EMOTIONAL INTELLIGENCE AND IMPLEMENTATION OF HOUSING PROJECTS IN NAIROBI COUNTY IN KENYA

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ABSTRACT

Homeownership has long been a challenge for most Kenyans due to the high cost of housing and interest rates. To address this issue, the Kenyan government launched the Affordable Housing Programme (AHP) at the end of 2022, with the ambitious goal of building 20,000 affordable houses annually and 500,000 homes within five years. However, Statistics show that estimated 43% of projects in the construction industry are characterized with cost and time overruns and 18% failed to be completed. This study therefore sought to determine the influence of emotional intelligence on implementation of housing projects in Nairobi County, Kenya. Specifically the study sought to determine the influence of chain of command on implementation of urban housing projects in housing projects in Nairobi County, Kenya, to establish the influence of team competencies on implementation of housing projects in Nairobi County, Kenya. The study used descriptive research design. This study was conducted in Nairobi County, Kenya. In Nairobi County, there are approximately 30,000 housing units in over 1,000 projects. The study focused on engineers, supervisors and contractors implementing the housing projects. The total target population was therefore 344 respondents. The Yamane formula was adopted to calculate the study sample size. The study used simple random sampling in selecting the sample of 185 respondents from study population Primary data was collected through use of questionnaires. Statistical Packages for Social Sciences (SPSS) version 26.0 was used for analysis and presentation. The data was analyzed using descriptive and inferential statistics. Descriptive statistics included the mean, standard deviation, coefficient of variation and percentages. Pearson Correlation analysis was used to determine the relationship between individual variables in the objectives Multiple Regression analysis was used in testing the research questions by establishing the influence of each independent variable on the dependent variable. The significance of the model was interpreted using a significance level of 0.05. The results were presented on frequency tables, charts, and graphs. The study concludes that chain of command has a positive and significant influence on implementation of housing projects in Nairobi County in Kenya. In addition, the study concludes that team competencies have a positive and significant influence on implementation of housing projects in Nairobi County in Kenya. Based on the findings, the study recommends that the management of housing projects in Kenya should establish a streamlined and well-defined chain of command within the local government and relevant agencies. By clearly delineating roles and responsibilities among key stakeholders projects can benefit from improved coordination and faster decision-making. In addition, the study recommends that the management of housing projects in Kenya should invest in building and enhancing the competencies of project management teams.

Key Words: Emotional Intelligence, Housing Projects, Chain of Command, Team Competencies

Background study

Affordable housing projects are initiatives aimed at providing housing options that are reasonably priced and within financial reach for a significant portion of the population, especially those with moderate to low incomes. These projects address the critical need for housing that is affordable, safe, and meets basic living standards (Gunu & Oladepo, 2018). Infrastructure projects plays a big role in societies in terms of meeting the development needs of the economy and more so in transforming the quality of life of citizens (Gitonga & Keiyoro, 2017). The government is the single largest implementer of public infrastructure projects thus there is need to ensure that these projects are fully implemented and the factors that have the greatest influence identified to ensure their influence is taken into consideration during the project life cycle (Onyango, Bwisa, & Orwa, 2017). County governments play an important role in urban housing delivery offered through public infrastructure development and their full implementation is a catalyst for economic growth in Kenya (Kariri, Onyango, & Njuguna, 2017).

Further, 60% of the project failed to be accomplished within the budget, schedule and scope and less than 10% failed to deliver on their time, scope and quality based on the established criterion. Gwaya, Wanyona and Musau (2018), Kiarie and Wanyoike (2016) and Kariungi (2019) also suggested that the construction projects were indicating ridiculous time and cost overruns globally. Emotional intelligence has been found to be an important predictor of various enviable organizational outcomes, such as job performance, job satisfaction, organizational citizenship behaviour, and organizational commitment. Emotional intelligence involves managing feelings so that they are expressed appropriately, therefore enabling people to work together towards common goals in a constructive and transparent environment. When the executive values feelings, so will the employees. Thus, if the manager feels optimistic, confident, creative, flexible, tolerant, respectful, and compassionate, the employees will likely mirror these feelings (Gunu & Oladepo, 2018)

Emotional intelligence refers to the ability to recognize, understand, manage, and effectively express one's own emotions, as well as to recognize, understand, and influence the emotions of others. It encompasses a set of emotional and social skills that enable individuals to navigate interpersonal relationships, handle stress, communicate effectively, and make informed decisions (Burke & Hulse, 2019). Emotional intelligence involves being attuned to one's own emotions and the emotions of others, utilizing this awareness to guide behavior and interpersonal interactions in a positive and constructive manner. Key components of emotional intelligence include self-awareness, self-regulation, empathy, social skills, and motivation (Rahim *et al.*, 2018). This study seeks to determine the influence of emotional intelligence on implementation of urban housing projects in Nairobi County in Kenya

In the global arena in regard to performance of construction projects, there have been indicating lack of adherence to project constraints management which yields to underperformance of the projects and failing to meet the stakeholder's expectations (Rugenyi, 2015). From the past studies it has been reported that the time and cost overruns are common in most projects (Omondi, 2017; Sterman, 2015). For example; according to a 2018 IBM survey on project management change, it was established that about 40% of the projects were able to be accomplished within time, scope and cost. In another report, it was found out that one in six of the 1,471 projects carried out had an average of time plus cost overrun that is 20% and 70% respectively (Flyvbjerg&Budzier, 2018).

In the African context, the impact that emotional intelligence has on the implementation of projects is no different from the global context. As regards organizational commitment of Nigerian workers, there is divergence of opinions among researchers. Some researchers believe that Nigerian workers are not committed to their organizations (Olugbile, 2018). Others believe they

are committed to organizational goals, but it is the organizations that do not show commitment to the plight of the workers (Alarape and Akinlabi, 2019). They believe that organizational commitment reflects one side of the reciprocal relationship between the employer and the employee and as such, each party has to play its role

Kenya is undergoing rapid urban growth accompanied by limited economic growth and restricted land supply. Most of the low- and middle-income people live in rentals because they are unable to build their own homes. The low-cost housing providers have been unable to provide to enough housing for low- and middle-income earners in Nairobi (Mungai, 2017). The annual housing demands in Nairobi stands at 150,000 units while only 23% of this demand is being met. This has forced many Kenyans to live in informal settlements such as slums or remain homeless. These informal settlements are characterized by majorly congestion, poor health conditions and environmental degradation. This has negatively impacted the physical, social and economic welfare of the inhabitants (Mbaluka & Bwisa, 2018).

The government of Kenya under the vision 2030 has endeavored to provide adequate, affordable and quality housing to all its population and more specifically, the low income people. This has been done through the hiring of developers who have the responsibility of offering tax relief to construct houses with a cost of less than KES 1.6 million (USD 18,000) (World bank, 2015).The step to include the right to adequate housing in the 2020 constitution of Kenya gave a clear understanding to the government that it is their responsibility to provide good housing to every Kenyan. The provision of good housing has been further devolved to the county governments to ensure that more people are reached in this project. This means that it is the responsibility of Nairobi City County to provide affordable housing to its residents (Githenya & Ngugi, 2016).

Statement of the Problem

Homeownership has long been a challenge for most Kenyans due to the high cost of housing and interest rates. To address this issue, the Kenyan government launched the Affordable Housing Programme (AHP) at the end of 2022, with the ambitious goal of building 20,000 affordable houses annually and 500,000 homes within five years. The AHP provides incentives to encourage developers and investors to build affordable homes and offers flexible low-interest rate mortgages and payment options to potential buyers and renters. Developers who partner with the government and commit to delivering more than 100 units are eligible for free land from the government for construction. The cost of building materials is zero-rated, and the corporate tax of the property developer is reduced from 30% to 15%. Approved projects under the AHP also receive priority for bulk infrastructure development such as roads, sewer lines, and electricity, which can reduce construction costs by up to 25%.

Statistics show that estimated 43% of projects in the construction industry are characterized with cost and time overruns and 18% failed to be completed. In other words, they were terminated prematurely. In another study of 5400 large government funded projects, 45% indicated cost overruns and 7% of the projects had time overruns and 56% of these projects had values than the ones earlier predicted (Mutua, 2021). Further, Price Waterhouse Coopers (PwC) (2020), based on the survey on several construction projects in 34 industries established that 86%failure of projects being delivered within time, cost and budget. Research has shown that emotional intelligence influence project implementation.

Various studies have been conducted on emotional intelligence and project implementation. For instance; Perera (2021) researched on The Effect of Emotional Intelligence on Work Outcomes in the Construction Industry, Suifan, Abdallah and Sweis (2019) researched on the effect of a manager's emotional intelligence on employees' work outcomes in the insurance Industry in Jordan. However, none of these studies showed the influence of emotional intelligence on

implementation of urban housing projects in Metropolitan Counties in Kenya. To fill the highlighted gaps, the current study sought to determine the influence of emotional intelligence (chain of command, team competencies, self-regulation and dispute resolution) on implementation of urban housing projects in Metropolitan Counties in Kenya

General Objective of the Study

The general objective of the study was to determine the influence of emotional intelligence on implementation of housing projects in Nairobi County in Kenya

Specific Objectives of the Study

i. To determine the influence of chain of command on implementation of housing projects in Nairobi County in Kenya

ii. To establish the influence of team competencies on implementation of housing projects in Nairobi County in Kenya

Theoretical Review

Systems theory

Systems theory was first introduced by biologist Ludwig von Bertalanffy in (1972). The theory holds that a system is a cohesive conglomeration of interrelated and interdependent parts that are either natural or man-made. Every system is delineated by its spatial and temporal boundaries, surrounded and influenced by its environment, described by its structure and purpose, and expressed in its functioning. In terms of its effects, a system can be more than the sum of its parts if it expresses synergy or emergent behavior (Drack & Pouvreau, 2015). Changing one part of the system usually affects other parts and the whole system with predictable patterns of behavior. For systems that are self-learning and self-adapting, the positive growth and adaptation depends on how well the system is adjusted with its environment. Some systems function mainly to support other systems by aiding in the maintenance of the other systems to prevent failure (Luhmann, 2018).

Whereas closed systems use error-controlled regulation to eliminate external influence, open systems use anticipatory control since it is as a result of interaction with the environment that a system achieves a dynamic stability (Njue, Kyalo, Mulwa, & Mbugua, 2016). System theory is founded upon the principles that the subsystems are; open, focused, interrelated, continuously transforming inputs into outputs, flexible, responds to environment through feedback, brings about the equilibrium to the system and are coherent (Njue et al., 2016). Consistent with this view Ludlow, and Otto (2018) indicate that in open systems there are exchanges of energy, matter, people, and information with the external environment. In closed systems there are no exchanges of information and matter, just exchanges of energy.

Systems theory focuses on the arrangement of and relations between the parts and how they work together as a whole. The way the parts are organized and how they interact with each other, determines the properties of that system. The behavior of the system is independent of the properties of the elements. This often referred to as a holistic approach to understanding phenomena (Chikere & Nwoka, 2015). Every organized enterprise does not exist in a vacuum. It is rather known to depend on its external environment which is a part of a larger system, such as the industry to which it belongs, the economic system and the society (Chikere & Nwoka, 2015). Systems theory was used in this study to assess the influence of chain of command on implementation of urban housing projects in Metropolitan Counties in Kenya.

Human Capital Theory

The human capital theory was developed by Schutz (1961) and extended by Becker (1964). The theory holds that the knowledge and skills possessed by the employees can be improved through training and education. In addition, the theory argues that organization employees are not an expense to the organization but are assets having the capability of adding value to the organization and also giving essential contribution to the organization hence ensuring its survival in a very competitive environment (Pope, 2016).

This study therefore use human capital theory to establish the influence team competencies on the implementation of urban housing projects in Metropolitan Counties in Kenya. Human capital theory argues that the knowledge and skills possessed by the employees can be improved through training and education. This implies that through training and education project teams can improve their productivity. The individual skills, knowledge, and experiences of team members are valuable assets that contribute to the overall effectiveness and performance of the team. Team strategies should be designed to capitalize on and further enhance the human capital of each team member to achieve collective success (Jaapar, Latiff & Isa, 2020).

Conceptual Framework

Conceptual framework is defined as a visual presentation of key variables, factors or concepts and their relationship among each other which have been or have to be studied in the research either graphically or in some other narrative form (Miles, Huberman, & Saldana, 2018). The model depicted below shows the relationship between the dependent and independent variables.
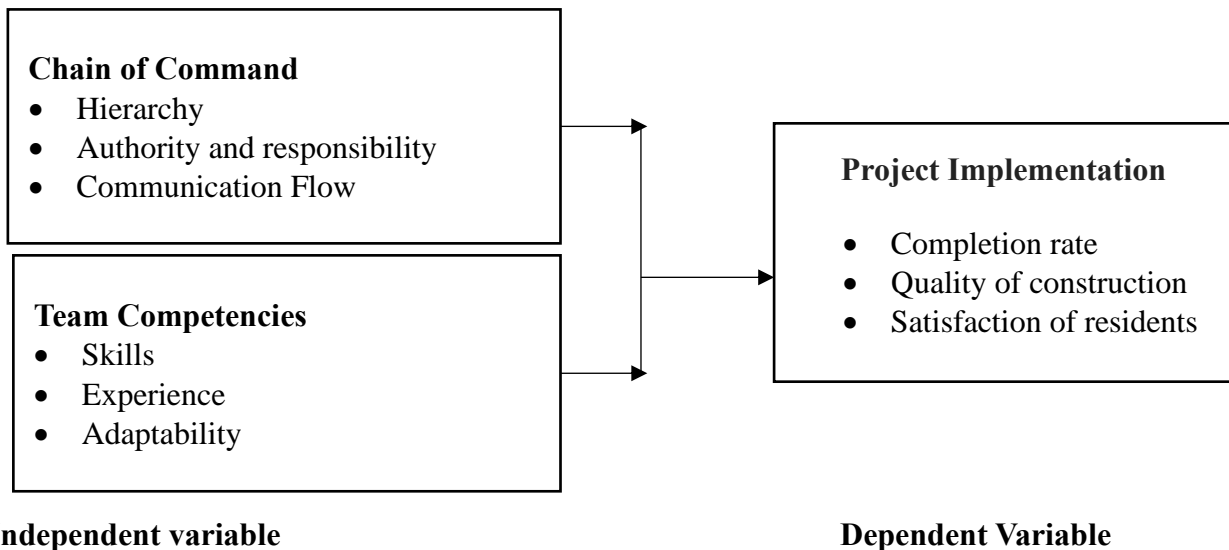
Chain of Command
- Hierarchy
- Authority and responsibility
- Communication Flow

Team Competencies
- Skills
- Experience
- Adaptability

Project Implementation

- Completion rate
- Quality of construction
- Satisfaction of residents

Independent variable   Dependent Variable

Figure 2. 1: Conceptual Framework

Chain of Command

The "chain of command" refers to the hierarchical structure within an organization that outlines the authority, responsibility, and communication flow among its members. It establishes a clear line of authority from the top leadership down to the lowest levels of the organization. In essence, the chain of command defines who reports to whom and the flow of directives and information within the organizational hierarchy (Leiringer, 2020). Key characteristics of the chain of command include hierarchy, authority, responsibility, communication flow, decision-making structure, clarity and order, and accountability. Each level in the chain of command is associated with a specific degree of authority and responsibility. Those higher in the hierarchy typically have more

decision-making power and greater responsibility for the overall functioning of the organization. Communication within an organization typically follows the chain of command, with instructions, decisions, and information flowing from higher levels of management down to lower levels, and feedback or reports moving upward (Bangdome-Dery, Eghan & Afram, 2017).

The chain of command plays a crucial role in the decision-making process, where major decisions are often made at higher levels of authority, and the implementation of these decisions is carried out by lower-level members. Its purpose is to provide clarity and order within the organization, preventing confusion by clearly defining roles, reporting relationships, and the overall structure of authority. Accountability is a key aspect of the chain of command, ensuring that each individual within the organization is accountable to a higher authority, and this accountability helps ensure that tasks are completed, standards are met, and objectives are achieved. The principle of unity of command is associated with the chain of command, emphasizing that each employee should have one direct supervisor or reporting authority. This reduces confusion and helps maintain a clear line of responsibility (Riechi, Iravo & Mokaya, 2017). While the chain of command is fundamental for effective communication, decision-making, and coordination within a structured environment, organizations should also be adaptable and open to feedback. Recognizing that rigid adherence to the chain of command may not always be conducive to innovation and responsiveness in dynamic environments is essential (Scheba & Turok, 2020).

Team Competencies

Team competencies encompass the collective knowledge, skills, and abilities that a group of individuals possesses to collaborate effectively towards common goals. These competencies transcend individual capabilities, emphasizing the synergy achieved through collaborative efforts. They represent a combination of technical, interpersonal, and organizational skills that enable a team to perform tasks, solve problems, and achieve objectives in a cohesive and coordinated manner. One fundamental aspect of team competencies involves collaboration and communication. Effective teams prioritize open communication, active listening, and creating an environment where team members feel encouraged to share ideas and insights. Additionally, teams must possess problem-solving and decision-making competencies, employing critical thinking and creativity to analyze complex situations and make informed collective decisions (Mayer & Keyes, 2017).

Strong interpersonal skills, including empathy and emotional intelligence, form the foundation of positive team relationships. Competencies in accountability and responsibility ensure that team members take ownership of their roles and contributions, meeting commitments and delivering on tasks for the team's overall success. Competencies in time management help teams prioritize tasks, allocate resources efficiently, and meet deadlines. This ensures productivity and the timely accomplishment of team objectives (Jaapar, Latiff & Isa, 2020).

Empirical Review

Chain of Command and Project Implementation

Jaapar, Latiff and Isa (2020) studied project governance practices in urban public housing projects: A case study of public housing in Malaysia. This study aimed to gain an understanding of the project governance practices in urban public housing projects in Malaysia, which will lead to better project delivery and the successful outcome of the projects. A single case study was conducted on a public housing project or known as Projek Perumahan Rakyat (PPR) in Kuala Lumpur, and data for this study was gathered using semi-structured interviews with six (6) public officials, document analysis, and observation. The findings of this study indicate the positive interplay between project actors guided by the elements of trust, stakeholder management, empowerment, and collective

decision making, which create value for the project. Hence, this article contributes to the dynamic understanding of how public officials practice project governance in conducting their works related to urban public housing projects.

Mayer and Keyes (2017) investigated the city government's role in the community development system. This study aims to examine city government's influence on community development activities, principally as carried out by including community development corporations—community-controlled nonprofit organizations that develop affordable housing, commercial real estate, community facilities, and other projects. The primary approach is an analysis of the practices of three high-performing local governments —Boston, MA, Cleveland, OH, and Portland, OR. Each is a current participant in the Living Cities program and had been a part of the NCDI program since its inception over a decade ago. Our analysis of best practices in local government found that city governments can contribute powerfully to the success of CDCs and other developers as they carry out each of the principal community development functions.

Scheba and Turok (2020) investigated the role of institutions in social housing provision: salutary lessons from the South. his paper examines third sector social housing in early post-apartheid South Africa, hence offering important new insights into how institutions in emerging economies shape the implementation and impacts of this approach. The study employs an institutional lens to understand how formal and informal institutions shaped the implementation of projects and how key stakeholders acted upon conflicting incentives. It discusses five major factors – inadequate formal policy and regulatory framework, limited government capability and support, limited sector capacity, private finance reluctance and adverse informal arrangements – that caused serious difficulties both at the program and project level. The paper argues that developing robust third sector social housing comes with substantial financial, administrative and political responsibilities for governments, and its success depends on the alignment between the formal policy framework and informal institutions.

Riechi, Iravo and Mokaya (2017) studied on the effects of governance practices on provision of housing as a basic right for the low-income urban areas in Kenya; a case of Mombasa city. This study sought to determine the effects of governance practices on provision of housing as a basic right for the low-income urban areas in Kenya. A case study of Matopeni settlement, Kongowea ward, Nyali constituency in Mombasa city. In spite of all efforts and the introduction of various housing policies and laws in Kenya, informal settlements continue being on the rise while housing conditions continue to deteriorate particularly in urban areas. This is in addition to other government and stakeholder-led housing programmatic interventions. In particular, the study sought to assess the effects and extent to which policy frameworks, have contributed to the state of housing in the urban low-income areas. The study was conducted through survey method and data collected using questionnaires and interview guides from 100 household out of 598 households and a target population of 6,153. Findings indicate that proper chain command practices could lead to success in implementation of urban housing.

Team Competencies and Project Implementation

Maina and Mohinder (2019) carried research on contractor competence on the implementation of road construction projects under Kenya Urban Roads Authority in Nairobi County in Kenya. The study aimed at determining the impact of contractor competence on road construction projects implementation. This study was conducted through a descriptive design. From 2013 to 2017, the target population was road building projects under the Kenya Urban Roads Authority in which five projects were studied. 60 participants were the target. A census was conducted of 60 participants. Questionnaires were given to all participants. The research concludes that contracts

are obviously negotiated with all the service level agreements that have been established and that contractors are chosen based on skills, reliability and credibility. This facilitated the execution of road building projects in KURA in a positive and significant way.

Devkar, Mahalingam and Kalidindi (2017) researched on competencies and urban Public Private Partnership (ULB) projects in India: A case study analysis. This paper attempts to understand the kinds of competencies that are prevalent within ULBs in India, competencies that are often absent, strategies that are currently used to bridge these competency gaps, and approaches that ULBs should follow in order to create a more robust environment for Public Private Partnership (PPP). The study adopted

Muriuki and Severina (2021) researched on project staff competence a determiner of effective implementation of water sanitation and hygiene projects in Kenya: analysis of selected projects in Kibera, Nairobi County. The purpose of the study was to explore the determinants of effective implementation of water, sanitation and hygiene projects in Kenya: the case of Kibera Slums. Findings were obtained from a population of 435, which were sampled using stratified random sampling technique to obtain a sample of 208 respondents. Findings showed that staff competence influenced positively the implementation of the projects. Therefore, the paper concludes its important to recruit competent staff when implementing technical such as the WASH.

Emoyo, Kising'u and Oyoo (2019) research on the effect of project management practices on implementation of housing development projects in Kenya: A case study of Kenya Property Developers Association. The study was on the effects of project management practices on implementation of housing development projects in Kenya. The study used descriptive research design. The target population in this research were 241 employees in 15 selected registered property developers in Mombasa County. Stratified sampling technique was used to select a sample size of 149 respondents. Primary data was collected by use of self-administered structured questionnaires. The secondary data collected was used to cross validate the primary data results. The study concluded that project team competency, project planning and project stakeholders' management have a significant effect on implementation of housing development projects in Kenya and further concluded that project cost management has no significant effect on implementation of housing development projects in Kenya.

RESEARCH METHODOLOGY

Research Design

The current study adopted a descriptive research design to obtain information for the study on the role of project planning on implementation of urban housing infrastructure projects. It helped the researcher to obtain information concerning the current status and thus relate it to the objective of the research making it relevant to the research.

Target Population

This study was conducted in the Nairobi County. This study was conducted in Nairobi County, Kenya. In Nairobi County, there are approximately 30,000 housing units in over 1,000 projects. The study focused on engineers, supervisors and contractors implementing the housing projects. The total target population was therefore 344 respondents. They were chosen for the study as they run day to day project activities and were in a better position to provide comprehensive and credible information about the project planning and project implementation in terms of the urban housing construction projects, they are involved to provide the services in the county housing sector. The total target population was therefore 344 respondents

Sample Size and Sampling Technique

Sample size refers to the number of individual subjects or units selected from a larger population for inclusion in a research study or survey. It is a crucial aspect of experimental design and statistical analysis, as the size of the sample can significantly influence the reliability and generalizability of study results (Yin, 2017). According to Mugenda and Mugenda (2008), a sample is a smaller group of individuals selected from the population. The Yamane formula was adopted to calculate the study sample size as follows;

$$n = \frac{N}{1+N(e^2)}$$

Where n is the sample size, and N is the population size, e- acceptable sampling error (0.05)

$$= \frac{344}{1+344(0.05^2)}$$

$$= \frac{344}{1.86} = 184.94$$

$$n \approx 185$$

Therefore, the study sample size was 185 respondents.

Sampling technique deals with the procedure the researcher would adopt in obtaining items to be observed (sample) from a given population (Mugenda & Mugenda, 2008). The study used simple random sampling in selecting the sample from study population. The advantage of random sampling is that it ensures that the sampling error is minimal which increases precision of techniques of estimation in use (Cooper & Schindler, 2017).

Data Collection Instruments

This research used a questionnaire to collect primary data. According to Patton *et. al* 2016, a questionnaire is appropriate in gathering data and measuring it against a particular point of view. It provides a standardized tool for data collection. The researcher obtained research permit from relevant authorities required for data collection. Structured and open questions were used to collect primary data from the field. The questionnaires were pilot tested to ascertain the extent to which the instrument is correct and to eliminate ambiguous questions, and improve on validity and reliability

Pilot Study

According to Bashir, (2018), validity refers to the extent to which a test measures what it is supposed to measure and the extent to its truthfulness, accuracy, authenticity, genuineness, or soundness, whether the means of measurement are accurate and whether they are actually measuring what they are intended to measure. The pilot study was carried out on 19 respondents who are sufficient based on Glesne (2015) who stated that 10% of the population is adequate to constitute the pilot test size.

Data Analysis and Presentation

This study collected both quantitative and qualitative data. Qualitative data analysed by use of content analysis. Quantitative data was coded then analysed using Statistical Package for Social Sciences (SPSS) computer software version 28. The choice of the software is influenced by its ability to appropriately create graphical presentation of questions, data reporting, presentation and publishing. SPSS is also able to handle large amount of data and it is purposefully designed for social sciences.

Descriptive statistics was used to analyse the data in frequency distributions and percentages which were presented in tables and figures. Discussions and presentations of the analysed data were done in tables of frequency distribution, percentages, bar graphs and pie charts. Measures of dispersion

were used to provide information about the spread of the scores in the distribution. The study also adopted multiple regression analysis to test the relationships between the variables.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive statistics

Chain of Command and Project Implementation

The first specific objective of the study was to determine the influence of chain of command on implementation of housing projects in Nairobi County in Kenya. The respondents were requested to indicate their level of agreement on various statements related to chain of command and implementation of housing projects in Nairobi County in Kenya. The results were as shown Table 4.1.

From the results, the respondents agreed that the hierarchical structure is clearly defined (M=3.995, SD= 0.896). In addition, the respondents agreed that employees understand their position within the organizational hierarchy (M=3.900, SD= 0.876). Further, the respondents agreed that roles and responsibilities are clearly assigned and understood at each level (M=3.887, SD= 0.782).

The respondents agreed that authority is appropriately delegated to employees to fulfill their responsibilities (M=3.855, SD= 0.685). The respondents also agreed that information is communicated effectively through all levels of the organization's chain of command (M=3.797, SD= 0.698). In addition, the respondents agreed that there is a consistent flow of communication from upper management to lower levels (M=3.771, SD= 0.727).

Table 4. 1: Chain of Command and Project Implementation

	Mean	Std. Deviation
The hierarchical structure is clearly defined.	3.995	0.896
Employees understand their position within the organizational hierarchy.	3.900	0.876
Roles and responsibilities are clearly assigned and understood at each level	3.887	0.782
Authority is appropriately delegated to employees to fulfill their responsibilities.	3.855	0.685
Information is communicated effectively through all levels of the organization's chain of command.	3.797	0.698
There is a consistent flow of communication from upper management to lower levels	3.771	0.727
Aggregate	**3.868**	**0.777**

Team Competencies and Project Implementation

The second specific objective of the study was to establish the influence of team competencies on implementation of housing projects in Nairobi County in Kenya.The respondents were requested to indicate their level of agreement on various statements related to team competencies and implementation of housing projects in Nairobi County in Kenya. The results were as shown Table 4.2.

From the results, the respondents agreed that team members possess the necessary skills required for their roles (M=3.940, SD=0.772). In addition, the respondents agreed that team members effectively apply their skills to achieve team goals (M=3.840, SD=0.889). Further, the respondents agreed that team members have relevant prior experience for their current roles (M=3.827, SD=0.768). The respondents also agreed that the experience of team members significantly contributes to the team's overall performance (M=3.800, SD=0.562).

As shown in the results, the respondents agreed that team members adapt well to changes in project requirements or unexpected challenges (M=3.743, SD=0.879). In addition, the respondents agreed that team members adjust their approach effectively when faced with new information or changing conditions (M=3.708, SD=0.692).

Table 4. 2: Team Competencies and Project Implementation

	Mean	Std. Deviation
Team members possess the necessary skills required for their roles.	3.940	0.772
Team members effectively apply their skills to achieve team goals.	3.840	0.889
Team members have relevant prior experience for their current roles.	3.827	0.768
The experience of team members significantly contributes to the team's overall performance.	3.800	0.562
Team members adapt well to changes in project requirements or unexpected challenges.	3.743	0.879
Team members adjust their approach effectively when faced with new information or changing conditions.	3.708	0.692
Aggregate	**3.810**	**0.760**

Correlation Analysis

This research adopted Pearson correlation analysis determine how the dependent variable (implementation of housing projects in Nairobi County in Kenya) relates with the independent variables (chain of command and team competencies).

Table 4. 3: Correlation Coefficients

		Project Implementation	Chain of Command	Team Competencies
Project Implementation	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	165		
Chain of Command	Pearson Correlation	.815**	1	
	Sig. (2-tailed)	.003		
	N	165	165	
Team Competencies	Pearson Correlation	.825**	.327	1
	Sig. (2-tailed)	.002	.032	
	N	165	165	165

From the results, there was a very strong relationship between chain of command and implementation of housing projects in Nairobi County in Kenya (r = 0.815, p value =0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Jaapar, Latiff and Isa (2020) who indicated that there is a very strong relationship between chain of command and project implementation.

Moreover, there was a very strong relationship between team competencies and implementation of housing projects in Nairobi County in Kenya (r = 0.825, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the findings of Maina and Mohinder (2019) who indicated that there is a very strong relationship between team competencies and project implementation.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (chain of command and team competencies) and the dependent variable (implementation of housing projects in Nairobi County in Kenya).

Table 4. 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862	.743	.744	.10472

Predictors: (Constant), chain of command and team competencies

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.743. This implied that 74.3% of the variation in the dependent variable (implementation of housing projects in Nairobi County in Kenya) could be explained by independent variables (chain of command and team competencies).

Table 4. 5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	112.028	2	56.014	1,217.7	.002[b]
Residual	3.654	160	.023		
Total	115.682	164			

a. Dependent Variable: implementation of housing projects in Nairobi County in Kenya
b. Predictors: (Constant), chain of command and team competencies

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 1,217.7 while the F critical was 2.428. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of chain of command, team competencies, self-regulation and dispute resolution on implementation of housing projects in Nairobi County in Kenya.

Table 4. 6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.331	0.086		3.849	0.002
chain of command	0.386	0.097	0.387	3.979	0.000
team competencies	0.376	0.095	0.375	3.957	0.001

The regression model was as follows:

$Y = 0.331 + 0.386X_1 + 0.376X_2 + \varepsilon$

According to the results, chain of command has a significant effect on implementation of housing projects in Nairobi County in Kenya $\beta_1=0.386$, p value= 0.000). The relationship was considered significant since the p value 0.000 was less than the significant level of 0.05. The findings are in

line with the findings of Jaapar, Latiff and Isa (2020) who indicated that there is a very strong relationship between chain of command and project implementation.

The results also revealed that team competencies has a significant effect on implementation of housing projects in Nairobi County in Kenya β1=0.376, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Maina and Mohinder (2019) who indicated that there is a very strong relationship between team competencies and project implementation.

Conclusions

The study concludes that chain of command has a positive and significant influence on implementation of housing projects in Nairobi County in Kenya. Findings revealed that hierarchy, authority and responsibility and communication flow influence implementation of housing projects in Nairobi County in Kenya.

In addition, the study concludes that team competencies have a positive and significant influence on implementation of housing projects in Nairobi County in Kenya. Findings revealed that skills, experience and adaptability influence implementation of housing projects in Nairobi County in Kenya.

Recommendations of the Study

The study recommends that the management of housing projects in Kenya should establish a streamlined and well-defined chain of command within the local government and relevant agencies. By clearly delineating roles and responsibilities among key stakeholders projects can benefit from improved coordination and faster decision-making.

In addition, the study recommends that the management of housing projects in Kenya should invest in building and enhancing the competencies of project management teams. Equipping team members with up-to-date skills and knowledge ensures they are well-prepared to tackle the complexities of housing projects and adapt to evolving challenges.

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