Process Integration and Implementation of Affordable Housing Construction Projects in Mombasa County, Kenya

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ABSTRACT

The general objective of this study was to examine the influence of process integration on implementation of affordable housing construction projects in Mombasa County, Kenya. This study was anchored by contingency theory and adopted cross-sectional survey research design. The target population of the study consisted of six (6) major affordable housing construction projects being implemented in Mombasa County, Kenya, and those formed the unit of analysis. The target population was considered to be appropriate because of the uniqueness and contemporary nature of the projects, given the publicity and push by the central government. Primary data was collected by use of structured questionnaires from specialist staff, consultants and contractors' representatives who formed the unit of observation. Pilot testing was undertaken using Statistical Package for Social Sciences (SPSS) version 26, to test the validity and reliability of the questionnaire. The study used proportionate stratified random sampling to select study respondents. The significance of the statistical model was tested through analysis of variance where beta coefficient showed the change in dependent variable for one unit change in the independent variable and assisted in drawing conclusions for the study. The study found that process integration influenced implementation of affordable housing construction projects in Mombasa County, Kenya noting that most project institutions had clear project objectives. The study recommended the adoption of process integration in implementation of affordable housing construction projects since it bridges the gap between planning and execution, reducing cost overruns and delays.

Key words: Implementation of Affordable Housing Construction Projects, Project Integration Management, Process Integration

INTRODUCTION

Project integration management involves coordination of all project components, including resource management, task delegation, stakeholder communication, and communication. Tasks can be undertaken while keeping an eye on the bigger picture by managing projects and their interdependencies holistically (Kerzner, 2022). Project integration management's objective is to guarantee that procedures function well and achieve set objectives, and ensures that the various teams and processes interact.

Integration management ensures successful coordination between project activities and promotes a purposeful process of creating a governance structure that makes the requirements of important stakeholders more systematically managed. The correct coordination of project activities is ensured by project integration (Ika & Pinto, 2022). Thus, in order for project managers to reap the benefits of well-coordinated project activities, it is imperative that they have a thorough understanding of the impact of integration management on project success. Among the foremost subsets of integration management is process integration.

Effective project implementation is typically evaluated from a variety of angles and assessed in accordance with predetermined standards. Maveza (2022) observed that successful project implementation involves four fundamental aspects including projects having to be implemented on time, within budget, or meet all other requirements; projects must achieve the initial goals, or meet effectiveness criteria; and must be acceptable and useful to all stakeholders, both internal and external.

Statement of the Problem

Affordable housing remains a critical challenge in many developing and urbanizing regions, where rapid population growth, rural-urban migration, and rising construction costs have outpaced the supply of decent and low-cost housing. Despite government initiatives, donor support, and private sector involvement, the delivery of affordable housing projects often faces delays, cost overruns, poor quality, and stakeholder conflicts (Wanjau, 2025).

Kenya's affordable housing program has delivered about 140,000 units by end of 2025, far short of the government's target of 200,000 units annually. Demand remains extremely high, with over 500,000 applicants competing for just 5,000 recently released homes (KNBS, 2025). Specifically, Mombasa County is currently implementing major affordable housing projects, with the flagship Nyali VOK development targeting nearly 2,000 units and already 28% complete as of late 2025. These projects are part of Kenya's national Affordable Housing Programme (AHP) under the Bottom-Up Economic Transformation Agenda (BETA).

Oyetunji *et al.,* (2025) examined developing integrated project management models for large-scale affordable housing initiatives. Olive and Amolo (2025) examined project management practices in integrated housing development. Awadh (2025) reviewed socio-economic, policy and institutional factors influencing the implementation of affordable housing programs in Mombasa County, Kenya. Some of the studies were done in advanced locations hence occasioning a contextual gap. Other studies also dealt with subtly different aspects from project integration management occasioning a conceptual gap. This study sought to examine the influence of process integration on implementation of affordable housing construction projects.

Research Objective

The general objective of this study was to examine the influence of process integration on implementation of affordable housing projects in Mombasa County, Kenya.

Scope of the Study

This study focused on process integration as a subset of project integration management which is an overarching project management knowledge area. Cross-sectional survey research design was adopted for collecting data about the phenomenon as at a particular time period. The research targeted six affordable housing construction projects which served as the unit of analysis while architects, engineers, quantity surveyors, contractors' representatives, and consultants constituted the unit of observation. Respondents were chosen through proportionate stratified random sampling and the study was undertaken in Mombasa County, Kenya in the third quarter of 2025.

LITERATURE REVIEW

Theoretical Review – Contingency Theory

Contingency theory was founded by Fiedler (1964) and it has gradually developed, focusing primarily on long-lasting organizations and suggests that the inherent capacity of an organization to self-regulate and adapt to its environment is essential to its effectiveness and efficiency, and that there is a critical need for congruency between the organization's operations and those of the ecosystem.

The theory is criticized for its lack of a unified framework, complexity in application, and static view of organizations (Gkevrou & Stamovlasis, 2025). The theory is applied in adapting leadership styles, structuring organizations based on size and environment, enhancing strategic planning, and customizing human resources practices where capacity development programs are tailored to train managers on handling specific, varied real-world scenarios rather than a one-size-fits-all approach for better performance. It was adopted as the overriding theory to explain process integration as the general variable of this study.

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Conceptual Framework

A conceptual framework illustrates how study variables interact with one another and lays out the research objectives, demonstrating how the variables connect to yield logical results. This study's conceptual framework is shown in Figure 1;

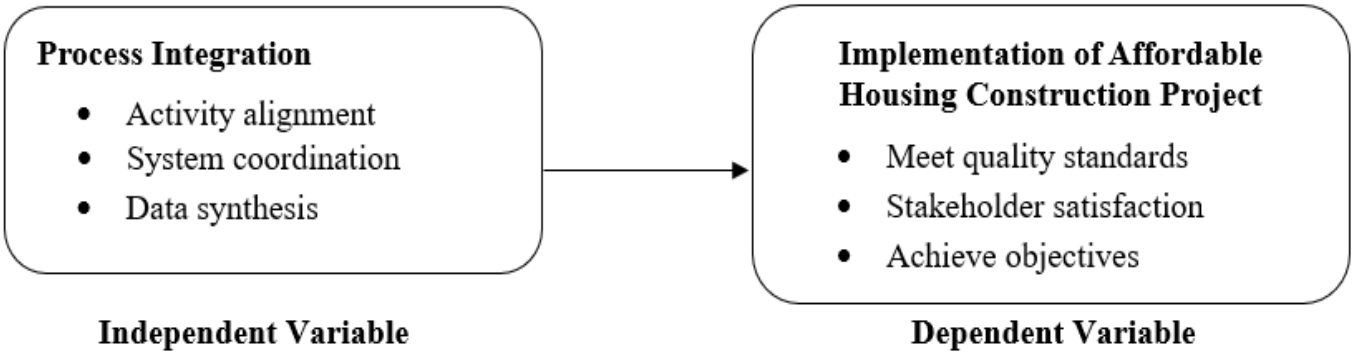

Figure 1: Conceptual Framework

Discussion of Study Variables – Process Integration

Project planning process is undertaken by project managers to ensure that their plans are thorough and robust through project management plans, also called project plans, and are a series of formal documents that define the execution and control stages of a project (Ford & Lyneis, 2020). The plans include considerations for risk management, resource management and communications, while also addressing scope, cost and schedule baselines.

Project plans consist of a project charter which provides a general overview of the project and describes the project's reasons, goals, objectives, constraints, stakeholders, among other aspects; a statement of work defines the project scope, schedule, deliverables, milestones and tasks; work breakdown structure breaks down the project scope into the project phases, deliverables, and work packages that lead to the final deliverable (Barth & Koch, 2019).

The project planning process is essential to the success of implementation of affordable housing construction projects since without project plans, projects may be susceptible to common project management challenges such as missed deadlines, scope creep and cost overruns (ElAlem *et al.*, 2025). The process of project planning is critical for any kind of project because this is where creation of all project documents that guide on execution of the project plan and controlling of risks and any other issues that might occur is done.

Implementation of Affordable Housing Construction Projects

Project implementation is the important, action-oriented phase in which project plans are carried out to generate deliverables (Oyekunle, 2024). It entails organizing teams, managing resources, and adhering to timelines in order to translate strategies into actual results while tracking progress. Effective implementation relies on moving beyond planning to actively managing resources, coordinating teams, and ensuring quality output.

Meeting quality standards in projects necessitates a methodical strategy to ensuring that deliverables fulfill stakeholder expectations, project specifications, and industry standards (Ahmed, 2024). It is more than just a final inspection; it is a continuous process that includes planning, assurance, control, and improvement to avoid defects and guarantee consistency throughout the project's lifecycle. Meeting budget, schedule, and quality targets, reducing risk, and providing project value are frequently associated with high stakeholder satisfaction levels.

Achieving project goals entails creating goals that are specific, measurable, achievable, relevant, and time-bound and not simply looking at improving performance, but being more specific like increasing system response

speed by 30% within three months (Ogbeiwi, 2022). Defining the scope, deliverables, necessary actions, including actionable steps and deadlines while adapting to changes by updating objectives if necessary to keep them relevant.

Empirical Review

Freitas *et al.,* (2020) reviewed development of a suitable project management approach for projects with parallel planning and execution. Traditional predictive project management approach focuses on proactive planning and controlling and adjusting where necessary throughout the project timeline. This works better when requirements are well established. However, it is almost impossible to plan all aspects at the beginning of a project and expect everything to occur as planned because projects always have significant changes.

Secundo *et al.,* (2022) studied visual management tools for program planning, project management and evaluation in pediatric health care. The study aimed at establishing a streamlined process and supporting tools that efficiently planned and prioritized program directions and activities; tracked progress and evaluated and reported on performance, outputs and outcomes. The study reported high perceived effectiveness and efficiency with respect to the utility of planning tools in supporting the proposed aims.

Owuor *et al.,* (2022) reviewed project planning as an instrument for performance of universal service projects in Kenya. The study was anchored on the theory of change use of stratified random sampling, simple random sampling, and purposive sampling techniques to select respondents. Questionnaires and interview schedules were used for data collection, as the former employ a standardized set of questions, allowing for easy administration and analysis, while the latter provide a more flexible and adaptable approach, with the interviewer tailoring the questions based on the respondent's answers.

CRITIQUE OF LITERATURE REVIEW

A lot of the literature from prior studies on process integration and implementation of projects indicate that a big number of the studies were undertaken in developed countries and as such there is a paucity of local studies on the subject and more so in the area of affordable housing construction projects in Mombasa County, Kenya. Additionally, numerous studies on project integration management have been well acknowledged but their recommendations on specific contribution of process integration to the whole aspect of effective implementation of the said projects is majorly peripheral and not clearly expressed (Boruett *et al.,* 2022).

Extant literature on earlier studies attempts to establish the influence of project integration management practices on implementation of projects but the practices reviewed are too general to have a singularly focused contribution to overall project implementation (Pereira *et al.,* 2021). More studies on project integration management have been done in various sectors including manufacturing, supply chain and education but few have been conducted on process integration in the housing construction sub-sector.

Generally, the reviewed literature from related studies gave a synopsis and general perspective on project integration management and its influence on implementation of projects hence occasioning a situation of few and far apart research work that sets the pace on actual adoption of process integration and its influence on implementation of affordable housing construction projects in Mombasa County, Kenya.

Research Gaps

There is abundant literature on project management practices and their influence on implementation of projects in different sectors, however, specific studies on process integration and its full application in affordable housing construction projects are lacking. Literature on project integration management especially as applied in diverse sectors indicated that the concept is implemented better under complex and uncertain environments.

Extant literature is not explicit on the specific challenges that organizations in the construction sector face when they fail to adopt process integration for effective implementation of projects given that housing is a very sensitive sector across economies and the attendant projects as enablement functions. The specific process integration subset as adopted is contingent upon organizational working within the ecosystem.

RESEARCH METHODOLOGY

Pandey and Pandey (2021) indicated that a research design is the overall strategy for conducting a study in order to survey specific testable research hypotheses of interest. Gupta and Gupta (2022) defined a research design as the overall strategy for conducting a research study in order to scrutinize specific testable research questions adding that it is a framework and procedure for conducting research that encompasses the decisions from broad assumptions to detailed methods of data collection and analysis. This study adopted cross-sectional survey research design which is deemed to be suitable as data about a phenomena is collected at a particular time.

Target population describes the entire group of people, events, or objects which may be real or imagined, among which a researcher may extrapolate study findings. Conversely, an accessible population is made up of all the people who could possibly be part of the study sample (Pandey *et al.,* 2021). The first level of the study's target population were the six (6) affordable housing construction projects being implemented in Mombasa County, Kenya, and are at varying stages, making the unit of analysis. The second level was the accessible population which was made up of three hundred and ninety eight (398) specialized employees including consultants, architects, engineers, quantity surveyors and representatives of contractors.

A sample is a portion of the population that has been carefully chosen to participate in a research project and in in essence, a sample is a subset of the population that is of particular interest (Zina, 2021). Sampling is justified by the need to evaluate the characteristics of the selected sample in order to assess the attributes of the entire population. This study adopted Nasiurma (2000) formulae to derive the sample size as shown;;

$n = (Ncv^2) / (cv^2 + (N-1)\ e^2)$

where;

n = Sample size

N = Population

cv = Coefficient of variation (take 0.7)

e = Tolerance at desired level of confidence (take 0.05 at 95% confidence level).

The substituted values in determining the sample size from the target population are;

$n = 398*0.7^2 / (0.7^2 + (398 – 1)\ 0.05^2)$

n = 195 / 1.5

n = 130

The study employed questionnaires to gather data for analysis in support of or opposition to the research hypotheses. The reason why questionnaires are so popular is that they allow researchers to obtain data quite simply and code the responses they receive with ease. Compared to other instruments, questionnaires have the advantage of being able to collect data from large samples, don't allow for bias because most of them are presented in paper, and frequently maintain confidentiality (Stanton *et al.,* 2022). A questionnaire is a very convenient way of collecting information from a large number of people within a period of time.

For this study to conform to all ethical issues relating to research endeavour, an approval letter sanctioning the study was sought from the appropriate department of Jomo Kenyatta University of Agriculture & Technology and the same was shared with participating institutions in the research process of filling questionnaires. A research permit was sought and obtained from National Commission for Science, Technology and Innovation (NACOSTI) and the researcher also wrote a request letter to participating institutions.

The research questionnaire was tested on approximately 20% of the study population, with respondents being identified from the target population but did not eventually participate in the study, principally to avoid repeat

bias which is what is generally recommended in social sciences (Buntin, 2020). The researcher used purposive sampling in choosing respondents for pilot testing.

RESEARCH FINDINGS AND DISCUSSION

Response Rate

A total of one hundred and thirty (130) questionnaires were distributed to respondents who were identified to participate in the study, and one hundred and eighteen (118) questionnaires were filled and returned representing 90.7% of the distributed questionnaires. Sataloff and Vontela (2021) indicated that a response rate of 50% is considered to be average, between 60% and 70% is deemed adequate, and a response rate above 70% is thought to be excellent hence the attained rate of 90.7% was appropriate for conducting analyses and making conclusions.

General Information

Descriptive statistics showed that 44.1% of the respondents were contractors' staff, 26.4% were County technical staff, 25.4% were engineers, 14.4% were architects, while quantity surveyors and consultants were made up of 12.7% and 3.4% respectively. Statistics also showed that 52 respondents had over ten years of experience working on similar projects and 51 had served for between five and ten years, while 15 had served for below five years.

Implementation of Affordable Housing Construction Projects

The responses provided by respondents regarding the statements pertaining to implementation of affordable housing construction projects are shown in Table 1;

Table 1: Implementation of Affordable Housing Construction Projects

Statement	n	Mean	Std. Deviation
My institution always gathers feedback from relevant stakeholders about project deliverables.	118	3.75	.829
In my institution, project specifications are reviewed against results.	118	4.06	.743
My institution ensures that there budget compliance for all projects.	118	3.88	.907
Schedule requirements for all projects are observed in my institution.	118	3.82	.873
My institution reviews team satisfaction on all projects that are undertaken.	118	4.05	.702
Quality measurements are performed for all projects that are undertaken in my institution.	118	3.83	.890
My institution ensures that cycle time for projects is reduced.	118	3.73	.921
My institution ensures that there is continual improvement in projects undertaken.	118	4.24	.713
Valid N (listwise)	118		

n = 118 (SD = Strongly Disagree; D = Disagree; N = Neither Agree nor Disagree; A = Agree; SA = StronglyAgree) *Mean = (Strongly Disagree = 0 – 1.8; Disagree = 1.9 – 2.6; Neither Agree nor Disagree = 2.7–3.4; Agree = 3.5 - 4.2; Strongly Agree = 4.3 – 5.0).

Standard deviation values for all items in Table 4.9 were less than two (< 2) signifying that there was a general convergence of opinion and the item on project institutions ensuring there being continual improvement in projects undertaken returned the highest mean score (M = 4.24, SD = .713). The results concurred with Uvarova *et al.,* (2023) examined ensuring efficient implementation of lean construction projects using building information modeling.

Process Integration and Implementation of Affordable Housing Construction Projects

Table 2 presents the responses provided regarding questionnaire items on process integration and its influence on implementation of affordable housing construction projects;

Table 2: Descriptive Statistics for Process Integration

Statement	n	Mean	Std. Deviation
My institution always prepares a project charter to outline project justification.	118	3.97	.733
In my institution, all projects have clear project objectives.	118	4.01	.698
My institution usually prepares a project scope statement.	118	3.73	1.001
Project managers in my institution usually prepare a list of deliverables and due dates.	118	3.95	.794
Projects done by my institution usually have detailed project schedules.	118	3.71	.888
My institution usually has a risk assessment and management plan.	118	3.56	.948
My institution ensures that projects have clearly defined roles and responsibilities.	118	3.78	.786
My institution always identifies and meets stakeholders to seek buy-in.	118	4.01	.745
Valid N (listwise)	118		

n = 118 (SD = Strongly Disagree; D = Disagree; N = Neither Agree nor Disagree; A = Agree; SA = Strongly Agree) *Mean = (Strongly Disagree = 0 – 1.8; Disagree = 1.9 – 2.6; Neither Agree nor Disagree = 2.7– 3.4; Agree = 3.5 - 4.2; Strongly Agree = 4.3 – 5.0).

Results in Table 2 indicate that standard deviation values for all items were less than two (<2) suggesting that the views by respondents significantly converged. The strongest convergence in opinion was on the statements about project institutions having all projects with clear project objectives (M = 4.01, SD = .698), and project institutions always identifying and meeting stakeholders to seek buy-in (M = 4.01, SD = .745) respectively. The results concur with Keseko and Tumuti (2025) who reviewed project integration management and performance of building construction projects in Nairobi City County, Kenya.

Regression Analysis

Regression analysis is a set of statistical techniques that are used to estimate the relationships between a dependent variable and one or more independent variables, and can be used to forecast future relationships between variables and also assesses the strength of current relationships (Majka, 2024). The linear regression model that was applied in this study is shown;

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where;

Y = Implementation of Affordable Housing Construction Projects

β_0 = Constant term

β_1 = Beta Coefficient

X_1 = Process Integration

ε = Error term

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.698[a]	.487	.457	.38770
a. Predictor: (Constant), Process Integration				
b. Dependent Variable: Implementation of Affordable Housing Construction Projects				

According to Table 3, the correlation coefficient, represented as R was .698, indicating a strong and positive relationship between process integration and implementation of affordable housing construction projects in Mombasa County, Kenya. The model explained 48.7% variation in implementation of affordable housing construction projects in Mombasa County, Kenya. This was supported by R square value of .487, which measured the proportion of variance in project implementation that was explained by process integration in the regression model. The score showed a fair fit, indicating how well the model predicted the outcome. The standard error of .38770 denoted the deviation from the line of best fit.

Table 4: ANOVA Results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.830	1	9.830	110.449	.000[b]
	Residual	10.356	116	.089		
	Total	20.186	117			
a. Dependent Variable: Implementation of Affordable Housing Construction Projects						
b. Predictor: (Constant), Process Integration						

ANOVA Table 4 shows that the p-value = .000 < 0.05 thus indicating that the model was statistically significant in establishing the influence of process integration on implementation of affordable housing construction projects in Mombasa County, Kenya. The regression model of the independent variable and the dependent variable was significant (F (1, 116) = 110.449, p-value = .000).

Table 5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.232	.516		4.326	.000
	Process Integration	.499	.140	.487	3.564	.000
a. Dependent Variable: Implementation of Affordable Housing Construction Projects						

The regression equation was represented as;

$$\mathbf{Y = 2.232 + .499X_1}$$

Where;

Y - Implementation of Affordable Housing Construction Projects

X_1 - Process Integration

Results in Table 5 present the beta coefficients of the independent variable operationalized by process integration and its influence on the dependent variable which was implementation of affordable housing construction projects in Mombasa County, Kenya.

DISCUSSION OF FINDINGS

Results in Table 3 show that there was a significant relationship between process integration and implementation of affordable housing construction projects as confirmed by the correlation coefficient denoted as r value of .698. The variable registered an r square value of .487 indicating that 48.7% of the variation in the target variable was explained by the regression model.

The ANOVA results presented in Table 4 indicate that the model was statistically significant in determining the influence of process integration on implementation of affordable housing construction projects in Mombasa County, Kenya, with a p-value of 0.000 which was less than the selected significance level of 0.05. It was therefore concluded that the proposed model was significant in predicting the relationship between the independent variable and the dependent variable given that the value of F-calculated was 110.449 which was greater than the F-critical (F 1, 116 = 3.922), also corroborating that the independent variable was suitable to be used to predict implementation of affordable housing construction projects in Mombasa County, Kenya.

Table 5 presents findings on regression coefficients which formed the model equation, and had implementation of affordable housing construction projects in Mombasa County, Kenya returning a constant value of 2.232 if process integration were to be held to a constant of zero. The beta coefficient (β) of process integration was X_1 = .499, p-value .000; indicating the individual variables' influence on the dependent variable was significant.

The results agree with Jahan (2024) who reviewed integrating project management techniques and stakeholder engagement for comprehensive project success with a multi-domain analysis. In addition, the results also concur with Matheka and Mungai (2024) who reviewed project integration management and performance of digitalized projects in telecommunications industry in Nairobi City County, Kenya.

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

The general objective of the study was to determine the influence of process integration on implementation of affordable housing construction projects in Mombasa County, Kenya. The study found that the influence of process integration on implementation of affordable housing construction projects was significant, noting that in most project institutions, all projects had clear project objectives, and also that project institutions always identified and met stakeholders to seek buy-in before embarking on major project undertakings.

The study concluded that process integration had a positive and significant influence on implementation of affordable housing construction projects in Mombasa County, Kenya. It was noted that in most project institutions, all projects had clear project objectives, and also that project institutions always identified and met stakeholders to seek buy-in before embarking on major project undertakings. Moreover, it was noted that project institutions always prepared a project charter to outline project justification, detailing all the activities that would be undertaken during project implementation.

The study recommends that project institutions need to have a risk assessment and management plan to proactively navigate uncertainties, protect assets, and ensure the successful delivery of project objectives. Without a formal, structured plan, projects are highly susceptible to cost overruns, delays, and unexpected failures that can damage an organization's reputation and financial stability. By identifying financial, technological, or safety risks, institutions can allocate resources more efficiently, ensuring protection against losses.

This study adopted cross-sectional survey research design which involves collecting data at a particular point in time, but it is important to note that the projects under review were being undertaken over a period of time. Deriving strong conclusions about the model's direction of causality may therefore have been impaired under the circumstances, and therefore as a result, the relationships between the study variables may require to be interpreted with greater focus, and that causes a lack of universal model interpretation especially for multiple regression. It would therefore be helpful for future studies to establish the general influence of process integration on implementation of affordable housing construction projects using longitudinal research design in which data is collected over a spread of time in order to allow for detailed examination of the direction of causality among variables.

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