

Individualized Consideration and Organizational Resilience: Nurturing Adaptive Capacity in Kenya's Construction Sector

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ABSTRACT

Kenya's construction sector operates amid project complexity, regulatory demands, resource constraints and operational disruptions, making organizational resilience important for continuity and adaptation. This study examined the relationship between individualized consideration and organizational resilience among NCA Category 1 construction firms in Nairobi City County. Guided by a positivist philosophy, the study adopted a quantitative cross-sectional survey design. From a population of 268 firms, 177 were sampled through simple random sampling. Of the 142 questionnaires returned, 139 valid responses were analysed. Pearson correlation and regression analyses were conducted. Individualized consideration was positively associated with organizational resilience ($r = .500$, $p < .01$) and explained 25.0% of its variance in the bivariate model. In the full regression model, individualized consideration remained a significant positive contributor ($\beta = .331$, $p = .001$); the model explained 31.3% of the variance in organizational resilience. The findings highlight the relevance of individualized coaching, mentoring, feedback, recognition and employee development as leadership practices associated with resilience in construction firms. Because the study was cross-sectional, the results are interpreted as associations rather than causal effects.

KEYWORDS

Individualized consideration, organizational resilience, adaptive capacity, transformational leadership, construction sector, Kenya

I. INTRODUCTION

Construction firms operate in environments characterized by project complexity, resource constraints, regulatory requirements, supply-chain uncertainty and changing market conditions. These conditions make organizational resilience important because firms must anticipate threats, cope with disruption and adapt while maintaining or restoring effective functioning. Resilience is increasingly understood as an organizational capability rather than merely a post-crisis recovery outcome. This perspective is especially relevant to construction, where continuity depends on coordinated actions among technical, professional and managerial personnel and where disruption to one project activity can affect schedules, costs, and quality and stakeholder confidence.

Leadership can help develop and mobilize the human capabilities needed to respond to uncertainty. Transformational leadership includes behaviours associated with direction, motivation, intellectual stimulation and the development of followers. This article focuses specifically on individualized consideration: the leader's attention to employees' distinctive needs, abilities and developmental aspirations through personal support, coaching, mentoring, feedback, encouragement and developmental opportunities. These practices may help employees build the knowledge, confidence and adaptability required to respond to changing work demands.

Individualized consideration is particularly pertinent in project-based construction settings, where employees differ in technical experience, problem-solving ability and familiarity with changing project conditions. Leaders who recognize these differences can tailor guidance, feedback and responsibility to employees' needs rather than relying exclusively on uniform instructions. Evidence from construction links employee resilience with organizational resilience (Wang & Wang, 2024), while observational research has documented construction-site managers' use of individualized leadership behaviours in responding to employees and task requirements. Kenyan evidence also reports a positive relationship between transformational leadership and organizational resilience through employees' psychological resources. However, evidence specifically isolating individualized consideration in relation to organizational resilience among Kenyan construction firms remains limited.

In this study, individualized consideration was measured using four questionnaire items representing the construct. Its behavioural content concerns individualized attention and support, coaching and mentoring, feedback, recognition and employee development. These behaviours are treated as indicators of the overall construct rather than as separate predictors. Organizational resilience is measured as the firm-level outcome. The study examines whether individualized consideration is associated with organizational resilience among NCA Category 1 construction firms in Nairobi City County and whether the association remains statistically significant after accounting for other leadership characteristics included in the regression model.

The study objective was to examine the relationship between individualized consideration and organizational resilience among NCA Category 1 construction firms in Nairobi City County, Kenya. The hypothesis was that individualized consideration is positively and significantly associated with organizational resilience.

II. LITERATURE REVIEW

A. Theoretical foundation

The study draws on Dynamic Capabilities Theory (DCT), which explains how organizations adapt to changing environments by sensing developments, seizing opportunities or responses and transforming or reconfiguring resources and routines. The theory is relevant to organizational resilience because anticipation involves identifying emerging threats, coping requires mobilizing resources and coordinating responses and adaptation may require revising routines as conditions change.

Individualized consideration can be understood within this framework as a leadership practice that supports the human capabilities involved in organizational adaptation. Coaching, mentoring, tailored feedback and developmental support can help employees build knowledge, confidence, competence and adaptability. These capabilities may assist employees in recognizing changing circumstances, responding effectively and participating in adjustments to work practices. Research on Kenyan firms linking transformational leadership with sensing, seizing and configuration capabilities provides contextual support for this theoretical connection. The present study does not test dynamic capabilities or employee capability as mediators; DCT provides the theoretical rationale for expecting a positive association between individualized consideration and organizational resilience.

B. Empirical literature and hypothesis development

Individualized consideration is characterized by leader attention to the distinctive needs, abilities and developmental requirements of followers. Its behavioural manifestations include coaching, mentoring, individualized feedback, recognition and support for personal growth. In uncertain work environments, such practices may help employees learn new procedures, assume unfamiliar responsibilities and solve problems when established routines are insufficient.

Prior research offers several strands of evidence relevant to the proposed relationship. Malik and Malik (2023) examine individualized consideration in relation to employee occupational self-efficacy and personal growth initiative. Park and Park (2021) discuss adaptive performance as employees respond to changing work demands. In construction projects, Wang and Wang (2024) report a relationship between employee resilience and organizational resilience, indicating the relevance of individual-level capacity to wider organizational outcomes. Grill et al. (2019) also document individualized leadership behaviours among construction-site managers. These studies provide a rationale for examining whether leadership that responds to employees' individual development needs is associated with resilience at the firm level.

The potential relevance of individualized consideration lies in its capacity to support employee knowledge, confidence and readiness to adjust. Coaching and mentoring can facilitate skill development; feedback can help employees identify performance gaps; recognition can reinforce confidence and engagement; and developmental support can prepare employees to take on new responsibilities. These are plausible explanations for the relationship, but the present study does not test them as separate causal or mediating mechanisms.

The wider leadership literature also supports examining this relationship in context. Njaramba and Olukuru (2025) report a positive relationship between transformational leadership and organizational resilience among Kenyan small and medium-sized enterprises through employees' psychological capital. Bai et al. (2025) link transformational leadership with dual innovation and organizational resilience, while Zadok et al. (2024) show that relationships between transformational-leadership sub-dimensions and resilience can vary across contexts. Construction-sector literature has highlighted the distinctive resilience challenges of contracting firms and construction projects. Taken together, this literature supports a focused examination of individualized consideration in a construction setting,

while leaving its specific statistical association with organizational resilience in Kenyan NCA Category 1 firms to be established empirically.

The study tested the following hypothesis: H₁: Individualized consideration is positively and significantly associated with organizational resilience among NCA Category 1 construction firms in Nairobi City County, Kenya.

III. METHODOLOGY

A. *Research design, population and sampling*

The study adopted a positivist research philosophy and a quantitative cross-sectional survey design. The target population comprised 268 NCA Category 1 construction firms registered and operating in Nairobi City County. Using Yamane's (1967) formula at a 95% confidence level and a 5% margin of error, a sample of 177 firms was selected through simple random sampling. The questionnaire was completed by one of the senior managers representing each sampled firm. The roles identified in the study records were Managing Director, Chief Operating Officer or Operations Manager.

B. *Measurement and data collection*

Primary data were collected using a structured questionnaire containing five-point Likert-scale items. Individualized consideration was measured using four items (Cronbach's $\alpha = .818$). Its behavioural content concerned individualized attention and developmental support, including coaching, mentoring, feedback and recognition. Organizational resilience was measured using the study's multi-item scale (Cronbach's $\alpha = .889$). These behavioural examples are not treated as independently measured predictors.

A pilot study involving 18 respondents was conducted to assess the clarity and suitability of the instrument. The KMO measure was .808 and Bartlett's Test of Sphericity was significant, $\chi^2 (15) = 347.637$, $p < .001$, indicating that the measurement items were suitable for factorability assessment. The study records report acceptable internal consistency for the individualized-consideration and organizational-resilience scales.

C. *Data analysis and ethical considerations*

Data were analysed using SPSS. Descriptive statistics summarized the study constructs. Pearson correlation assessed the direction and strength of the bivariate relationship between individualized consideration and organizational resilience. Bivariate regression estimated the relationship between the two constructs, while multiple regression assessed the unique statistical contribution of individualized consideration after accounting for other leadership characteristics included in the model. The full model was specified as:

$$OR = \beta_0 + \beta_1 VL + \beta_2 IM + \beta_3 IS + \beta_4 IC + \varepsilon$$

where OR denotes organizational resilience, IC denotes individualized consideration, VL, IM and IS denote the additional leadership characteristics included in the fitted model, β_0 is the

intercept, β coefficients represent regression parameters and ε is the error term. These additional variables are included to estimate the unique contribution of individualized consideration; they are not the substantive focus of this article.

Regression diagnostics examined normality of residuals, multicollinearity, linearity, homoscedasticity and independence of errors. Ethical approval and relevant research authorizations were obtained before data collection. Participation was voluntary, informed consent was obtained and confidentiality and anonymity were maintained.

IV. RESULTS

A. Response rate and descriptive statistics

Of the 177 questionnaires administered, 142 were returned. Three were excluded because of incomplete responses, leaving 139 valid questionnaires for analysis. The usable response rate was 78.5%.

Table 1. Descriptive Statistics of Study Variables

Variable	Mean	Standard deviation
Individualized consideration (IC)	4.117	0.602
Organizational resilience (OR)	4.298	0.298

Note. (N = 139\). Individualized consideration was measured using four questionnaire items; organizational resilience was measured using the study's organizational-resilience scale.

Table 2. Response Rate

Response category	Frequency	Percentage (%)
Sampled firms	177	100.0
Returned	142	80.2
Excluded	3	1.7
Valid analysed	139	78.5

Individualized consideration recorded a mean of 4.117 (SD = 0.602), indicating generally favourable perceptions of individualized leadership practices among respondents. Organizational resilience recorded a mean of 4.298 (SD = 0.298).

B. Correlation and regression analysis

Pearson correlation analysis showed a positive and statistically significant association between individualized consideration and organizational resilience ($r = .500$, $p < .01$).

The bivariate regression model produced $R = .500$, $R^2 = .250$ and adjusted $R^2 = .245$. Individualized consideration had a positive and statistically significant coefficient ($\beta = .500$,

$t = 6.764$, $p < .001$). The bivariate model therefore explained 25.0% of the observed variance in organizational resilience.

Table 3. Regression Results

Analysis	R	R ²	Adjusted R ²	β	t	p
Bivariate: IC $\rightarrow$ OR	.500	.250	.245	.500	6.764	< .001
Full model: IC coefficient	.559	.313	.292	.331	3.352	.001

Note. The full multiple regression model included individualized consideration together with other leadership characteristics to assess its unique contribution to organizational resilience. The full model was statistically significant, $F(4, 134) = 15.237$, $p < .001$. Individualized consideration remained a significant positive contributor ($\beta = .331$, $p = .001$).

In the full multiple regression model, $R = .559$, $R^2 = .313$ and adjusted $R^2 = .292$. The overall model was statistically significant, $F(4, 134) = 15.237$, $p < .001$. Individualized consideration retained a positive and statistically significant coefficient ($\beta = .331$, $t = 3.352$, $p = .001$). Tolerance values ranged from .505 to .819 and VIF values from 1.221 to 1.981, indicating no problematic multicollinearity.

The hypothesis was supported: individualized consideration was positively and significantly associated with organizational resilience in both the bivariate analysis and the full regression model.

The diagnostic plots below provide graphical checks of the distribution of Individualized Consideration and the regression residual assumptions.

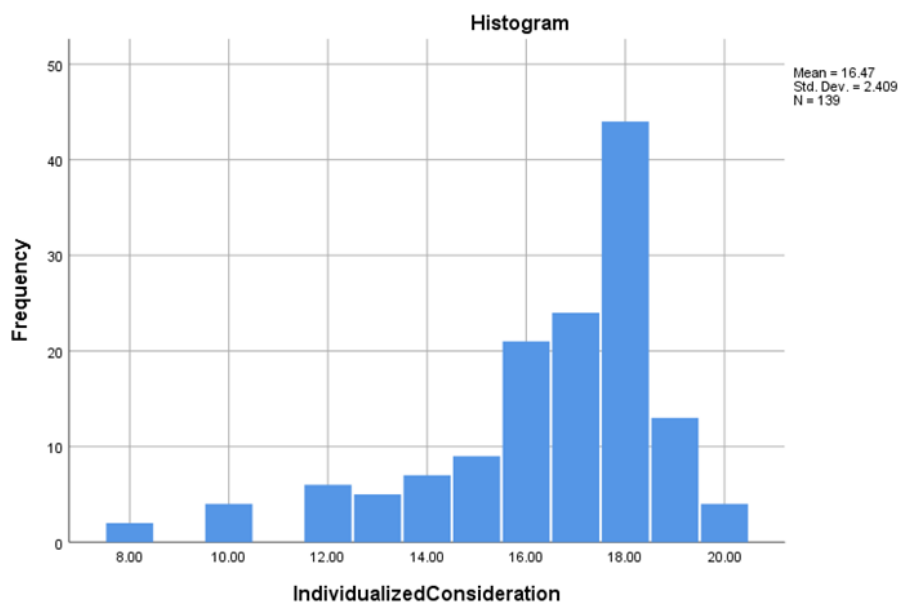


Figure 1. Histogram for Individualized Consideration

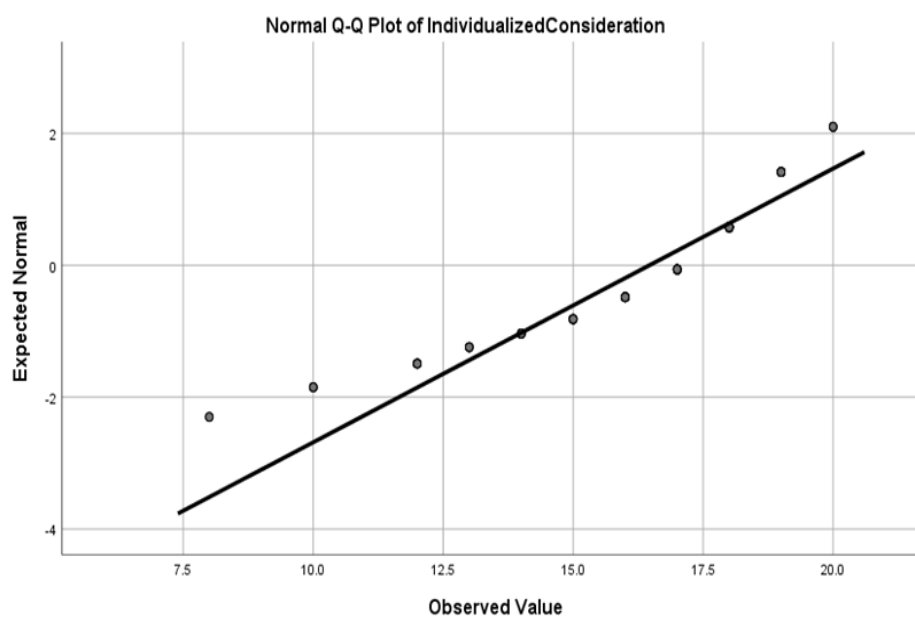


Figure 2. Normal Q-Q plot for Individualized Consideration

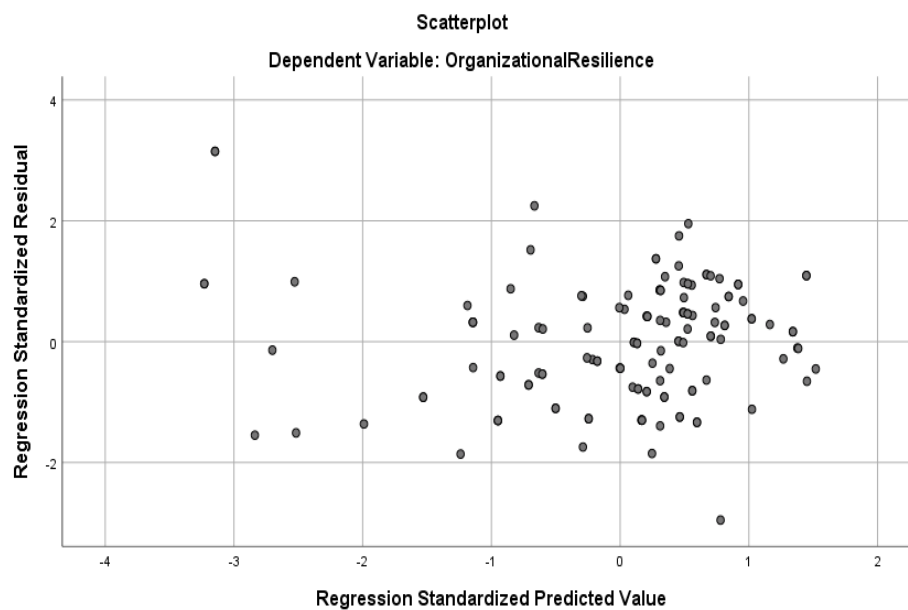


Figure 3. Scatterplot of standardized residuals against standardized predicted values

V. DISCUSSION

The results indicate a moderate positive association between individualized consideration and organizational resilience among the participating NCA Category 1 construction firms. The bivariate model explained 25.0% of the observed variance in resilience and individualized consideration remained statistically significant in the full model. This pattern suggests that the relationship is not limited to the bivariate association and that

individualized consideration contributes unique statistical information when the additional leadership characteristics in the model are accounted for.

The finding is consistent with the view that organizational resilience depends partly on the capabilities of people who interpret information, respond to unexpected events and adjust their work. Research on employee resilience in construction projects provides a related perspective on the connection between individual and organizational resilience (Wang & Wang, 2024). Evidence linking transformational leadership with resilience in Kenyan SMEs also provides a broader contextual parallel. The present study adds a more focused examination of individualized consideration in the construction sector.

Dynamic Capabilities Theory provides a useful interpretation of this association. Sensing emerging changes, mobilizing responses and adapting routines require organizational resources as well as employees able to learn and exercise judgement. Individualized consideration may support this human-capability base through coaching, mentoring, tailored feedback and developmental support. Nevertheless, employee capability and dynamic capabilities were not directly tested as mediators, so the proposed pathway should be understood as a theoretical explanation rather than an established mechanism.

For construction managers, the results support embedding individualized development practices in routine project management. Practical actions may include structured development conversations, mentoring arrangements, timely role-specific feedback, and recognition of adaptive responses and identification of employee capability gaps. These practices may be relevant when projects face schedule pressure, resource shortages, regulatory changes or unexpected disruption. Such recommendations should complement, rather than replace, technical controls, project planning and organizational risk-management processes.

The findings should be interpreted in light of the study's limitations. The cross-sectional design does not establish temporal order or causality. Data were obtained through a senior manager's report for each firm, which may introduce perceptual or common-method bias. The study focused on NCA Category 1 firms in Nairobi City County, limiting the extent to which results can be generalized to other contractor categories or locations. Longitudinal and multi-respondent studies could examine temporal relationships and test potential mechanisms such as psychological capital, employee adaptive capacity, organizational learning and knowledge sharing.

VI. CONCLUSION AND RECOMMENDATIONS

The study found that individualized consideration was positively and significantly associated with organizational resilience among NCA Category 1 construction firms in Nairobi City County. The association was evident in the correlation analysis ($r = .500$, $p < .01$), the bivariate regression model ($R^2 = .250$; $\beta = .500$, $p < .001$) and the full regression model ($\beta = .331$, $p = .001$). The findings support the relevance of individualized consideration as a leadership practice associated with resilience, while the cross-sectional design precludes causal conclusions.

Construction firms should strengthen individualized leadership practices through systematic coaching, mentoring, developmental feedback, recognition and attention to employee development needs. Managers can identify capability gaps, align development opportunities

with individual needs and provide timely support as project conditions change. Construction-sector professional bodies may also incorporate employee development and adaptive people-management skills into leadership development programmes.

Future research should use longitudinal and multi-respondent designs to clarify temporal relationships and reduce reliance on a single informant. Further studies could test potential mediating mechanisms and examine whether the observed association differs across NCA categories, counties and firm sizes.

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