

Stakeholder engagement on performance of Police Housing projects in Nairobi County, Kenya

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ABSTRACT

The identification of factors necessary for successful implementation of projects is of great importance to many institutions and organizations. In Kenya like other countries, construction industry is one major industry contributing significantly to the socio-economic development and growth. Achieving project implementation on time, within budget, at specified quality standards, and most importantly without unprecedented cost escalations is major criterion of success of project. Generally, a project is considered successful if the project is completed within a stated cost or budget and time. Although the Government of Kenya sets aside huge sums of money to be spent in construction sector, the industry is facing a lot of challenges such as the expenditure exceeding the budget, delay to complete the project in time, the building defects and over-reliance on foreign workers. The overall goal of this study was to examine the influence of stakeholder participation on performance of Police Housing Projects in Kenya. The study adopted Resource-dependence theory and Normalization Process Theory. The study adopted a descriptive design. The design facilitated the collection of information on the influence of stakeholder participation on performance of police housing projects in Kenya. The target population was made up of 230 respondents. The study used a sample size of 146 respondents. The questionnaire had both open ended and closed questions. Secondary data was also obtained from the financial statements of the targeted institutions. This assisted in measuring the performance. The data was further coded and entered for analysis using SPSS. Pearson correlation analysis was used to relate the various study variables. The results of the study are presented using tables. From the study results, most respondents (69%) indicated that stakeholder engagement highly affects the performance of police housing projects. The study recommends that since stakeholder participation aspects are an important inclination towards performance of police housing projects, the projects should establish an independent stakeholder participation department that identifies, analyses, monitors and controls housing projects. To further improve performance of police housing projects, the stakeholder participation department should educate its stakeholders on the aspects of project management.

Keywords: Stakeholder, participation, project, performance, housing, resource, normalization.

1. INTRODUCTION

From a global perspective, the house provides a 'necessary foundation' for every person to live during the social actions and physical actions (Byrne and Diamond, 2007). The price of real estate market became more unstable since the economy of many countries increased dramatically after World War II. House became 'more expensive' in many countries from the beginning of 21st century (Haffner and Boumeester, 2010). There is a gap between high-income and low-income group. For low-income group, to own a comfortable house became one of the unaffordable dreams in their lives. Providing affordable housing has become an urgent task for governments. Today many governments around the world have realized it and have been planning to take more actions on it.

The development history of affordable housing showed that western countries and eastern countries are in different situations and cannot share the same policies. The affordable housing system development started very early in U.S. and Europe, but in Asian countries, it started from the middle of 20th century. Some of the high developed countries and areas in Asia like Singapore and Hong Kong started their affordable housing project from 1950s, which will be quite early in Asian area. In the recent decades, China government made very hard efforts to develop affordable housing for the low-income householders in order to keep the growth of society stable.

Regionally, from the Africa perspective, reports done by construction review online suggest that in 2013, news reports of buildings collapsing claimed more than 60 people across Africa. In Lagos, Nigeria, buildings continue to sprout to meet the needs of the growing population. In 2015, an Islamic school in the village of Bukuru, Plateau State, Nigeria, collapsed killing six people. The use of substantial materials and shoddy oversight led to the collapse. The supervision of the building that majorly involved critical decision making will be poorly coordinated and compromised.

Trumper (2008) refers to project management as the art of making the right decisions and is one of the most important issues in project success. Throughout the projects' lifecycle, the management is faced with making a large number of different decisions in terms of outcomes, consequences and their effect on project success or

failure. Unfortunately, throughout history there has been many building collapses across the world, some even more deadly than others. The cases of building failures and eventually collapse in Kenya have reached an alarming rate over the years (Mwangi, 2016). The need to provide shelter to man and his activities has been the utmost priority.

In Kenya like other countries construction industry is one of major industry contributing significantly to the socio-economic development growth. Achieving project implementation on time, within budget, at specified quality standards, and most importantly without unprecedented cost escalations is major criterion of success of project. Generally, a project is considered successful if the project is completed within a stated cost or budget and time. Although the county government of Kenya sets aside huge sums of money to be spent in construction sector, the industry is facing a lot of challenges such as the expenditure exceeding the budget, delay to complete the project in time, the building defects and over-reliance on foreign workers (RoK, 2012).

With regard to National Police and Kenya Prisons Services Housing project, The State Department of Public Works, in conjunction with the State Department of Housing and Urban Development, continues in its mandate to implement the ambitious 1850 National Police and Kenya Prisons Services Housing project. The project that was launched in March 2016 has seen the expeditious delivery of 250 housing units in October 2016 and another 800 units by December 2016. The pilot program had been phased out into two phase of 1050 units and 800 units. The second phase of 800 units was scheduled for kick off in September 2016 and targeted for completion by January 2017. This study is anchored on Resource-dependence theory (Penrose, 1959) and normalization process theory (NPT). Resource dependency theory postulates that it is the heterogeneity and not the homogeneity of the profitable services from its resources which give every corporate its unique character. Normalization process theory deals with the implementation, embedding, and integration of new technologies and organizational innovations, which is basically the ideal police housing projects. The study was conducted in Nairobi county. In the county, there are ongoing twenty-one (21) housing projects. The county is made up of eleven (11) sub counties with a total of sixty (60) police stations. The area of interest in this study was njiru sub county made up of both Kamulu and Ruai police stations and central sub county made up of Kamukunji police station.

2. STATEMENT OF THE PROBLEM

Stakeholder participation of construction work is essential to effective performance of any construction project. Increased migration and rapid urbanization have positively affected construction industry, more so there has been a significant increase in house building project-based works in urban areas (UNCHS, 2006). The sustainability of this sector is in jeopardy. The concept of delay in the substantial completion of housing construction projects is a global phenomenon. According to Kenya National Bureau of Statistics' (2013), it is adept to reiterate that the housing construction projects in Kenya contributes 7% of the country's gross domestic product (GDP). The challenge of demand for quality service and upcoming reforms for most of the housing construction projects has realized the need for quality service delivery and efficiency (World Bank, 2014). According to Ahmed et al., (2012), the urban construction housing project is bound to fail due to slow rate in implementation, lack of proper planning and contract management. The failure can result to losses of over 19.82% (UNCHS, (2006).

Research from US based IT Project Specialist, Standish Group (2011), suggests that latency between decisions is a major contributor to project delays and failures. The research shows that for every \$1000 in project cost, the organization will need to make 1.5 decisions. A \$1 million project will produce 1,500 decisions while a \$5 million project will have 7,500 decisions. In Kenya, delays in project completion are a common problem in the housing construction industry not only with an immeasurable cost to society but also with debilitating effects on the contracting parties. Regrettably, some project management decisions are made based on an individual's experience and judgment while handling projects which does not always lead to project success. The delay in making the right decisions on time contributes to the delay or failure of the project. Several studies (Musa, 2010; Karimi, 2012; Tulakhaba 2011, Mwandali, 2016) have been done focusing on different aspects of housing project completion and further appreciating the crisis in construction project in terms of implementation. Empirical evidences are in short of the influence of stakeholder participation on performance of police housing projects in Kenya. It is on this premise the study sought to establish the influence of stakeholder participation on performance of police housing projects in Nairobi County, Kenya.

3. OBJECTIVE OF THE STUDY

The purpose of this study was to establish the influence of stakeholder participation on performance of police housing projects in Nairobi County, Kenya.

4. LITERATURE REVIEW

a) Theoretical Framework

Theories are devised to explain the existence of a certain phenomenon and in most cases to challenge and broaden the current understanding of the phenomena, in the limits of the critical bounding assumptions. The theoretical framework is a detailed structure which can support a theory of a research study. The framework ushers in and describes the theory which tries to explain the research challenges under study (Abend, Gabrie & Swanson, Richard A, 2008). This study is anchored on two theories, that is, resource dependency theory and normalization process theory.

(i) Resource-dependence theory

The relevance of this theory to the current study is that projects are heavily dependent on resources. The four main essential resources required in any construction project include; materials, equipment, people and time. For the project to accomplish the project plan and schedule, it is important to make sure that the necessary materials, personnel, equipment and time are availed in desired quantities at the time they are scheduled for in the project plan and schedule. Penrose in 1959 discovered the Resource-dependence (RDT) theory. He claims that it is the heterogeneity and not the homogeneity of the profitable services from its resources which give every corporate its unique character. The concept of corporate's resource heterogeneity is the foundation of the RDT. RDT gives a possible description how corporates mobilize resources (Barney, 2003).

The theory further states that the core to institutional survival is in its aptitude to get and maintain resources from its parameters. It employs two hypotheses in reviewing sources of competitive benefits. To start with, the theory has a hypothesis that the corporate in an industry may be heterogeneous in regard to the availability of resources in their control. The second hypothesis is that the heterogeneity of resource may last for a time since the resources spent in implementing corporate's strategies fail to be perfectly moveable across firms (i.e., most of the resources may fail to be marketed in factor markets and are difficult to accumulate and imitate) Kozlenkova, Samaha & Palmatier, (2014).

In minimizing dependence on a specific environment, institutions ought to look for resources from various suppliers and adapt to the current modifying environment. RDT proposes that, if it encounters environmental difficult, social ventures should try to secure resources through debt, equity, or grants from different supplier. Frequently resource-seeking conduct is personified in the form of a business-plan or grant which might be adapted to the financing environment. Entrepreneurs utilize the devise to describe the potential of their corporate suppliers like venture capitalists and formal finance firms like banks and small-business advancement institution. Thus, the corporate devise and identifies ways of using resources to exploit an identified opportunity by the entrepreneur (Delmar & Shane, 2013).

The RBT of the corporate gives optional views to assist explain way a firm might advance, grow, and flourish in resource-constrained environments. It proposes that every firm is unique in its idiosyncratic relation to the resource environment. The different of a firm result because of elicit various services from the similar set of objective resources. A resource that is perceived to be worthless to a firm may be valuable to a different firm. Thus, corporates may deliberately use the existing resources for free or cheaply because others judge them to be useless (junk) or substandard (Baker & Nelson, 2015).

(ii) Normalization process theory

The relevance of normalization process theory (NPT) in this study, is founded on the fact that the theory deals with the implementation, embedding, and integration of new technologies and organizational innovations, which is basically the ideal police housing projects. The Normalization Process Theory (NPT) was advanced in the United Kingdom by Professor Carl May and Dr Tracy Finch in association with a host of national and international colleagues. The drive of NPT is to explain and comprehend the procedures of inventions or interventions to be a routine in project management. It emphasizes on the task which has to occur on the execution invention on the daily practice (May, 2006). NTP is a socio-behavioral theory emphasized on the social institutional of the task (executional), of building exercises routine factors of daily life (embedding) and of withstanding embedded exercises in their social contexts (integration)" (May, 2009). It investigates the „execution procedures“ in the projects of the community to validate the factors affecting worthy modifications in exercise.

The theory comprises of four building blocks which describe the institutional of the task performed, and suggests that, for a complex involvement to be routine everyday practice, the following mechanism should be considered; coherence („what is the work“), cognitive involvement („who does the work“), collective action („how does the work get done“) and reflexive monitoring („how is the work understood“) (Finch, 2009). These

build ups are not linear, but iterative and interrelated. Drivers of change include persons, institutional, political and economic factors (Grol &Wensing, 2014). Procedural appraisal of complex interventions may specify contextual factors connected with exercise modification. The theory is vital to the study because it pursues to establish the impact of monitoring and evaluation on sustainability of the projects, executing and evaluating complex interventions, new technologies, and business processes in police housing projects and demanding. NPT may be utilized in supporting the work of execution and evaluation of complex interventions (May C, 2009)

b) Conceptual Framework

A conceptual framework is described as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. When clearly articulated, a conceptual framework has potential usefulness as a tool to scaffold research and, therefore, to assist a researcher to make meaning of subsequent findings. Such a framework should be intended as a starting point for reflection about the research and its context. The framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate this. As with all investigation in the social world, the framework itself forms part of the agenda for negotiation to be scrutinized and tested, reviewed and reformed as a result of investigation. For the purpose of this study, the conceptual framework in figure 2.1 shows the relationship between the independent variable (Stakeholder participation) and the dependent variable (Performance of Police Housing Projects).

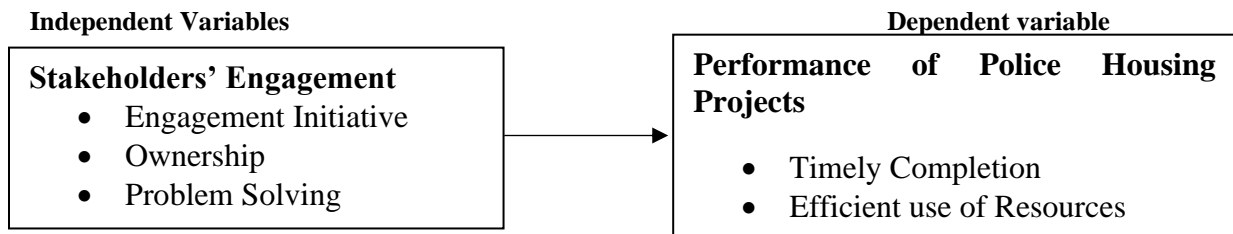


Figure 2. 1 Conceptual Framework

c) Knowledge Gaps

Based on the empirical review, there are various conceptual, contextual and methodological gaps amongst the relationship between stakeholder participation, organizational structure and performance. Of importance is the contradicting and inconsistency in the results of the previous studies done by different researchers. Furthermore, there is no known study which has looked at the moderating effect of organizational structure on the relationship between stakeholder participation, organizational structure and performance of Police Housing Projects. These are the gaps which this study seeks to fill.

Table 1 Knowledge Gaps

Author	Title	Findings	Recommendations	Research Gaps	Gap Filled
Baldwin and Bordoli (2014)	Factors Affecting Performance of housing projects	The study found out that there are a number of objectives that are achieved by project planning which include, completion of projects as per the set standards design, quality, resources, safety and health according to the costs scheduled to the expectations of the stakeholder.	The study recommends that there should be a strong correlation between the success of a project and proper project planning as per the perspective of the stakeholders	The study failed to relate the factors of stakeholder engagement, capacity building, planning process and resource allocation on performance of police housing projects	Current study relates the factors of stakeholder engagement, capacity building, planning process and resource allocation on performance of police housing projects

5. METHODOLOGY

Kothari, (2004) delineates a research design as the preparation of events for gathering and analysis of data in a manner which purpose to integrate relevance to the research drive, reasonable time and cost. Descriptive design was employed in this study. Descriptive research design majorly deals with affiliations which exist, events which occur, ongoing processes, attitudes which are held or developing trends. Descriptive research design is suitable when the study seeks to describe and observe behavior of phenomenon of the study. It allows for collection of data at one particular point in time. Descriptive design allows researcher to collect data and make inferences about the population. This research design was considered appropriate because the study sought to collect data on a number of variables at one point in time so as to examine the relationship between stakeholder participation and performance of police housing projects in the National Police Service, Kamulu, Ruai and Kamukunji Police stations. Researchers (Newbert, 2008, Ongeti, 2014) successfully used the same design for similar studies.

a) Target Population

The target population for this study was made up of three police stations in Nairobi county. Target population were 230 persons who included officer commanding police division, officer commanding station, officers residing within the houses, contractors and ministry of public works employees. Police stations were identified to be in Njiru sub-county (Kamulu and Ruai police station) and central sub county (Kamukunji police station). The table below shows the target population.

Table 5. 1 Target Population

Department	Officers
Officer Commanding Police Division	2
Officer Commanding Station	3
Officers residing within houses	200
Contractors	8
Ministry of Public Works	17
Total	230

Source: National Police Service Records (2020)

b) Sample and Sampling Technique

The sampling plan describes how the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample are chosen. According to Gay (2001) a sample of 10 - 30% is representative to a given population. According to Yamane (1967), a study using stratified random sampling with margin of error of 5 % and significance level of 5%, the required sample size is calculated as follows.

$$n = N/[1+N(e)^2]$$

$$n = 230/ (1+230(0.05)^2]$$

$$n = 146$$

Table 5. 2 Distribution of Sample

Department	Population (N)	Sample Size
Officer Commanding Police Division 2 (OCPD)	2	2
Officer Commanding Station (OCS)	3	3
Officers residing within houses	200	133
Contractors	8	2
Ministry of Public Works	17	6

Total	230	146
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c) Instruments

The study used primary data. Primary data is gathered by use of closed questionnaire. Questionnaires are appropriate for studies since they collect information that is not directly observable as they inquire about feelings, motivations, attitudes, accomplishments and experiences of individuals. The questionnaires were administered on a drop and pick up method where the respondents were given time to answer the questions at their own pace; this was done in order to ensure uniformity of answers and also to increase the response rate.

d) Data Collection Procedure

Primary data was collected from the respondents. Questionnaires were semi structured with a 5-point Likert scale of 1=strongly disagree, 2= disagree, 3= neither, 4= agree, 5=Strong agree. The questionnaire were self-administered to the respondents through drop and pick later method. Thus, respondents were given time to respond. Questionnaire is made up of seven sections. Section A focus on bio data. Section B on stakeholders’ engagement. Section C on capacity building. Section D on planning process. Section E on resources allocation. Section E on organization structure and section F on performance.

e) Data Analysis and Presentation

The raw data obtained from the questionnaires was scrutinized after data collection exercise (Mugenda & Mugenda, 2003). Data was edited to detect errors and omissions before being corrected for consistency and completeness, data analysis was done using descriptive statistics such as frequencies and percentages. Inferential statistics was used to analyze the relationship between the study variables. Simple linear regression was used to analyze the relationships in objectives one to four. Stepwise regression analysis was used to analyze objective five. Results from descriptive statistics were presented in form of tables, charts and graphs. Results from regression analysis were presented in terms of goodness of fit (R^2), overall significance (F-test), individual significance (t-test) and p-values.

6. FINDINGS AND DISCUSSIONS

Table 6.1: Length of Service in Kenya Police

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1 - 2 year	17	12.79	12.79	12.79
3-7 years	9	6.98	6.98	19.77
8-10 years	104	80.23	80.23	100.0
Total	130	100.0	100.0	

Source: *Survey data (2020)*

Majority of the respondents representing 80.23% of the respondents had served in Kenya Police for over eight years. 6.98 % of respondents had served for between 3 and seven years in Kenya Police. Finally, 12.79% of the respondents indicated that they had served for 1 to 2 years in Kenya Police. As such, majority of the respondents had substantial experience working in Kenya Police in the region.

The study sought to find out the academic qualifications of the respondents. The table that follows presents statistics on respondents’ highest academic qualifications as gathered through the study undertaking.

Table 6.2: Respondents’ Highest Academic Qualifications

	Frequency	Percent	Valid Percent	Cumulative Percent
O’ level	69	53.5	53.5	53.5
Diploma	27	20.9	20.7	74.4
Bachelors	25	18.7	18.7	93.1
Masters	9	6.9	6.9	100.0
Total	130	100.0	100.0	

Source: *Survey data (2020)*

Majority of the respondents representing 53.5% had o-level academic qualifications. A further 20.9% had diploma qualifications. 18.7% and 2.60% of respondents had degree and masters academic qualifications respectively. Hence, the respondents had rich academic background and qualifications.

6.3 Stakeholder Engagement

6.3.1 Stakeholder Engagement

The study sought to find out the influence of stakeholder involvement on performance of police housing projects in Kenya. The respondents were requested using a Likert scale of 1-5, to tell their level of agreement with statements given on stakeholder engagement. The table that follows presents statistics on the extent of agreement on the various aspects that the respondents were asked in order measure the influence of stakeholder involvement on performance of police housing projects in Kenya.

Table 6.4: Agreement with Statements on Stakeholder Engagement

Statements	Mean	Std. Dev.
The use of stakeholder participation of stakeholders involvement enhances speed of information flow	4.415	0.601
Less time is used in operations when stakeholder participation of stakeholders involvements are in place	4.220	0.607
I am satisfied with the timeliness of stakeholder participation of stakeholders involvement in my station	4.161	0.982

From the findings, the respondents agreed that the use of stakeholder participation of stakeholders involvement enhances speed of information flow as illustrated by a mean score of 4.415, that less time is used in operations when stakeholder participation of stakeholders involvements are in place as illustrated by a mean score of 4.220 and that they are satisfied with the timeliness of stakeholder participation of stakeholders involvement in my station as illustrated by a mean score of 4.161. These findings are in line with Cavaye (2011) who notes that long-lasting development within the existing rural areas is dependent on the minimally tangible components of development like local leadership, motivation and rethinking, community ownership and action. On the matter of literature of stakeholder development on community participation or a prescription that ensures it, there is no clear-cut agreement, that notwithstanding, there is a need for stakeholder participation in management and development is accepted and recognized in the project management professional literature. Stakeholder participation, therefore, should be aimed at empowering people by ensuring that skills developed to lead to employment creation.

The study further sought to find out the opinion of the respondents on the extent to which stakeholder participation of stakeholders’ involvement affects the police housing projects. The findings of the study are as depicted on the table below.

Table 6.5: Effect of Stakeholder participation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Affecting	3	2.6	2.6	2.6
	Moderately Affecting	3	2.6	2.6	5.3
	Affecting	25	18.4	18.4	23.7
	Highly Affecting	78	60.5	60.5	84.2
	Very Highly Affecting	21	15.8	15.8	100.0
	Total	130	100.0	100.0	

Source: Survey data (2020)

Majority of the respondents representing 76.30% of respondents were of the opinion that stakeholder participation of stakeholders' involvement affects the police housing projects. Only 5.20% of the respondents were of the opinion that stakeholder participation of stakeholders' involvement does not affect the police housing projects.

6.4 Correlation between Variables

The coefficient of correlation enables assess the strength of a relationship between the dependent variable and independent variable. The larger the correlation value the stronger the association between two variables. It also shows the direction of relationship between two variables. In the study, stakeholder participation aspects are the independent variables and performance of police housing projects is the dependent variable. The correlation coefficients are as indicated in the tables below for the stakeholder participation aspects.

6.4.1 To establish the relationship between stakeholder engagement and performance of police housing projects

Table 6.6 Stakeholder Engagement and Performance Level

Correlation	Stakeholder engagement	Performance Level
Stakeholder engagement	Pearson Correlation	.705**
	Sig. (1-tailed)	.000
	N	130
Performance Level	Pearson Correlation	1
	Sig. (1-tailed)	.000
	N	130

****.** Correlation is significant at the 0.01 level (1-tailed test).

Table 4.20 shows that the correlation between stakeholder engagement and performance level of police housing projects is strongly positive as indicated by correlation of 0.705. The p-value of 0.000 is less than acceptable significance level (0.01). This means that stakeholder engagement strongly affects the performance level of police housing projects at 95% confidence level.

7. CONCLUSION AND RECOMMENDATIONS

a) Summary of Major Findings

In this chapter, the results of the study were used to collaborate the research questions posed with regard to stakeholder participation and performance of police housing projects. The study found that majority of the respondents were male represented by 89.04%. Through questionnaires, information relevant for this study was collected. Majority of the respondents are well trained with over 83% having degree qualification and above.

Hence the respondent had adequate experience to understand the concept of stakeholder participation on police housing project.

c) Stakeholder Engagement and Performance of Police Housing Projects

Stakeholder engagement analysis was performed using descriptive techniques. It was found that stakeholder engagement is necessary in enhancing the performance of police housing project. Therefore stakeholder engagement strongly affects the performance level of police housing projects as depicted in the coefficient of correlation testing. This is in line with the observations made by Cavaye (2011) who indicates that transformation of regional communities is caused by the social and economic changes. The ability of the communities to adapt to the changes is dependent on service delivery, infrastructure maintenance, and economic development. Further, there is reliance on the local population to utilize assets in new and diverse ways, gaining more networks, cooperation, mobilization of existing skills, technological innovation and actualizing the innovations. The outcomes of the above actions are job creation, improvement in economy and infrastructure and a stronger community that is able to embrace manages change. Action, participation, and contact create a more vital community that has more skills, networks, better leadership and passion with the ability to create and manage change.

d) Conclusions

Based on the analysis and findings presented above, the following conclusions have been reached. Stakeholder engagement increases the performance level of police housing projects. Stakeholder participation in one of the most fundamental factors that influences sustainability and project implementation. The determinants of whether a project is established, quickly and successfully and whether it responds and adapts to changes and needs is the level of stakeholder support. In consequence, stakeholder participation is a vital component of community development which further reflects a grassroots approach to problem-solving. The study hence concludes that there is a strong relationship between stakeholder engagement and performance of police housing projects.

e) Recommendations

From the findings and conclusion of the study the following recommendation are made;

Stakeholder participation aspects are an important inclination towards performance of police housing projects and hence police housing projects should establish an independent stakeholder participation department that identifies, analyses, monitors and controls housing projects. To further improve performance of police housing projects, the stakeholder participation department should educate its stakeholders on the aspects of project management.

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