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DETERMINANTS OF SUCCESSFUL COMPLETION OF HOUSING PROJECTS AT NATIONAL HOUSING CORPORATION IN KENYA.

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DETERMINANTS OF SUCCESSFUL COMPLETION OF HOUSING PROJECTS AT NATIONAL HOUSING CORPORATION IN KENYA.

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Abstract

Purpose: To establish the determinants of successful completion of housing projects at National Housing Corporation in Kenya.

Methodology: This study employed descriptive research design. The design was suitable for the study because it described the situation regarding successful completion of housing projects at NHC. The target population was staff members in project management department at the National Housing. The unit of observation was 115 staff members. The research used both primary and secondary data. A five point Likert scale poll was utilized to get essential information on the independent variables of the research, that is; planning, monitoring and evaluation, shareholders involvement and resource accessibility. Primary data was gathered through the administration of questionnaires to respondents. Questionnaires were used because of their ability to reach big audience from different sources. Multiple linear regression was done to establish the influence of independent variable on dependent variable.

Results: The study established significant and positive relationship between the independent variables and dependent variables. Project planning of housing projects had a significant and positive influence ($\beta = 0.079$ and $p = 0.03$) on the project success. Monitoring and evaluation had a positive and significant ($\beta = 0.122$ and $p = 0.02$) influence on completion of housing projects. Additionally, it was revealed that stakeholder involvement had a positive and significant ($\beta = 0.164$ and $p = 0.045$) influence on completion of housing projects. Further, the study revealed resource availability had a positive and significant ($\beta = 0.09$ and $p = 0.038$) influence on completion of housing projects.

Unique Contribution to theory, practice and policy: The study prescribes NHC to include its stakeholders in any project endeavour for an effective finish of the housing projects. The study also recommended that projects managers need to be more detailed in their planning to eliminate projects bottlenecks.

Keywords: *Project management, project planning, stakeholder, project success, monitoring, evaluation, resources.*

1.0 INTRODUCTION

Governments are faced with an expanding need to develop, provide and sustain infrastructure for its citizens. Developing countries encounter a huge number of difficulties, for example, expanding urbanization, aging infrastructure, the need to grow systems to new populations, and the objective of coming to already unserved or under-served zones (Alinaitwe & Ayesiga, 2013). Under the Vision 2030, the Kenyan government has resolved to give sufficient, affordable and quality housing for all nationals, especially the low income earners. The Kenyan government has in other ways offered incentives to industry players to move down market by offering, in addition to other things, tax cuts for housing units that cost as low as KES 1.6 million (USD 18,000). What's more, with the consideration of the privilege to sufficient housing in the 2010 Constitution of Kenya, seeing how to give reasonable housing has turned into a need.

It is estimated that there is an annual requirement of 206,000 units of houses in the country. The present supply lies at approximately 50,000 units annually which creates a deficiency of 156,000 units (KNBS, 2013). The government of Kenya seeks to march the supply of houses to the existing demand by 2030 (GoK, 2015). The Ministry of Housing (2015) revealed that, among all housing activities started over the previous years, 48% of the housing undertakings extended in Nairobi County were inadequate and 10% of these tasks had totally slowed down. This prompt moderate take-up of housing development projects. Lack of progress of these housing development projects has brought about decreased supply of value houses and in addition a less energetic economy which therefore adds to a lower expectation for everyday comforts for Kenyans and also expanded joblessness (GoK, 2015).

A survey of the outcomes of many World Bank projects demonstrated that success or failure of housing development projects extended, frequently relies upon different factors, for example, the involvement of stakeholders in the project, (Akanni *et al.*, 2014). Organizations can no longer choose if they want to engage with stakeholders or not; the only decision they need to take is when and how successfully to engage (Debra *et al.*, 2007). Stakeholder engagement is premised on the notion that 'those groups who can affect or are affected by the achievements of an organization's purpose' should be given the opportunity to comment and input into the development of decisions that affect them.

Development projects situated in the Gaza Strip, Palestine experience the ill effects of numerous and complex issues. The most essential components influencing project implementation in these parts include: lack of sufficient materials, inaccessibility to major assets; low level of human resource capabilities; high costs of materials and resources; inaccessibility of exceedingly experienced and qualified work force; and low quality of accessible hardware and crude materials (Enshassi, Mohamed & Abushaban, 2014). So as to turn around the situation, project Managers and donors have embarked on working in conjunction with temporary workers (casual laborers) and encourage working in project phases with the end goal to avoid project delays, questions and claims; and as such guaranteeing endless coordination and connection between project team members and stake holders and geared towards successful project implementation (Enshassi, *et al.*, 2014).

Cost, time and quality are the prime elements for project implementation in Saudi Arabia. Proprietors rank 'poor correspondence among task members' as a major factor influencing the successful execution of projects, followed by 'poor work profitability' and 'lack of qualified personnel and planning', separately. Contributions of contractual workers demonstrate that the most serious factor is project delays, trailed by high cost of materials and poor work efficiency, separately. Contributions of advisors

underline that the main three influencing factors are lack of knowledge and planning, poor site administration among other delays (Mahamid, 2016).

Current project management practices of organizations in the construction industry in Malaysia sector do not always ensure project success. Successful construction project greatly depends on how the project has been managed and controlled. The main problem with projects management practices have always been mentioned as planning, project implementation, cost and time overruns and quality non-achievement. The critical success factors (CSFs) are more useful in decision-making support; more player-based research studies should be conducted. Architectural, engineering and construction (AEC) firms are main players in the design and construction stages of building projects, and their decisions can significantly affect performance of building projects. To date, there is no comprehensive study that explores the important critical success factors from the perspective of project management practitioners. Thus, comprehensive studies on this problem are necessary (Alias, Zawawi, Yusof, & Aris, 2014).

1.1 Statement of the Problem

During the previous three decades, numerous projects have been undertaken in Kenya, with huge amounts of money invested from donors, government as well as other stakeholders, yet the completion rate of these projects has been wanting (Ngure, 2013). A review by Sovacool, Gilbert, and Nugent (2014) showed that nearly 40% of housing development projects undertaken, experienced numerous challenges as far as cost and time overruns were involved. In Saudi Arabia, Shehu, Endut, Akintoye and Holt (2014) found that just 30% of housing projects performed well. Seven out of ten housing projects reviewed in Nigeria endured poor execution while 60 for each penny of development extends in India were overpowered by time and cost invades (Taye, 2016). This shows that factors such as project planning, project monitoring, stakeholder involvement and resource availability among other factors have not been fully implemented to the letter, leading to poor quality or even stalled projects. There are several other factors which indicate the success or failure of housing development projects in Kenya. However this research centered on project planning, project monitoring, stakeholder involvement as well as resource availability which are upheld by Volker (2012). The research is also motivated by the learning gaps in previous studies on almost similar topics. For example a study carried out by Liu, Zhao and Yan (2016), concentrated on the determinants of execution of development projects yet they did not center on the tasks in the housing sector covered in this study. Different studies, for example, Maina (2013) concentrated on determinants of allocation of financial resources on programs in Nakuru County, Mwathi (2013) concentrated on the execution of land improvement extends in Kenya while Anyiso (2013) concentrated on implementation of ghetto redesigning programs, in Kibra. These investigations were carried out in other fields other than the housing sector and subsequently there was need to undertake this research in order to fill these information gaps.

1.2 Objectives of the study

To establish the determinants of Successful Completion of Housing Projects at National Housing Corporation in Kenya.

1.2.1 Specific Objectives of the study

- i. To establish the influence of project planning on Successful Completion of Housing Projects at National Housing Corporation in Kenya.

- ii. To analyse the influence of project monitoring on Successful Completion of Housing Projects at National Housing Corporation in Kenya.
- iii. To determine the influence of stakeholder involvement on Successful Completion of Housing Projects at National Housing Corporation in Kenya.
- iv. To establish the influence of resource availability on Successful Completion of Housing Projects at National Housing Corporation in Kenya.

2.0 LITERATURE REVIEW

2.1 Project Planning

Project planning is part of project management, which relates to the use of schedules such as Gantt charts to plan and subsequently report progress within the project environment (Kerzner, 2013). Initially, the project scope is defined and the appropriate methods for completing the project are determined. It is a regulated action containing a progression of fore-ordained and facilitated activities and procedures for completing the distinguishing proof, arrangement, evaluation and execution of tasks. Project Planning is a procedure of creating and keeping up a project plan that gives supporting points of interest to the undertaking definitions as far as assets, time, cost, and standard and quality arrangement plans. It additionally demonstrates the explanations behind Project Planning incorporating building up a methodology that would convey the project objectives and that the basic measurements of time, cost, quality and time can never be accomplished if a project plan isn't set up (Fewings, 2013).

Projects and activities are guided by arranging standards and operational ideas with key members assuming a job in affecting the whole procedure. The individual standards characterize what projects and undertakings are; demonstrate the significance of a quality program and project group in conquering specialized issues; underscore the significance of vertical correspondence among program and task administrators on clear goals and limitations; stretch the need to include key partners and program members in the basic leadership process and the embodiment of financing and staffing (Kerzner & Kerzner, 2017). Program planning operational ideas manage authoritative framework plans and give the program association structure to guarantee a reasonable comprehension of jobs and obligations using the Work Breakdown Schedule (WBS) or, in other words situated, progressive rundown of the work to be finished. Undertaking arranging operational ideas stress task of work components from the WBS to a person on the association outline to guarantee a reasonable meaning of obligations and additionally association structure to guarantee an unmistakable comprehension of individual jobs and connections (Maina, 2013).

Project planning incorporate investigating, envisioning, booking, organizing and controlling and data administration. As indicated by Banathy (2013), the advantages of methodical planning as being separating complex exercises into sensible pieces, deciding consistent groupings of exercises, giving a legitimate premise to deciding, demonstrating consequences for different frameworks, giving structure to the appraisal of projects, enabling exercises to be gained from training and encouraging correspondence of thoughts in a coherent shape to its utilization.

Munyoki (2014) sought to identify factors influencing completion of construction projects. The research objectives were; to determine how contract duration influences completion of construction projects, to investigate whether project financing influences completion of construction projects in Nairobi, to examine how planning influences completion of small construction projects in Nairobi, to

find out how supervision/inspection of work influences completion of construction projects in Nairobi and to assess how the type of project delivery chosen influences completion of construction projects in Nairobi. The study adopted a descriptive and explorative or correlative research design. A survey questionnaire was applied in the study. The sample population included architects, quantity surveyors, structural engineers, civil engineers, mechanical engineers, electrical engineers, land surveyors construction project managers and private developers. A questionnaire was the data collection instrument used in the study. The results showed a positive and significant association between project planning and successful completion of construction projects.

2.2 Stakeholder Involvement

Organizations can no longer choose if they want to engage with stakeholders or not; the only decision they need to take is when and how successfully to engage. Stakeholder engagement is premised on the notion that ‘those groups who can affect or are affected by the achievements of an organization’s purpose’ should be given the opportunity to comment and input into the development of decisions that affect them (Martinelli & Milosevic, 2016). Circumstances emerge when associations don't effectively connect however are compelled to do so at the requests of the community because of an emergency situation. Accordingly, organizations utilize emergency administration procedures, and are frequently constrained into a protective discourse with partners, prompting a noteworthy and dependable loss of reputation (Bourne, 2016).

Today, the term stakeholder involvement is developing as a method of depicting a more extensive, more comprehensive, and persistent process between an organization and those directly affected by the project and it envelops a scope of exercises and methodologies, and involves the whole existence of an undertaking. This definition envelops the whole procedure of partner administration in any project administration. Partner commitment considers the fluctuating points of view, needs, and restrictions of various partners (Badewi, 2016). The organization regularly initiates a two way dialogue seeking understanding and solutions to issues of mutual concern. Stakeholder engagement happens when an organization needs to think about the perspectives and contribution of somebody or some gathering in settling on and executing a business choice. Partner commitment must happen when an association genuinely needs contribution from gatherings that will be influenced by the organization's choice (Badewi, 2016).

Volker (2012) contends that a large number of the issues confronting improvement today can't be handled by one office or association alone. They are intricate and require different actors, for example, contributor who back projects, neighborhood experts who have specialist over task zones and nearby on-screen characters who best comprehend the nearby interests and can help with engaging nearby networks (Turner, 2016). Poor coordination from any of these partners and lack of shared obligation in usage may ruin the project and farthest point its execution (Volker, 2012). This underscores on the need partners taking part in different phases of undertaking administration.

Adan (2013) conducted a study on the influence of stakeholders’ role on performance of constituencies’ development fund projects a case of Isiolo North Constituency, Kenya. The research study adopted a descriptive survey design. This study found that CDFC, PMC and government officials’ role in project implementation contributed most to project performance followed by CDFC, PMC and government officials’ role in monitoring and evaluation, then CDFC, PMC and government officials role in project planning while CDFC, PMC and government officials role in projects identification had the least influence on project performance. The study recommends that enough funds

and skills should be allocated to projects. The study also recommends that the constituents' should play a critical role in decision making because they are the beneficiaries of the projects and know well projects are beneficial.

2.3 Resource Availability

The importance of firms' resources can't be downplayed. Oyeyipo *et al.*, (2016) express that associations are not disengaged substances free from outer weights and following up on their own will. Rather they are in permanent interactions with other entities within the environment where asset trade connections happen. Shortage of resources and uncertainty urge associations to adjust to the prerequisites of imperative suppliers of resources. According to the resource dependence theory, all organizations rely on resources from their environment (Fadare, 2013). However, attracting those resources often comes at the cost of ownership stakes and decision-making control (Wasserman, 2014). Organizations therefore have to balance between value and ownership. This is done through retaining multiple sources of supply, creating joint ventures, vertical integration with suppliers, horizontal integration with competitors and markets (Hatch, 2013).

Assets for the most part incorporate different resources, abilities, authoritative procedures, data, and learning that add to enhanced hierarchical proficiency and viability. An association can't survive in the event that it can't ensure the consistent supply of basic assets. An association accomplishes this through dealing with its interest. Boyd, Dass and Rasheed (2013) recognized condition as one of the basic possibilities in vital administration and authoritative hypothesis. Past research has considered procedure can be under the control of directors. The connection among methodology and execution require thought about situations as mediators of that relationship (Prescott, 2012). Boyd, Dass and Rasheed (2013) concentrated on a company's advancement procedure as a method for accomplishing predominant execution. The environment conditions affect a firm's innovation strategy and its performance.

Mwathi (2013) undertook a survey to establish whether the sources of financing affect the development of real estate development in Kenya. The independent variables included; mortgage financing, savings, venture capital and equity financing. A descriptive survey design was used since it is conducted to describe the present situation, what people currently believe, what people were doing at the moment and so forth. The population of this study was all the real estate firms in Nairobi. The findings indicated that mortgage financing was the most used source of financing, with equity and venture capital was the least source of financing used. The findings established a significantly positive relationship between mortgage financing and real estate development and concluded that mortgage financing in the years 2008 to 2011 had gradually increased because the various products that mortgage firms have and the low interest rates associated with the loans.

2.4 Project Monitoring

Project monitoring is the occasional and ceaseless survey and supervising of the task to guarantee that information conveyances, work plans, target yields and other required activities continue as indicated by the project plan (Nyonje, Ndunge & Mulwa, 2012). It is a consistent procedure of gathering data at regular intervals about continuous programs or projects concerning the nature and level of their execution. It is a continuous action for following a project's advancement against arranged assignments to guarantee that the task is moving towards the right direction and at the correct speed, with the end goal to accomplish its set targets. Kerzner (2017) defines project monitoring as a continuous function involving the day to day operation during the implementation of a project or programme and is a

routine measurement of project inputs and outputs delivery, and implementation of projects, in compliance with the required procedures and achievement of planned targets, the main purpose being to indicate at the earliest instance any shortcomings with regards to achieving intended objectives in order that ameliorative measures can be undertaken in good time.

Monitoring is likewise imperative to guarantee that exercises are actualized as planned. This causes the project managers to quantify how well they are accomplishing their objectives. This depends on the understanding that the procedure through which a project is overseen has a ton of impact on its utilization, task and support (Hazır, 2015). In light of the reports, the Monitoring and Evaluation group have the capacity to think of an assessment check list which would direct its appraisal of each undertaking visited. Assessment apparatuses incorporate a standard pre-set poll. The philosophies utilized incorporate direct perception, project records archive scrutiny (where accessible), photographic chronicles, and meetings with individuals on location. In directing monitoring and evaluation, the teams should take a thorough look at: Project Work designs, Activity Progress Report and Project monetary plans, and generally speaking project administration as a whole.

Al Nasser, Widen and Aulin, (2016) examined the taxonomy of planning and scheduling methods to support their more efficient use in construction project management in Oman. The study was based on a review and discourse analysis of the literature covering a large number of theoretical and empirical studies. The underlying theories of various planning and scheduling methods were analyzed with respect to the taxonomy criteria adopted in the study. Using the taxonomy, the key characteristics of planning and scheduling methods considered in the study were identified and interpreted. These included concepts and theories; key features; suitability and usability; and benefits and limitations. Overall, the findings suggested that project managers should consider taxonomy as a support tool for selecting and prioritizing the most appropriate method or combination of methods for managing their projects.

2.5 Successful Implementation of Housing Construction Projects

A project is considered absolutely effective on the off chance that it gets finished on time, inside spending plan and performs precisely the outlined details however this is thoroughly out of request the same number of activities don't meet the necessities. The tradeoff must be acknowledged between different execution markers for powerful administration of tasks (Gudienė, Banaitis, Podvezko, & Banaitienė, 2014). The period of project administration includes knowing regardless of whether a task was carried out well or not. An undertaking is said to be overseen well on the off chance that it gets finished on time; it gets finished inside the allotted spending plan and it performs precisely to the creator's desires. On the off chance that the undertaking is surrendered midway, or gets finished with an alternate idea; it doesn't deliver as determined as far as nature of the result or; it ends up debilitated subsequent to taking off, at that point it might be considered as a disappointment (Chirkunova *et al.*, 2016). In spite of the fact that task achievement is never ensured, a project will probably be fruitful when ordinary undertaking administration forms are rehearsed. Their prosperity rely upon their capacity to grow completely coordinated data and control frameworks to design, train, screen and control substantial measure of information rapidly and precisely encouraging critical thinking and basic leadership forms. Assurance of an effective project result is estimated by the degree to which the task achieved complex undertakings that meet a particular arrangement of goals inside the imperatives of assets, time, and execution targets (Liu, Zhao, & Yan, 2016).

Project performance can be measured and assessed using a large number of implementation indicators that could be identified with different measurements (gatherings, for example, time, cost, quality, customer fulfillment, customer changes, business execution, wellbeing and security (Cheung *et al.*, 2014). Time, cost and quality are, be that as it may, the overwhelming execution assessment measurements. Another intriguing method for assessing project performance is through regular arrangements of indicators (Alias, Zawawi, Yusof, & Aris, 2014). The primary set is identified with the owners, clients, partners, and the overall population; the gatherings of individuals, who will take a gander at task execution from the full scale perspective. The second set comprises the developer and the contractor; the groups of people who will look at project performance from the micro viewpoint.

3.0 RESEARCH METHODOLOGY

This study employed descriptive research design. The design was suitable for the study because it described the situation regarding successful completion of housing projects at NHC. The target population was staff members in project management department at the National Housing. The unit of observation was 115 staff members. The research used both primary and secondary data. A five point Likert scale poll was utilized to get essential information on the independent variables of the research, that is; planning, monitoring and evaluation, shareholders involvement and resource accessibility. Primary data was gathered through the administration of questionnaires to respondents. Questionnaires were used because of their ability to reach big audience from different sources. Multiple linear regression was done to establish the influence of independent variable on dependent variable.

4.0 RESULTS

4.1 Response Rate

This study reported the number of respondents who participated in the study. The response rate is shown in table 4.1 below;

Table 4.1 Response Rate

Target Population	115
Participants available	108
Total response	80
Non – response bias	16%
Usable responses	80
Un – usable responses	16
Usable responses rate	74%

Table 4.1 uncovers that, of the 108 members sampled to take an interest in this study, all were accessible and 108 questionnaires were administered. 80 questionnaires were completed successfully and were usable for the research. Therefore, the response rate for this pilot study was 74%.

4.2 Regression Analysis

Regression was used to determine which among the four determinants of successful completion of housing projects: project planning, monitoring & evaluation, stakeholder involvement and resource availability are significantly related to the dependent variable (successful completion of housing projects at NHC). When a coefficient is equal to zero, this means no effect/ null hypothesis. A positive predictive value implies likeliness to have a consequence on successful completion of housing projects

while negative predictive value implies not likely to have a consequence on successful completion of housing projects.

Table 4.2 shows the output for the SPSS ANOVA procedure to compare the means of the four determinants of successful completion of housing projects.

Table 4.2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.423 ^a	0.791	0.123	0.632

Table 4.2 shows that R-squared = 0.791 or 79.1% This shows that there is strong relationship between the dependent variable and the independent variables while the remaining 28.9 percent indicates that there are other independent variables that come into play. The observational proof by Anyiso (2013) found that the key project determinants (project planning, checking and assessment, partner inclusion and asset accessibility) characterize what projects are; demonstrate the significance of a quality project group in beating specialized issues; push the need to include key partners and program members in the basic leadership process and the substance of subsidizing and staffing. Table 4.3 shows the summary of results

Table 4.3: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.364	5	1.273	3.187	0.012 ^b
	Residual	29.155	73	0.399		
	Total	35.519	78			

From the results in table 4.3, F statistic was 3.187 and $p > 0.05$ which implies that the model was significant. This mean that the sampled NHC branches apply the four determinants of successful completion of housing projects in distinct projects. As indicated by (Kerzner and Kerzner, 2017) projects are guided by planning standards and operational ideas with key members assuming a job in affecting the whole procedure.

The study also reported the influence of individual factors on the dependent variable. Table 4.4 shows the summary of results. The regression equation of the study was therefore represented as follows:

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

Where:

Y = Performance of Housing projects at NHC

X₁ = Planning

X₂ = Stakeholder Involvement

X₃ = Resource Availability

X₄ = Monitoring and Evaluation

e = Error term and α = constant

β =coefficient of independent variables

Table 4.4: Coefficients

B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
(Constant)	4.169	0.685		0.000	0	2.804
Project planning and successful completion of housing projects	-0.242	0.079	-0.353	0.003	0.003	-0.399
Monitoring & Evaluation and successful completion of housing projects	-0.079	0.122	-0.107	0.002	0.516	-0.322
Stakeholder Involvement and successful completion of housing projects	0.031	0.164	0.031	0.045	0.851	-0.296
Resource Availability and successful completion of housing projects	0.164	0.09	0.194	0.038	0.073	-0.016

The model generated by the regression is as follows:

$$Y = \alpha + 0.079 X_1 + 0.122 X_2 + 0.164 X_3 + 0.09 X_4 + e$$

From the results in table 4.4 above, project planning of housing projects had a significant and positive influence ($\beta = 0.079$ and $p = 0.03$) on the project success. This implies that for every unit improvement of project planning of housing projects would improve the chances of project success by 0.079. This is consistent with Munyoki (2014) whose study also revealed a significant positive relationship between project planning and successful completion of construction projects. This makes much sense because project planning help avoid project bottlenecks.

Additionally, the regression results revealed that monitoring and evaluation had a positive and significant ($\beta = 0.122$ and $p = 0.02$) influence on completion of housing projects. This implies that for every unit improvement monitoring and evaluation of housing projects would improve the chances of project success by 0.122. This is in line with Nasser *et al* (2016) whose study positive and significant relationship between monitoring and evaluation and project success. This is true owing to the fact that monitoring and evaluation provided project managers with criteria to fast track the projects and also ensure that the project is within the stipulated time and budget.

Additionally, the regression results revealed that stakeholder involvement had a positive and significant ($\beta = 0.164$ and $p = 0.045$) influence on completion of housing projects. This implies that for every unit improvement stakeholder involvement of housing projects would improve the chances of project success by 0.164. This is in line with Muthoka (2015) whose study positive and significant relationship between stakeholder engagement and project success. This echoes the stakeholder theory which asserts that stakeholders are critical elements for successful implementation and completion of projects.

Additionally, the regression results revealed that resource availability had a positive and significant ($\beta = 0.09$ and $p = 0.038$) influence on completion of housing projects. This implies that for every unit

improvement project resources of housing projects would improve the chances of project success by 0.164. This is in line with Langat (2015) whose study positive and significant relationship between funding and project success. This is in tandem with resource dependence theory projects success usually depends on the available resource as such resource availability has a big impact on the project completion success.

5.0 CONCLUSION AND RECOMMENDATION

5.1 Conclusion

The main research objective was to establish the determinants of Successful Completion of Housing Projects at National Housing Corporation in Kenya. The study concluded that through project planning project managers can understand the direction and purpose for all other change management activities. Project planning enables project managers to determine the cost of the project and identify the right resources for the project early enough in order to reduce negative aspects to enhance successful completion of housing projects. Additionally, monitoring & evaluation assists project manager to assess what is working and what is not, and to determine what changes should be made to a project for a successful completion of projects. Stakeholder involvement was the most significant determinant for successful completion of housing projects at National Housing Corporation in Kenya. In that regard, continuous and broader engagement between the company and all its project partners within and outside the organisation can lead to successful completion of housing projects. Finally, the study found that availability and adequacy of budgetary allocation of resources can lead to successful completion of any project. Therefore, the study concludes that the success of any project is subject to the available resources and inadequate resources results to poor project performance or project failure.

5.2 Recommendation

The study recommended NHC to include its stakeholders in any project endeavour for an effective finish of the housing projects. The study also recommended that projects managers need to be more detailed in their planning to eliminate projects bottlenecks.

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