

STRATEGIC MANAGEMENT STRATEGIES AND PERFORMANCE OF HOUSING PROJECTS IN KENYA: A NAIROBI CITY COUNTY HOUSING PROJECTS

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Publication Date: September, 2025

ABSTRACT

Purpose: The study examined how strategic management strategies—planning, leadership, organizational structure, and teamwork—affect housing project performance in Nairobi City County.

Methodology: The study adopted a mixed-methods descriptive correlational design targeting 532 employees of the Nairobi City County Housing and Urban Development Directorate. A sample of 118 respondents was selected through stratified random sampling, and data was collected using structured questionnaires. Analysis was conducted in SPSS v25.0 using descriptive statistics, correlation, and multiple regression.

Findings: The results revealed a strong positive relationship between strategic management strategies and housing project performance. Planning emerged as the most significant predictor ($\beta = 0.534$), explaining 53.4% of project outcome variances. Teamwork ($\beta = 0.485$) and organizational structure ($\beta = 0.476$) also demonstrated substantial contributions to project success, while leadership showed a moderate but significant influence ($\beta = 0.319$). The findings showed that planning, teamwork, and organizational structure strongly drive project success, while leadership remains vital for stakeholder engagement and strategic alignment.

Conclusion: The study concludes that adopting strategic management strategies significantly enhances housing project performance in Nairobi City County.

Recommendations: The study recommends that Nairobi City County Government enhance planning, leadership, structure, and teamwork to improve housing project success and deliver sustainable urban housing solutions.

Keywords: *Strategic Management, Planning, Leadership, Organizational Structure, Teamwork, Housing Project Performance, Nairobi City County*

INTRODUCTION

Project performance in housing projects encompasses successfully delivering housing units within the specified time, cost, and quality parameters while meeting stakeholder expectations and delivering value for money (Wanjau et al., 2024). The measurement of housing project performance involves multiple dimensions including operational efficiency, financial viability, social impact and environmental sustainability (Velázquez Robles et al., 2022). Poor project performance in housing projects often manifests through schedule delays, cost overruns, quality deficiencies, and stakeholder dissatisfaction, which ultimately affects the achievement of project objectives (Safapour et al., 2019). Performance indicators in housing projects extend beyond traditional metrics to include beneficiary satisfaction, environmental impact, and long-term sustainability measures that ensure the housing projects meet both current and future needs of the community (Yuan et al., 2018). The complexity of housing project performance is further compounded by the need to balance multiple stakeholder interests, resource constraints and regulatory requirements while maintaining project viability (Ahmadi, 2019).

Strategic management strategies represent systematic approaches organizations employ to achieve their objectives through effective planning, resource allocation, and implementation processes (Abubakar et al., 2019). These strategies encompass various elements, including project portfolio management, risk assessment, stakeholder engagement, and organizational capacity building (Orito, 2021). The effectiveness of strategic management in housing projects depends on the organization's ability to align its operational activities with strategic objectives while maintaining flexibility to respond to environmental changes (Chaiña Muñoz et al., 2020). Strategic leadership plays a crucial role in driving organizational performance through effective decision-making, resource management, and strategic vision implementation (Onchieku & Ragui, 2019). Organizations must develop comprehensive strategic frameworks that consider both internal capabilities and external market conditions to ensure sustainable project delivery (Mullabayev, 2020). The integration of strategic planning with investment analysis enables organizations to enhance project viability while maintaining focus on long-term growth objectives (Akinsulire et al., 2024).

Strategic management strategies strongly influence housing project performance by driving resource optimization, risk mitigation, and stakeholder satisfaction (Ewurum et al., 2019; Fuertes et al., 2020). Organizations applying comprehensive strategies achieve better completion rates, cost control, and quality outcomes (Venable et al., 2021). Success

increasingly depends on integrating strategic planning with operational execution while emphasizing sustainability and stakeholder value (Oduor & Gatobu, 2024). Ultimately, effective decision-making, resource allocation, and engagement mechanisms enhance project sustainability (Kimani & Kamaara, 2024).

Globally, in Sweden, public housing companies have demonstrated that market orientation and strategic performance are significantly influenced by Corporate Social Responsibility in construction strategies (Sundström & Ahmadi, 2019). In addition, in Malaysia, Mahmood et al. (2017) reveal that innovation and entrepreneurial capital significantly impact small firm performance in the housing construction industry, particularly in areas of business strategy and experience. European countries, particularly Poland and the UK, highlight the importance of effective building performance evaluation and knowledge exchange in improving housing project outcomes (Stevenson & Baborska-Narozny, 2017). Across the European Union, the implementation of Nearly Zero Energy Buildings (NZEBs) has shown how strategic planning and regulatory frameworks influence housing project success (D'Agostino et al., 2021).

Within Africa, for instance, in Cameroon, research focusing on spontaneous housing areas has revealed the importance of resource-modulable approaches in addressing housing deficits (Fandjio Yonzou et al., 2024). South African Ekpo (2019) have highlighted how planning and building regulations significantly impact affordable housing development by the private sector. In Nigeria, research has demonstrated the crucial role of technology partnerships in mediating procurement strategies for sustainable smart housing development (Musonda & Gambo, 2020). Egyptian studies on mega housing projects have identified critical risk factors affecting project performance through structural equation modelling (Mohamed et al., 2022). Tanzania's research on the National Housing Corporation has shown how strategic shifts in housing development affect urban neighborhoods (Izar & Limbumba, 2020).

In Kenya, project cost planning enhances housing project performance by enabling accurate budgeting, informed decisions, and efficient resource allocation (Wanjau et al., 2024). Strategic leadership in housing co-operatives strengthens communication, human capital, and organizational performance (Onchieku & Ragui, 2019). Affordable housing projects under PPPs benefit greatly from effective stakeholder management in communication, engagement, and conflict resolution (Muthoni & Obuba, 2023). Furthermore, team competency, comprehensive planning, and dynamic capability frameworks drive successful project implementation and long-term competitiveness (Emoyo et al., 2019; Nduati et al., 2024).

BACKGROUND OF THE STUDY

Planning and Performance of Housing Projects

Venable et al. (2021) conducted a study to assess the wind performance of post-disaster housing in the Philippines using a component-level, performance-based wind engineering assessment framework. The study evaluated 12 semi-engineered post-disaster housing designs and found that roof panel loss likely occurs first for most designs at wind speeds equivalent to a Category 2 hurricane/Signal 3 typhoon. The study also identified that roof shape, component spacing, panel thickness, eave length, and connection between purlin and truss influence wind performance. However, the study focused on post-disaster housing and did not address the broader context of planning in housing projects.

Safapour et al. (2019) examined schedule-performance indicators and delay-recovery strategies for low-cost housing projects. The study conducted 68 interviews with professionals active in low-cost housing projects and distributed a structured survey to validate the interview results. The findings identified eight main categories of schedule-delay indicators: legal, design and technology, project characteristics, project management, material resource, human resource, location, and finance. The study contributes to understanding the causes of schedule delays in low-cost housing projects, but does not specifically address the role of planning in project performance.

Wanjau et al. (2024) investigated the influence of project cost planning on the performance of housing projects in Kenya. The study used a descriptive research design and collected data from 675 building construction stakeholders. The findings showed that project cost planning significantly influences the performance of housing projects in Kenya by allowing accurate budget estimation, informed decision-making, efficient resource allocation, cost control, risk management, and effective stakeholder management. However, the study focused on cost planning and did not explore other aspects of project planning.

Oduor and Gatobu (2024) examined project planning practices and their impact on the performance of urban housing projects in Kenya. The study used a descriptive research design and collected data from 140 engineers, supervisors, and contractors involved in housing projects. The findings revealed that effective project design and risk management significantly influence the performance of urban housing projects in Kenya. However, the study did not provide a comprehensive analysis of the specific planning elements that contribute to project success.

Muigai (2019) conducted a study on the influence of management strategies on the performance of building projects. The main objective was to investigate the role of planning in building project performance. The findings revealed that 50% of the respondents agreed that planning is an important element in building projects, positively influencing management practices and project outcomes. However, the study did not delve into specific aspects of planning, such as time management, resource allocation, and quality assurance. Gaitagia (2015) investigated the influence of management strategies on project success, focusing on risk planning during the development process. The study found that 62% of the respondents reported that project risk planning influences project performance. Additionally, 41.3% of the respondents indicated that lack of planning affects project performance to a very great extent, while 58.7% reported that management fails to allocate resources and time for risk planning to a moderate extent. The study, however, did not explore the relationship between risk planning and other aspects of project management.

Munyoki (2014) examined factors influencing the completion of construction projects, with project planning being a key focus. The study found that 100% of the respondents indicated that project planning affects the performance of projects, emphasizing the importance of proper allocation of labour, tasks, and duties. Nevertheless, the study did not provide a detailed analysis of how different planning elements contribute to project performance. Time management is a critical aspect of housing project planning, particularly in regions experiencing rapid urban expansion (Muigai, 2019). Timely completion of housing projects is essential to address the increasing demand for accommodation and prevent cost escalation. Gaitagia (2015) highlights that in urban areas with complex regulatory frameworks and bureaucratic challenges, effective time management relies on proactive risk mitigation strategies and streamlined approval processes. Projects that adhere to strict timelines contribute to alleviating housing shortages and promoting sustainable urban development.

Quality assurance is a vital aspect of housing project planning, ensuring durability, compliance with standards, and resident well-being (Munyoki, 2014). It involves stringent quality controls, sustainable practices, and community participation to uphold accountability. Githenya and Ngugi (2014) confirmed planning's positive link with project success, though without detailing specific elements. James et al. (2023) highlighted financial planning as a critical driver, identifying trade credit, short-term financing, and long-term capital allocation as significant predictors of performance. Their study showed structured financial strategies enhance

completion rates, budget adherence, and resilience during economic shifts, offering a framework for optimizing resource allocation in Kenyan housing projects.

Organizational Structure and Performance of Housing Projects

Organizational structure plays a pivotal role in determining productivity and project outcomes. George (2016) emphasized that hierarchical arrangements directly affect productivity, as weak or critical managerial decisions within interconnected departments can undermine overall efficiency. Similarly, Conley (2019) noted that structures such as functional, divisional, team, and virtual formats shape productivity by enabling teamwork, resource sharing, and improved coordination, with flexibility and authority flow being key to effective performance. Geerdink (2016) highlighted that inclusivity in structural design fosters sustainable strategy implementation by engaging stakeholders, motivating employees, and enhancing operational efficiency, profitability, and legitimacy. In the housing sector, Scarlat and Dallemand (2011) underscored the importance of coordination among multiple stakeholders—government, private sector, and communities—arguing that a well-coordinated structure promotes engagement, resource mobilization, and reduces duplication.

Kumar (2019) further stressed that mechanisms for inter-agency collaboration are vital in overcoming bureaucratic inefficiencies and institutional fragmentation, ultimately improving housing project outcomes. Yuan et al. (2018), through a study of PPPs in China, demonstrated that organizational structures influence operational performance factors such as housing allocation, spatial distribution, and financial viability. Yi et al. (2022) added that while strong coordination facilitated post-disaster housing reconstruction in China, centralized structures limited balanced urban integration, highlighting the double-edged nature of organizational design.

Leadership and Performance of Housing Projects

Towler (2021) conducted a study on leadership performance and effectiveness, claiming that a qualified individual authorised by the owner should be in charge of the daily management and administration of a project. The study found that a high level of administrative ability in the project team leads to reduced time overruns and increased client satisfaction.

Auch (2021) argues that modern management systems in building contracts have led to the establishment of a distinct profession, resulting in further fragmentation of the building process. Wright (2019) asserts that this has led to a loss of control of the building process by architectural firms. However, modern systems ensure that projects are managed competently

by management specialists who are leaders in their field. In such cases, the performance of projects is not questionable, as there is high leadership portrayed by the project management specialist, and training of project team members is conducted fairly.

Mugnai (2019) studied the influence of management practices on the performance of building projects and found that respondents strongly agreed that management skills are one of the factors influencing project performance. Zakaria, Mohamed, Ahzahar, and Hashim (2015) emphasize that leadership is an important characteristic for construction managers in managing construction projects, as it improves construction productivity, leading to effectiveness, satisfaction, and extra effort, resulting in good project performance.

Njoroge (2017) affirmed that skills are key strategic utilities during strategy execution, and it is critical for institutions to properly manage the knowledge of workers in the appropriate areas. The study recommended that even with a superior plan and available financial resources, the executioners must be competent, and engaging skilled human resources during strategy implementation positively impacts strategy implementation.

Leadership is central to housing project performance through engagement, fairness, and capacity building. Chege (2015) emphasized inclusive decision-making, where engaging government, communities, and private entities fosters trust, accountability, and conflict mitigation. Zakaria et al. (2015) highlighted fair leadership as key to promoting transparency and equitable outcomes in contexts marked by land tenure complexities, thereby attracting investor confidence. Njoroge (2017) stressed the importance of training and capacity-building programs in equipping managers with regulatory and project management skills, while Guzansky (2014) argued that such initiatives empower stakeholders and nurture continuous improvement, ultimately enhancing sustainability and the effectiveness of housing projects.

Teamwork and Performance of Housing Projects

Geoffrey (2003) explored the role of collective responsibility in driving housing projects forward in the face of adversity. The study emphasized the importance of fostering a shared commitment among stakeholders to address the housing needs of residents, leading to resilience and perseverance. However, the study lacked a clear methodology and did not provide specific strategies for instilling a culture of commitment in housing projects.

Fuller (2007) investigated the impact of fostering commitment among project teams, government agencies, private sector partners, and communities on housing project success in Nairobi, where socio-economic disparities and bureaucratic hurdles are prevalent. The study

highlighted the significance of commitment in overcoming challenges and delivering tangible benefits to communities. However, the study did not provide a detailed analysis of the specific factors that contribute to commitment in housing projects.

Mathewes-Njoku (2009) examined the importance of cooperation among stakeholders in the execution of housing projects. The study emphasised the need for collaboration and partnership among government agencies, private sector entities, non-profit organisations, and local communities to pool resources, share expertise, and align interests. However, the study did not provide a clear methodology for assessing the impact of cooperation on housing project performance.

Effective communication and teamwork are vital for housing project success. Joshi (2010) and Lawani (2014) emphasized transparent communication as essential for fostering trust, coordination, and informed decision-making, though their studies lacked strong empirical grounding. Malema (2014) highlighted building relationships, mutual respect, and stakeholder engagement as drivers of cooperation. Githenya and Ngugi (2014) showed that clear task assignment and communication between teams and management enhance teamwork, while Lloyd (2015) stressed inclusive strategies for alignment throughout project lifecycles. Lewis (2018) added that understanding individual team members' needs motivates performance. Ndung'u (2017) reinforced that disciplined communication and knowledge sharing strengthen government housing projects.

Performance of Housing Projects

Muigai (2019) in his study on the influence of management practices on the performance of building projects indicated that most of the respondents agreed that the performance of a project is measured in terms of output and outcome. When the outcome performance of the project was measured, the extent to which the outcome of the project deviated from what was expected showed that the performance of most projects is above expectations (Lynn, 2016). This is due to the inclination of clients towards attaining a satisfactory quality outcome.

Gitagia (2015) conducted a study on the influence of management strategies on project success, indicating that 78.27% of the respondents reported that project success has been attained in the construction projects undertaken by the company in Nakuru County successfully and according to the agreed timeframe. Meanwhile, 21.73% of the respondents reported that project success had not been attained within the stipulated time. This indicated that the majority of the respondents agreed with the performance of the construction company under study.

A study on factors influencing completion of selected Kenya police service housing projects in central Kenya by Ringera (2015) established that not all police service housing projects in central region were completed. One cause of delay in completion was failure of the government side to release the required funds. The study also established that there was unfavourable projects prioritization negatively. The recommendation was that the government should put in place the cost estimates of the project development up to its completion.

Statement of the Problem

Housing project performance is crucial for urban development and socio-economic growth, particularly in rapidly expanding metropolitan areas (Stevenson & Baborska-Narozny, 2017). However, housing projects globally experience significant challenges in meeting performance targets and stakeholder expectations (Safapour et al., 2019). According to recent statistics, approximately 9.9% of every project dollar invested in housing development is wasted due to poor project management and execution (Jackson, 2020). The Nairobi City County Government's housing initiatives demonstrate these challenges starkly - between 2018 and 2022, only 150 housing units were renovated out of a targeted 17,000 units, representing less than 1% achievement rate (CIDP, 2018). Additionally, housing projects face substantial delays, with average completion times exceeding initial timelines by 40%, while cost overruns typically range between 20-30% of budgeted amounts (Kelly, 2020).

The poor performance in housing projects often stems from inadequate implementation of strategic management strategies. Insufficient planning processes lead to resource allocation inefficiencies and project delays (Wanjau et al., 2024). Weak leadership structures result in poor stakeholder engagement and ineffective decision-making processes in housing development initiatives (Onchieku & Ragui, 2019). Inadequate organizational structures create communication barriers and hamper project coordination efforts (Orito, 2021). The lack of effective teamwork frameworks undermines project execution and stakeholder collaboration (Emoyo et al., 2019). Public sector housing projects particularly suffer from bureaucratic constraints that limit strategic implementation effectiveness (Muthoni & Obuba, 2023). Resource limitations and complex stakeholder environments further complicate project execution in public housing developments (Yuan et al., 2018). The absence of comprehensive strategic management frameworks affects project sustainability and long-term viability (D'Agostino et al., 2021). These challenges collectively impact project outcomes, stakeholder satisfaction, and overall housing development objectives (Ahmadi, 2019). Existing studies have largely focused on private sector or developed economy contexts, leaving gaps in

understanding how strategic management strategies shape public housing outcomes. This study addresses that gap by examining planning, leadership, organizational structure, and teamwork in Nairobi City County housing projects.

Research Objective

- i. To determine the influence of planning on the performance of housing projects in Nairobi City County Government, Kenya.
- ii. To establish the influence of leadership on the performance of housing projects in Nairobi City County Government, Kenya.
- iii. To assess the influence of organizational structure on the performance of housing projects in Nairobi City County Government, Kenya.
- iv. To examine the influence of teamwork on the performance of housing projects in Nairobi City County Government, Kenya.

Research Questions

- i. What is the influence of planning on the performance of housing projects in Nairobi City County Government, Kenya?
- ii. How does leadership influence the performance of housing projects in Nairobi City County Government, Kenya?
- iii. To what extent does organizational structure influence the performance of housing projects in Nairobi City County Government, Kenya?
- iv. How does teamwork influence the performance of housing projects in Nairobi City County Government, Kenya?

THEORETICAL FRAMEWORK

The study was guided by the Management by Objectives (MBO) framework, first introduced by Drucker (1954) and later refined in contemporary contexts (Drucker, 2019). MBO emphasizes the systematic establishment of clear objectives through participative goal setting, where managers and employees collaborate to define targets, performance measures, and implementation strategies (Laisson & Hanbenger, 2016; Hayes, 2021). This participatory approach enhances accountability, motivation, and performance monitoring, as employees take ownership of their responsibilities and outcomes (Roy, 2019). Despite critiques that MBO tends to overemphasize quantitative measures and assumes a stable environment unsuitable for dynamic project contexts (Hayes, 2021; Roy, 2019), its relevance to housing project management remains strong. Within this study, MBO provided a theoretical lens to examine

planning practices, demonstrating how structured goal setting, participative decision-making, and systematic monitoring enhance housing project performance in Nairobi City County.

The study was also guided by Goal-Setting Theory, developed by Locke and Latham (2010), which posits that clear, specific, and challenging goals enhance motivation and performance. This theory identifies mechanisms such as focusing attention on goal-relevant tasks, energizing greater effort, and stimulating knowledge development as pathways to improved performance (Fred, 2016). Empirical extensions emphasize the moderating roles of self-efficacy, task complexity, and consistent feedback in shaping goal effectiveness (Laranjo, 2016). Goal-Setting Theory underpins both planning and leadership in this study, as effective housing project performance requires leaders to articulate clear objectives, provide feedback, and motivate teams to achieve project milestones (Locke & Latham, 2010; Fred, 2016; Laranjo, 2016). While critics argue that contextual differences and individual orientations may limit its universality (Fred, 2016), the theory remains vital in understanding how planning and leadership practices influence performance outcomes in Nairobi City County housing projects.

The study was further anchored in the Resource-Based View (RBV) theory, introduced by Wernerfelt (1984) and expanded by Barney (1986), Collins (1991), and Alvarez (2000). RBV emphasizes that organizations gain sustainable competitive advantage by possessing valuable, rare, inimitable, and non-substitutable resources, including both tangible and intangible assets (Ovidijus, 2013). Empirical studies affirm that heterogeneity and immobility of resources explain why firms adopt diverse strategies to achieve superior outcomes (Zahra, 2021). In the context of housing project performance, RBV supports the analysis of planning, leadership, organizational structure, and teamwork by illustrating how strategic allocation of resources—financial, technical, and human—enhances productivity, project quality, and timely delivery (Wernerfelt, 1984; Barney, 1986; Ovidijus, 2013; Zahra, 2021). This theory was particularly relevant in framing leadership as a human capital resource and organizational structure and teamwork as mechanisms for resource coordination, thereby reinforcing their central role in driving project performance in Nairobi City County.

RESEARCH METHODOLOGY

The chapter provides a detailed description the research design provided a systematic approach to answering research questions by collecting and analyzing both quantitative and qualitative empirical data and data collection. It also highlights the population focused on professional staff from the Housing and Urban Development Directorate at the Nairobi City County.

Government operating at the management and technical levels. , the target population comprised 532 employees from various professional cadres. The chapter lastly explored the data collection instrument a structured, self-administered questionnaire and analysis methods followed a hierarchical multiple regression model to examine the relationship between independent variables.

RESULTS AND DISCUSSION

This chapter provides a comprehensive synthesis of the research findings on strategic management strategies influencing housing project performance in Nairobi City County Government. The study's primary objective was to establish the influence of strategic management strategies on housing project performance, specifically examining four key dimensions: planning, leadership, organizational structure, and teamwork.

Descriptive Statistics

The study sought to determine the influence of planning on the performance of housing projects in Nairobi City County Government, Kenya. This objective aimed to systematically examine how strategic planning practices impact the overall effectiveness and success of housing development initiatives.

Descriptive Statistics for Planning and Performance of Housing Projects

The analysis reveals a high aggregate mean of 4.37 on a 5-point scale, indicating strong agreement regarding planning practices. Notably, 95.1% of respondents affirmed that project development planning occurs ahead of time, with a mean score of 4.42 and standard deviation of 0.905. Resource allocation received mixed perceptions, with 66.7% believing resources enhance work flow, while project quality garnered 68.6% positive responses. Risk mitigation emerged as a strong point, with 74.5% of respondents confirming proactive planning measures. The standard deviation of 0.811 suggests moderate response variability, reflecting relatively consistent perspectives across planning dimensions. These findings corroborate existing research by Muigai (2019) and Gaitagia (2015), underscoring the critical role of strategic planning in achieving successful housing project outcomes in the Nairobi City County Government.

Descriptive Statistics for Leadership and Performance of Housing Projects

The descriptive analysis reveals a moderate to high aggregate mean of 3.96, indicating generally positive perceptions of leadership practices in housing project development. The findings demonstrate nuanced insights across multiple leadership dimensions. Task allocation fairness received a mean score of 3.90, with 58.1% of respondents agreeing that leaders exercise equitable task distribution, though 11.5% expressed disagreement or uncertainty. Staff training and skill development emerged as a critical leadership aspect, with 83.3% of respondents acknowledging leaders' efforts to equip staff with necessary project development skills, reflected in a mean score of 3.78. Stakeholder engagement scored particularly high, with 83.3% of respondents confirming leaders' commitment to involving relevant parties in project development, resulting in a mean score of 4.04. The most compelling finding relates to leadership's strategic skill development approach, with 95.1% of respondents agreeing that leaders possess the authority to identify and train personnel with relevant project skills, demonstrated by a mean score of 4.18. The standard deviation of 0.764 suggests moderate variability in responses, indicating relatively consistent perspectives on leadership practices across the organization.

Descriptive Statistics for Organizational Structure and Performance of Housing Projects

The descriptive analysis reveals an aggregate mean of 3.59, indicating moderate perceptions of organizational structure effectiveness. The findings unveil nuanced insights across multiple structural dimensions. Understanding of organizational structure received a mean score of 3.90, with 71.5% of respondents agreeing that the structure is comprehensively understood, though 11.8% expressed uncertainty or disagreement. The flow of authority from top to bottom scored lower, with 65.8% acknowledging established hierarchical communication channels, reflected in a mean score of 3.55. Employee placement according to specialization garnered mixed responses, with 44.3% agreeing that employees are strategically positioned to enhance performance, resulting in a mean score of 3.74. Task coordination across organizational levels showed the most variation, with 81.4% of respondents indicating positive perceptions of inter-level coordination, demonstrated by a mean score of 3.17. The Standard Deviation of 1.114 suggests significant variability in responses, indicating diverse perspectives on organizational structure's effectiveness within the housing project development ecosystem.

Descriptive Statistics for Teamwork and Performance of Housing Projects

The descriptive analysis reveals a high aggregate mean of 4.45, indicating strongly positive perceptions of teamwork within the organization. The findings demonstrate robust insights across multiple teamwork dimensions. Encouragement of teamwork to enhance performance received a mean score of 4.49, with 90.2% of respondents affirming organizational support for collaborative practices. Team competency in duty allocation scored impressively at 4.52, with 92.2% of respondents acknowledging high-performance levels, reflecting a culture of professional excellence. Team coordination effectiveness garnered a mean score of 4.28, with 93.2% of respondents perceiving inter-team coordination as efficient and results-oriented. Team training received a mean score of 4.49, with 78.4% of respondents indicating organizational commitment to skill development and performance enhancement. The standard deviation of 0.762 suggests relatively consistent perspectives across teamwork dimensions, indicating a unified approach to collaborative performance within the housing project development ecosystem.

Correlation Analysis

The findings indicate a significant relationship between planning and the performance of housing projects ($r=0.627$, $p=0.000$). Pearson's correlation coefficient 0.627 indicates a strong positive correlation between planning and project performance. The findings are closer to those of Armendariz (2009) who concluded that there was a strong correlation between planning and project performance. Moreover, the findings show a significant relationship between leadership and project performance in Nairobi County's housing projects ($r=0.597$, $p=0.000$). The Pearson correlation coefficient of $r=0.597$ indicates a strong positive correlation between leadership and project performance. A recent study by Mulder (2018) also found that leadership greatly influenced housing project performance. A significant relationship is evident between organizational structure and project performance ($r=0.523$, $p=0.000$). Pearson's coefficient of 0.523 shows a weak relationship between the two variables. Lastly, there is a significant relationship between teamwork and project performance ($r=0.579$, $p=0.000$). The Pearson correlation coefficient of 0.597 indicates a strong positive correlation between the two variables. A study by Koontz and O'Donnell (2017) also concluded that teamwork plays a significant role in project performance.

Regression Analysis

The regression equation generated for the study was

$$Y \text{ (performance of housing projects)} = 0.369 \text{ (Constant)} + 0.534 \text{ (Planning)} + 0.319 \text{ (Leadership)} + 0.479 \text{ (Organizational Structure)} + 0.485 \text{ (Teamwork)}.$$

The coefficients table provides detailed insights into each strategic management variable's individual contribution. Planning emerged as the strongest predictor with a beta coefficient of 0.534 and a t-value of 10.744, indicating its critical role in project performance. Organizational structure (beta = 0.476) and teamwork (beta = 0.485) also demonstrated significant positive impacts. Leadership showed a moderate but still significant influence, with a beta coefficient of 0.319. All variables exhibited statistically significant relationships with project performance, with p-values of 0.000, underscoring their collective importance in driving successful housing project outcomes.

Planning emerged as the most significant predictor, with a beta coefficient of 0.534, aligning with Wanjau et al. (2024) and Oduor and Gatobu (2024), who emphasized the critical role of strategic planning in project success. These findings corroborate earlier research by Muigai (2019) and Gaitagia (2015), which highlighted that comprehensive planning significantly impacts project outcomes, including accurate budget estimation, risk management, and stakeholder engagement.

Organizational structure and teamwork demonstrated comparable strong influences, with beta coefficients of 0.476 and 0.485, respectively. These results resonate with George (2016) and Conley (2019), who argued that organizational structure directly affects productivity by enabling effective task coordination and resource sharing. Similarly, the teamwork findings support Githenya and Ngugi (2014) and Ndung'u (2017), who emphasized the importance of coordinated human resource involvement and knowledge sharing in project implementation. The strong correlation suggests that well-structured organizations and collaborative teams are essential for achieving successful housing project outcomes.

Discussion of Findings

Planning and Performance of Housing Projects

The descriptive analysis revealed a high aggregate mean of 4.37, indicating strong agreement regarding planning practices in Nairobi City County Government's housing projects. Empirical findings showed that 95.1% of respondents affirmed that project development planning occurs ahead of time, with 74.5% confirming proactive risk mitigation measures. The correlation

analysis demonstrated a significant positive relationship between planning and project performance ($r=0.627$, $p=0.000$).

The regression analysis further validated planning's crucial role, emerging as the strongest predictor with a beta coefficient of 0.534 and a t-value of 10.744. This statistically significant result underscores planning's critical contribution to housing project performance, explaining 53.4% of the variance in project outcomes. The research demonstrates that effective planning encompasses not just timeline management but also includes resource allocation, risk mitigation, and quality assurance, ultimately serving as a fundamental driver of successful housing project implementation in urban development contexts.

Leadership and Performance of Housing Projects

The descriptive statistics for leadership revealed a moderate to high aggregate mean of 3.96, indicating generally positive perceptions of leadership practices in housing project development. Key findings showed that 83.3% of respondents acknowledged leaders' efforts in staff training and stakeholder engagement, with 95.1% agreeing that leaders possess the authority to identify and train personnel with relevant project skills. The correlation analysis indicated a significant positive relationship between leadership and project performance ($r=0.597$, $p=0.000$).

Regression analysis positioned leadership as a moderately significant predictor, with a beta coefficient of 0.319, demonstrating its substantial but not dominant role in project performance. The results highlight leadership's critical function in fostering trust, transparency, and strategic alignment among project stakeholders.

Organizational Structure and Performance of Housing Projects

The descriptive analysis of organizational structure revealed an aggregate mean of 3.59, indicating moderate perceptions of structural effectiveness in housing project development. The findings showed that 71.5% of respondents agreed that the organizational structure was comprehensively understood, while 65.8% acknowledged established hierarchical communication channels. The correlation analysis demonstrated a significant relationship between organizational structure and project performance ($r=0.523$, $p=0.000$), though with a relatively weaker correlation compared to other strategic management variables.

Regression analysis positioned organizational structure as a significant predictor, with a beta coefficient of 0.476, explaining a substantial portion of project performance variance. The research highlights that effective organizational structure goes beyond hierarchical

arrangements, encompassing mechanisms for stakeholder engagement, resource mobilization, and information sharing.

Teamwork and Performance of Housing Projects

The descriptive analysis of teamwork revealed a high aggregate mean of 4.45, indicating strongly positive perceptions of collaborative practices within the organization. Findings showed that 90.2% of respondents affirmed organizational support for collaborative practices, with 92.2% acknowledging high team competency levels. The correlation analysis demonstrated a significant positive relationship between teamwork and project performance ($r=0.579$, $p=0.000$), supporting existing literature on the importance of collaborative approaches in project management.

Regression analysis positioned teamwork as a strong predictor, with a beta coefficient of 0.485, highlighting its substantial contribution to project performance. The research demonstrates that effective teamwork extends beyond mere collaboration, encompassing elements such as skill development, mutual support, and collective goal achievement. The results underscore teamwork as a critical mechanism for enhancing organizational performance, facilitating collective achievement, and driving successful housing project outcomes.

RECOMMENDATION

The study recommends that Nairobi City County Government strengthen strategic management frameworks by enhancing planning, leadership, organizational structure, and teamwork in housing project development. This includes adopting advanced risk management tools, systematic resource allocation, and quality assurance measures, alongside leadership training to boost decision-making and stakeholder engagement. Organizational structures should be redesigned to improve communication, coordination, and adaptability. Future research should expand beyond Nairobi, comparing approaches across counties and adopting longitudinal designs to assess the long-term impact of strategic management interventions on housing project outcomes.

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