inject new perspectives, strategic direction, and stronger operational discipline, which improve project delivery and investor confidence. When aligned with organizational recovery priorities, such adjustments can stimulate innovation, reinforce financial negotiations, and enhance decision-making quality. Business portfolio restructuring centers on reviewing and adjusting the firm's mix of projects or investments to emphasize high-performing or strategically critical areas. In real estate, this may involve shifting focus toward residential projects during housing demand surges or divesting low-yield assets (Radjawane & Anas, 2025). Such portfolio shifts facilitate optimal capital allocation, reduce exposure to volatile markets, and enhance overall financial resilience. Strategic resource reallocation affects performance by directing financial, human, and technological inputs toward areas with the highest potential returns. For real estate firms, this could mean investing in growth-prone locations, deploying skilled personnel to priority projects, or integrating modern building technologies to lower costs and elevate quality (Radjawane & Anas, 2025). Effective resource reallocation minimizes inefficiencies, improves operational productivity, and strengthens project reliability factors that collectively enhance market credibility and client satisfaction.

The Ansoff Matrix Theory provides a framework that guides organizations in determining suitable growth directions by evaluating the relationship between existing and new products and markets (Qiu, 2025). It emphasizes four primary approaches: market penetration, market development, product development, and diversification. Market penetration focuses on increasing sales of current products in existing markets, often through competitive pricing, promotions, or improved customer engagement (Zugay & Zakaria, 2023). Market development, on the other hand, involves entering new geographical areas or targeting new customer segments with existing products, allowing firms to expand their market reach and customer base. Product development encourages firms to introduce new or improved products within their current markets to meet changing consumer preferences or technological trends (Waititu, Wambui, & Kamande, 2025). Diversification, the most ambitious approach, entails introducing new products into new markets, often as a way to spread risk or pursue new revenue streams. Through these pathways, the Ansoff Matrix helps organizations align their growth ambitions with internal capabilities and external market conditions, supporting deliberate decision-making in response to competition, innovation, and market saturation.

Ansoff Matrix Theory relates to restructuring as a turnaround strategy in real estate companies by providing a framework for identifying viable growth directions during periods of decline (Qiu, 2025). Firms apply market penetration by optimizing existing developments and improving sales within current markets to restore cash flow. Market development enables entry into new customer segments, such as affordable housing, where demand is high. Through product development, companies innovate new real estate offerings like mixed-use or flexible housing to attract diverse buyers (Zugay & Zakaria, 2023). Restructuring strategy shapes performance in real estate companies by influencing cost efficiency, asset optimization, and financial stability. Its impact largely depends on the quality of execution and the firm's capacity to adapt restructuring measures to prevailing market and operational conditions. Figure 1 shows the relationship between restructuring strategy and performance of real estate companies.

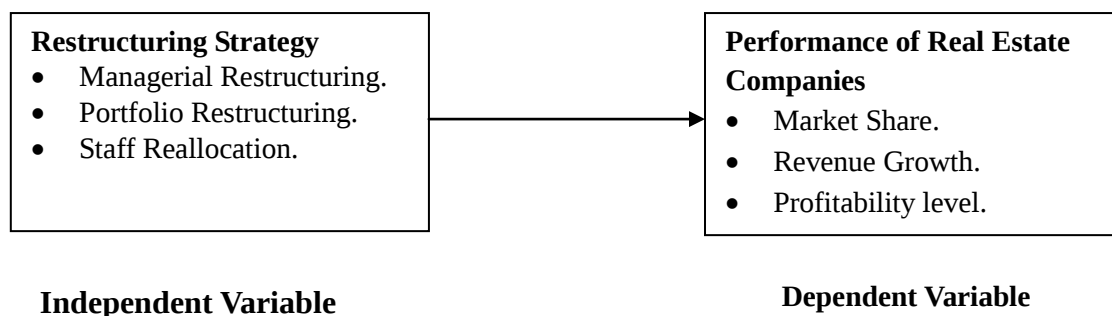


Figure 1: Conceptual Framework

Empirical studies related to restructuring strategy and performance have been reviewed. Chemiati, Makokha, and Soi (2024) investigated the effect of managerial restructuring on organizational performance in corporations in TransNzoia County, Kenya. A descriptive research design was employed, targeting top and middle managers from operations, finance, legal, procurement, ICT, and human resource departments in TransNzoia corporations. Primary data were collected via semi-structured questionnaires, supplemented by secondary data from company annual reports, published journals, and existing research. The findings revealed that managerial restructuring significantly enhances organizational performance, with a regression coefficient of $\beta_1 = 0.499$ ($p = 0.004 < 0.05$) and a strong positive correlation ($r = 0.65$, $p < 0.05$), indicating cost reduction and improved decision-making. The study concluded that managerial restructuring significantly improves organizational performance. Effective communication and strategic alignment are crucial for success.

Umar (2023) examined the role of corporate restructuring in improving organizational performance through a literature review. A qualitative research design was adopted, reviewing 30 peer-reviewed articles and books published between 2017 and 2023. The findings indicated that corporate restructuring, including managerial, financial, and operational strategies, significantly improves organizational performance, enhancing efficiency and competitiveness. The study concluded that corporate restructuring has significant potential to enhance organizational performance. Further research into long-term effects is needed. Recommendation included tailoring restructuring strategies to organizational contexts and conducting longitudinal studies to assess sustained impacts. Abiodun (2023) explored the effect of restructuring on organizational of small and medium enterprises (SMEs) in Lagos State, Nigeria. A quantitative survey research design was used, targeting 400 respondents from SMEs in Lagos, selected through purposive and simple random sampling. The findings showed that restructuring significantly enhances SME performance, with strategy restructuring accounting for 89.3% of performance variance, process restructuring 95.1% manpower restructuring 83.7% and financial restructuring 96.2% with financial restructuring having the most substantial impact. The study concluded that restructuring significantly boosts SME performance, particularly financial restructuring. Targeted policies are essential for success. Recommendations included implementing appropriate restructuring policies and ensuring processes enhance employee and organizational outcomes.

Mokaya (2022) investigated the effect of corporate restructuring on company performance at East African Breweries Limited (EABL). A descriptive research design was adopted, targeting 270 employees from various departments, selected via stratified sampling to ensure equal representation. Primary data were collected through questionnaires and

analyzed using SPSS, focusing on descriptive and interpretive analyses. The findings indicated that restructuring, involving department mergers and divestitures, significantly improved EABL's competitive position, resource allocation efficiency, and stability, driven by global competition and the need to avoid hostile takeovers. The study concluded that restructuring enhances EABL's performance and market position. Strategic focus on core strengths is critical. Previous studies on managerial restructuring and performance relied heavily on descriptive designs, which limited the ability to establish causal relationships or determine the strength of associations between restructuring strategies and firm performance. Most of these studies also focused on corporations in non-urban settings, making their findings less applicable to the real estate sector and urban environments. The current study addressed these limitations by employing a correlational design that enabled statistical testing of relationships across multiple restructuring dimensions—managerial, portfolio, and staff reallocation while focusing specifically on registered real estate firms in an urban county to enhance sectoral and contextual relevance. Earlier research on corporate restructuring largely presented conceptual or literature-based analyses without empirical validation of how specific restructuring types influence organizational outcomes. The lack of quantitative evidence limited the generalizability and practical application of findings. The present study overcame this gap by using primary, field-based data collected from real estate firms and applying quantitative analysis to validate the direct effects of distinct restructuring strategies on performance, thereby providing data-driven insights applicable to the real estate context.

4. METHODOLOGY

The study utilized a descriptive research design. It suited for examining the relationship between restructuring strategy and the performance of real estate companies without manipulating variables. The target population was 24 selected real estate companies registered by the Nakuru County Department of Lands, Physical Planning, Housing and Urban Development, (2025). These companies have faced financial decline in the past years and adopted turn around strategies to sustain their operations. The unit of observation was 24 managing directors, 24 financial managers and 24 sales managers. Therefore, the total target population was 72 managers from the selected real estate companies. Since the study population was small, a census design was adopted. This study utilized a questionnaire in collecting data. Data analysis was aided by Statistical Package for the Social Sciences (SPSS) version 25.0. Descriptive statistics, including frequencies, percentages, means, and standard deviations, were computed to summarize the characteristics of the data. For inferential analysis, correlation analysis was used to explore relationships between variables. The linear regression model was:

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where:

Y = Performance of Real Estate Companies.

β_0 = Constant.

β_1 = Beta coefficient.

X_1 = Restructuring Strategy

ε = Error Term

5. RESULTS

This section presents the analysis, discussion, and interpretation of data. It incorporates the descriptive and inferential statistical results pertaining to the effect of restructuring strategy on performance of real estate companies.

5.1 Descriptive Statistics

The study sought to determine the effect of restructuring strategy on performance of real estate companies. The 5-point Likert scale was as: 5=Strongly Agree (SA), 4=Agree (A), 3=Neutral (N), 2=Disagree (D), and 1=Strongly Disagree (SD). The findings are presented in Tables 1 and 2:

Table 1: Effect of Restructuring Strategy on Performance of Real Estate Companies

Statements	N	SA	A	N	D	SD	Mean	Std. Dev
Restructuring managerial responsibilities has enhanced operational efficiency.	41	41%	37%	5%	11%	6%	3.963	1.198
Managerial restructuring has resulted in faster decision-making which enhances performance	41	39%	35%	7%	12%	7%	3.874	1.249
Our portfolio restructuring has reduced exposure to risky projects.	41	37%	33%	5%	15%	10%	3.717	1.357
We regularly review our property portfolio for alignment with strategic goals which enhances performance.	41	43%	35%	5%	10%	7%	3.968	1.227
The company has redirected resources to focus on high-potential property segments.	41	39%	37%	5%	11%	8%	3.881	1.241
The company has reallocated staff to align with strategic priorities.	41	37%	35%	5%	13%	10%	3.741	1.338

According to the findings, 41% of the respondents strongly agreed, 37% agreed, 5% were neutral, 11% disagreed, while 6% strongly disagreed that restructuring managerial responsibilities has enhanced operational efficiency, with a mean of 3.963 and a standard deviation of 1.198. This implies that restructuring managerial responsibilities has significantly contributed to enhancing operational efficiency among real estate companies in Nakuru County. Furthermore, 39% of the respondents strongly agreed, 35% agreed, 7% were neutral, 12% disagreed, while 7% strongly disagreed that managerial restructuring has resulted in faster decision-making which enhances performance, with a mean of 3.874 and a standard deviation of 1.249. This indicates that managerial restructuring promotes quicker and more informed decision-making processes, which contribute positively to organizational performance. In addition, 37% of the respondents strongly agreed, 33% agreed, 5% were neutral, 15% disagreed, and 10% strongly disagreed that portfolio restructuring has reduced exposure to risky projects, with a mean of 3.717 and a standard deviation of 1.357. This suggests that restructuring the investment portfolio minimizes financial exposure by concentrating resources on stable and profitable projects.

These findings are in agreement with those of Chemiati, Makokha, and Soi (2024) who found that managerial restructuring facilitates clearer accountability structures and improves operational processes, thereby enhancing efficiency within organizations. Moreover, when managerial responsibilities are realigned, decision-making becomes faster and operations become more streamlined, ultimately improving performance outcomes. Moreover, 43% of the respondents strongly agreed, 35% agreed, 5% were neutral, 10% disagreed, and 7% strongly disagreed that regular review of property portfolios for alignment with strategic goals enhances performance, yielding a mean of 3.968 and a standard deviation of 1.227. This implies that consistent evaluation of property portfolios ensures strategic alignment and optimal allocation of resources, thus improving performance. Additionally, 39% of the respondents strongly agreed, 37% agreed, 5% were neutral, 11% disagreed, while 8% strongly disagreed that the company has redirected resources to focus on high-potential property segments, with a mean of 3.881 and a standard deviation of 1.241. This shows that firms that reallocate financial and human resources to high-yield market segments experience improved profitability and growth. The findings support those of Mokaya (2022), who found that strategic resource reallocation towards high-growth segments enhances competitive advantage and organizational adaptability. Lastly, 37% of the respondents strongly agreed, 35% agreed, 5% were neutral, 13% disagreed, while 10% strongly disagreed that the company has reallocated staff to align with strategic priorities, with a mean of 3.741 and a standard deviation of 1.338. This implies that workforce reallocation in line with strategic objectives contributes to improved employee productivity and organizational focus. The findings concur with Abiodun (2023), who revealed that aligning staff deployment with strategic needs enhances performance by ensuring that human resources are efficiently utilized in achieving key objectives. Overall, the restructuring strategy affects the performance of real estate companies.

Table 2: Performance of Real Estate Companies

Statements	N	SA	A	N	D	SD	Mean	Std. Dev
Our firm has expanded its client base over the last two years.	41	11%	19%	13%	27%	30%	2.540	1.377
The company has increased its property portfolio in strategic locations.	41	13%	17%	9%	29%	32%	2.498	1.416
The company has recorded an increase in revenue for past two years	41	9%	15%	11%	31%	34%	2.337	1.318
The company has reduced cost per project for the past two years.	41	17%	23%	9%	27%	24%	2.817	1.449
The company has experienced steady profit growth over the past year.	41	7%	19%	11%	29%	34%	2.341	1.310
Profit margins on property sales and leases have improved for the last two years.	41	11%	21%	9%	29%	30%	2.537	1.392

According to the findings, 11% of the respondents strongly agreed, 19% agreed, 13% were neutral, 27% disagreed, while 30% strongly disagreed that their firm has expanded its client base over the last two years, with a mean of 2.540 and a standard deviation of 1.377. This implies that most firms in the real estate sector have struggled to attract new clients in recent years, likely due to market saturation and economic challenges. Furthermore, 13% of the respondents strongly agreed, 17% agreed, 9% were neutral, 29% disagreed, while 32% strongly disagreed that the company has increased its property portfolio in strategic locations, with a mean of 2.498 and a standard deviation of 1.416. This suggests that most firms have not been able to expand into new or high-value property markets, possibly due to capital constraints or risk aversion. The findings concur with Morri and Beretta, (2022), who found that real estate firms' capacity to expand into strategic markets depends largely on access to investment capital and the ability to manage location-based risks.

In addition, 9% of the respondents strongly agreed, 15% agreed, 11% were neutral, 31% disagreed, while 34% strongly disagreed that the company has recorded an increase in revenue for the past two years, with a mean of 2.337 and a standard deviation of 1.318. This indicates that most firms have experienced stagnation or decline in revenue growth over the recent period. Moreover, 17% of the respondents strongly agreed, 23% agreed, 9% were neutral, 27% disagreed, while 24% strongly disagreed that the company has reduced cost per project for the past two years, with a mean of 2.817 and a standard deviation of 1.449. This implies that a few firms have achieved some cost efficiency, though most continue to struggle with high operational and material costs. The findings align with Chinloy, (2020), who observed that firms implementing efficient procurement systems and cost control measures tend to achieve lower project costs. Similarly, Clayton, Ling, & Naranjo, (2021) who found that construction firms that adopt modern project management tools and lean construction techniques report improved cost efficiency and better project delivery outcomes.

Additionally, 7% of the respondents strongly agreed, 19% agreed, 11% were neutral, 29% disagreed, while 34% strongly disagreed that the company has experienced steady profit growth over the past year, with a mean of 2.361 and a standard deviation of 1.310. This suggests that the majority of firms have not seen consistent profit growth, possibly due to weak sales performance and increased overhead costs. Finally, 11% of the respondents strongly agreed, 21% agreed, 9% were neutral, 29% disagreed, while 30% strongly disagreed that profit margins on property sales and leases have improved for the last two years, with a mean of 2.537 and a standard deviation of 1.392. This implies that most real estate firms have not experienced significant improvements in profitability, potentially due to rising operational costs and reduced market activity. These findings correspond with Gyourko and Nelling, (2022), who found that increased property maintenance costs and reduced leasing demand lower profit margins in the real estate sector.

5.2 Inferential Statistics

The inferential analysis involved correlation and regression techniques to establish the relationship between the restructuring strategy and performance of real estate companies.

5.2.1 Correlation Analysis

Correlation analysis was performed to establish the nature and strength of the relationship between the restructuring strategy and performance of real estate companies. The findings are presented in Table 3:

Table 3: Correlation Analysis Results

Performance of real estate companies		
Restructuring Strategy	Pearson Correlation	.561**
	Sig.(2-tailed)	.000
	N	41

From the findings, there is a statistically significant relationship between restructuring strategy and performance of real estate companies in Nakuru County ($r = 0.561$, $p < 0.05$). This means that when firms adopt managerial and portfolio restructuring, there is a moderate improvement in performance. The study findings are in line with those of Chemiati, Makokha, and Soi (2024) who found that managerial restructuring significantly enhances organizational performance, indicating cost reduction and improved decision-making. The study concluded that managerial restructuring significantly improves performance.

5.2.2 Regression Analysis

To predict the performance of real estate companies from restructuring strategy, regression analysis was conducted. The results are presented in Tables 4, 5, and 6:

Table 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.561 ^a	.315	.302	.28475

a. Predictors: (Constant), Restructuring Strategy

The coefficient of determination ($R^2 = .315$) shows that restructuring strategy explains 31.5% of the variation in performance. Therefore, the performance of real estate companies was affected by restructuring as a turnaround strategy.

Table 5: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.768	4	4.696	12.309	.000 ^b
	Residual	4.335	36	.2127		
	Total	24.103	40			

a. Dependent Variable: Performance of Real Estate Companies

b. Predictors: (Constant), Restructuring strategy

The Analysis of Variance (ANOVA) results show an F-statistic of 12.309 with a p-value of 0.000, which is less than the 0.05 significance level. This indicates that the linear regression model is statistically significant and that restructuring strategy has a significant effect on the performance of real estate companies.

Table 6: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.715	.476		3.606	.001
	Restructuring Strategy	.302	.128	.197	2.369	.021

a. Dependent Variable: Performance of Real Estate Companies

The regression model was expressed as $Y = 1.715 + 0.302X + \epsilon$. The beta coefficient of 0.302 implies that a one-unit improvement in restructuring strategy results in a corresponding increase of 0.302 units in performance. The t-value of 2.369 and significance value of 0.021 indicate that restructuring strategy has a statistically significant positive effect on the performance of real estate companies.

6. CONCLUSION

The study concluded that restructuring strategy substantially enhances the performance of real estate companies by improving efficiency and responsiveness to changing market conditions. Realignment of managerial responsibilities created clearer accountability and stronger leadership focus across operational levels. The merging of overlapping roles eliminated redundancy, leading to smoother coordination and faster execution of key activities. Resource reallocation toward strategic areas strengthened financial utilization and optimized project delivery. The restructuring process also improved communication flow, enabling timely information sharing and effective problem-solving. Overall, these changes positioned real estate firms to achieve higher performance among real estate companies.

7. RECOMMENDATIONS

The study recommends that real estate companies should adopt structured restructuring strategies that align managerial, financial, and operational functions to strengthen overall performance. They should continuously review and realign their organizational structures to eliminate redundancies, enhance accountability, and improve resource utilization. Additionally, management should institutionalize flexible restructuring frameworks that allow timely adaptation to market dynamics.

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