
Meta-Analysis of Initiation Process Group and Project Success of Housing Development in Lagos State, Nigeria

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Abstract

This study was carried out to identify the project initiation procedures that significantly impact project success in light of the frequent project failures in many housing construction projects. This is with the aim of assisting project managers and other construction organisations in determining the project initiation process tasks that are crucial for a project's successful completion. PRISMA technique was used as a methodological approach. First, the researchers made criteria for inclusion and exclusion of studies along with the application of a set of keyword research strings to identify the relevant research articles. Second, prominent scientific search databases like ResearchGate, Springer and Science Direct were used to mainly search the relevant literature. The findings revealed that involvement of project stakeholders, the project charter and funding are the project starting stages that have the greatest impact on the success of housing construction projects. The researchers concluded that the success of a project is positively impacted by an efficient initiation phase and recommended that project initiation processes should be given priority due to their effects on project success.

Keywords: Project Initiation, Stakeholders, Project Charter, Project Success

Introduction

Every human being has a basic need for housing as a means of comfort and habitation. It is crucial to the growth of any country since it measures both the welfare of its citizens and the viability of its economy. According to economic theory, housing investment boosts employment and fixed capital development (Ajayi, Faremi, Roger & Uwaje, 2020). The first of the five project management process groups is the initiation group. It entails laying the fundamental foundation required to develop and define the project, typically at the organisational level. The ability of a project to accomplish its aims and objectives can be characterised as a measure of its success. However, a study on a global project management survey that comprised ten thousand, six hundred and forty (10640) projects found that just 2.5% completed their project with a 100% success rate (Chohen, 2019). In addition, despite having over 190 million inhabitants, Nigeria's housing sector still only contributes 3.0% of the country's GDP and only about 100,000 new homes are built each year (Ajayi *et al* 2020).

By focusing on project formulation, strategy, history and product descriptions, Kihuga (2018) investigated the impact of the project initiation process on building project success in Kenya. The project manager, finance, clarity of duties and responsibilities, and project charter were not considered by the study. Additionally, Shah, Mulliner, Singh & Ahuja (2022) looked into the crucial success criteria for affordable housing projects in India with an emphasis on policy and government support, funding, sustainability and the use of project management practise. The study made no mention of timely delivery, project scope or the availability of physical and human resources, which characterise a project. On housing developments, this study did a meta-analysis of the methods used to initiate projects and the outcomes of those projects.

Conceptual Review

Project initiation is the initial and most crucial process group that, if carried out well, can lead to project success (Sima, 2022). The project initiation process group, according to Kloppenborg, Manolis & Tesch (2019), is a crucial step that ultimately results in a strong project foundation. The success of the project is adversely affected by ineffective project beginning processes, which result in improper project development (Obalemo, 2021). According to Cao & Hoffman (2020), a project's ability to meet its goals for cost, duration, quality, and user happiness is a key indicator of its success. Ika & Pinto (2022) added to the complexity of projects by defining success as dependent on the realisation of benefits, perceptions of stakeholders, on-time delivery, and sustainability. Project manager performance, project ownership success and project investment success were all linked to project success by Zwikael & Meredith (2021). By improving strategic choices, coordinating company objectives, and reducing risks, a stakeholder plays a significant part in the long-term success of an organisation (Hussain, 2019).

Theoretical Review

Theory of Constraints

On the basis of its applicability, this study is founded on the theory of constraints. The process of detecting and eliminating limitations in organisational processes that are impeding organisational goals is known as the theory of constraints (TOC), which was created by Goldratt in 1990. According to the idea (Githinji, Ogolla & Kitheka, 2020), project management success depends on managers' ability to effectively manage organisations under the premise of system thinking and constraint management. In order to increase performance, TOC has been used in project management, production planning and control practices (Mkutano & Sang, 2018). It aids in identifying the most important bottlenecks in the systems and processes.

Empirical Review

Obalemo (2021) investigated the effects of project management processes on project success with focus on construction firms in Abuja. The researcher employed a descriptive research design using survey techniques with population of study comprising of 520 employees. Spearman Rank Order Correlation Coefficient was used to analyse the data

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collected from the study with statistical package for social science (SPSS). The correlation coefficient of 0.716 indicates that project management processes have significant relationship with project success. The findings of the study revealed that if project management processes are well managed, there is a very high possibility of having a viable project that will guarantee a sound business success. It was recommended that project management operations should be developed and skilled personnel should handle the operations.

Gichure & Gachengo (2022) investigated the influence of project initiation process on the performance of water projects in Murang'a county, Kenya, using survey research design. The target population of the study was 20 constructed water projects. Semi-structured questionnaire was used to get the primary data. The data collected were analysed with the use of a descriptive and inferential analysis. The correlation coefficient of 0.643 indicates that project processes have significant relationship with project success. The findings of the study concluded that the performance of the water project in Murang'a county, Kenya was positively and significantly impacted by project initiation process. The study recommended that project managers should consider stakeholders involvement project viability during the project initiation stage.

Mutwiri, Were & Otieno (2018) examined the effects of project initiation and identification procedures on the accomplishment of Constituency Development Fund (CDF) construction projects in Kenya. The study was pegged on theory of constraints. The CDF projects were sampled using stratified random sampling technique. Questionnaire was used to collect primary data. Based on the value of coefficient of determination, project initiation and identification account for 43.4% of CDF project success. The researcher found that project identification and initiation practices have a positive and significant effect on the success of CDF Construction Projects in Kenya ($\beta=0.519$, $p=0.000$). The researcher recommended that community needs should be well identified and the community members be involved in the identification of the project.

Duncan & Ngugi (2022) investigated the influence of project initiation on project performance among infrastructure projects in Meru County, Kenya. The research design used was a descriptive cross-sectional design with a quantitative approach. Simple random sampling was used to choose respondents, stratified random sampling was utilised to sample the projects. 140 respondents were selected as a sample from 28 infrastructure projects in Meru County. A structured questionnaire was used to collect primary data. With the use of SPSS, descriptive statistics, correlation analysis and regression analysis were used to analyse the data. Project initiation and project performance both revealed a high positive and significant link, according to correlation analysis. The study concluded that good project initiation results in greater project performance.

Methodology

According to Mohammed, Samah, Samsuddin & Ali (2019), systematic literature review (SLR) is a method of systematically making sense of large bodies of information in order to offer convincing evidence to address some compelling issues and establish a

framework for future research. The method is especially appropriate when the subject under research is dispersed across different disciplines of study, as in the project initiation phase or project implementation. Peer-reviewed English papers published in reputable journals that were listed in the Emerald Insight, Sustainability, Frontiers, ScienceDirect, ResearchGate, Springer and Web of Science databases were the only ones that could be found during the search. Additional bibliographic data is provided by these databases. Because there were so few articles on project commencement procedures and project success, a snowball strategy was also used. From 2011 to 2022, a comprehensive study of the literature was conducted.

A total of 142 articles related to the topic were extracted in which screening of the articles resulted into 118 articles that are subjected to further screening. The selected papers (n = 118) were subsequently screened using the inclusion and exclusion standards, as shown in table 1. The Preferred Reporting Items for Systematic Review and Meta-Analysis (PRISMA) Statement criteria as shown in Figure 1 was used to guide the reporting of this systematic review in order to prevent errors, bias, and produce high-quality results (Sarkis-Onofre, Catalá-López, Aromataris & Lockwood, 2021).

Table 1: Inclusion and Exclusion Criteria

Criterion	Inclusion	Exclusion	Justification
Context	Project initiation process, project management process, success factors in housing construction, project success, project performance	Other than project success in IT and software designs	Only include articles with explicit discussion on project initiation process that could answer the research question
Intervention	Project initiation process	Book chapters, conference proceedings, literature review	Only articles with primary data and explicit discussion on project initiation process towards a successful construction project
Output	Critical success factors for a successful housing construction.	Book chapters, conference proceedings, literature review	Articles with primary data and explicit discussion on influence of project initiation process on project success in construction project.
Literature type	Journals (research articles)	Articles without primary data e.g., book chapters, conference	Only include articles with primary data to avoid synthesis error variance in secondary sources.

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Language	English	proceedings, literature review	Other than English	To avoid translation error variance
Timeline	2011 – 2022	< 2011		To review latest development on project initiation and project success

Source: Researcher’s compilation (2023)

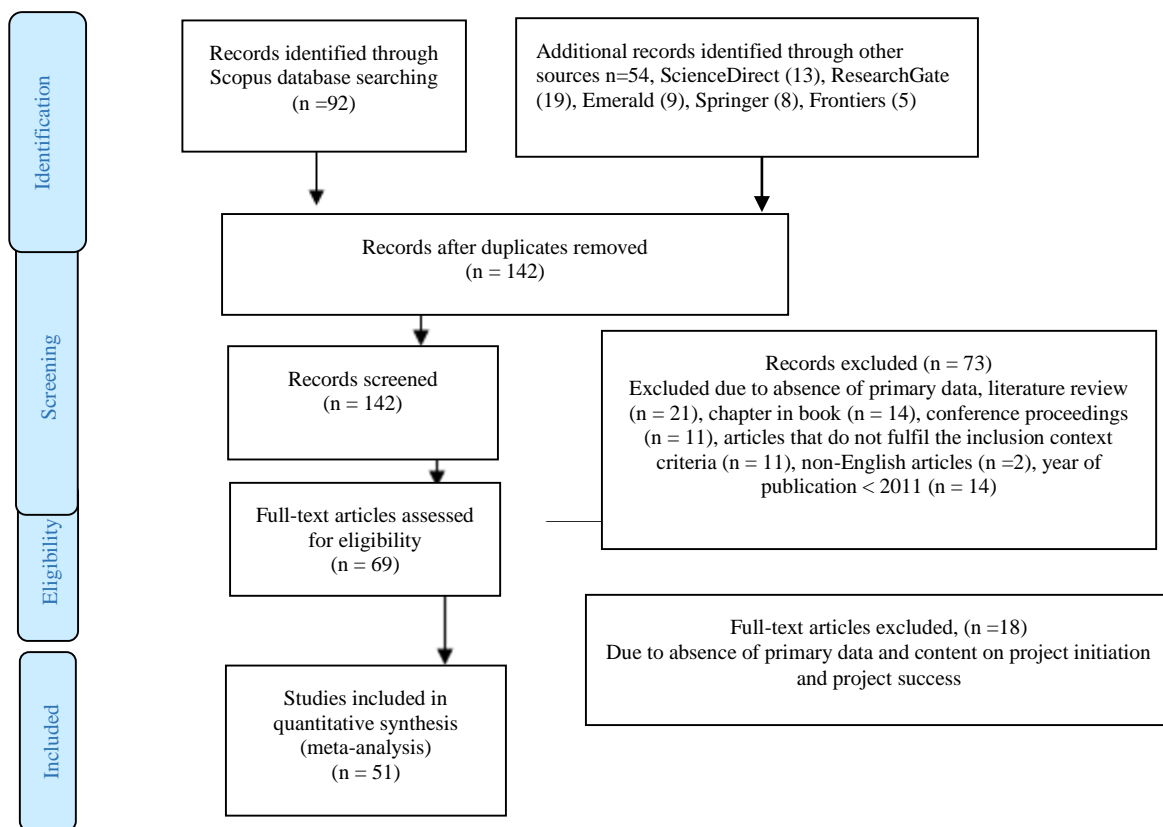


Figure 1: Systematic review-process flow (PRISMA)

General Characteristics of the Selected Studies

The descriptive analysis of the included papers allowed for the identification of patterns and trends in studies of project initiation and project success in housing development. Although, the study of project success is a common topic, researchers hardly ever focus on the study of how projects are initiated. The articles used in this investigation were published in 51 journals and peer-reviewed conference publications, as shown in table 2.

Table 2: Lists of accessed Journals

Discipline	Journal	Nos of Publications
Engineering and science	Journals of construction engineering and management	4
	Journals of science, technology and environmental engineering	13
	International journals of project management	9
Business and finance	Journals of business and administrative studies	5
	Journals of management, finance and risk	10
Psychology and society	Journals of Social and behavioral sciences	5
	Journals of social sciences and humanities	5

Source: Researcher’s compilation (2023).

Areas of Interest

Figure 2 depicts the frequency distribution of the articles. It was noted that 33% of the publications concentrated on project initiation processes and 6% on project success criteria, while 55% of the articles concentrated on the effects of project management practices on project success in construction enterprises.

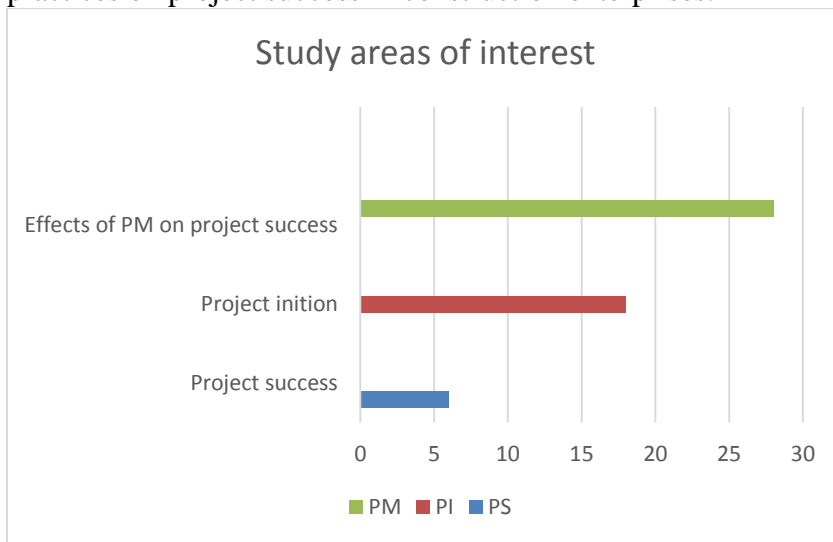


Figure 2: The distribution of articles according to areas of interest

Countries and Area of Interest of Articles

Twenty-one (21) journals were accessed, of which 10 reported on project success. Five (5) journals reported on project initiation and six (6) countries reported on both project

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initiation and project success. This suggests that little research has been done on the project initiation process in general. Kenya has the most journals covering the beginning stages of projects.

Years and Number of Publications

The highest number of publications on the study area was recorded in 2018 as shown in figure 3. There was no publication on this study area in 2012 and 2013 while few studies were recorded between 2014 and 2017. The rate of publication on the study area increased between 2017 and 2022.

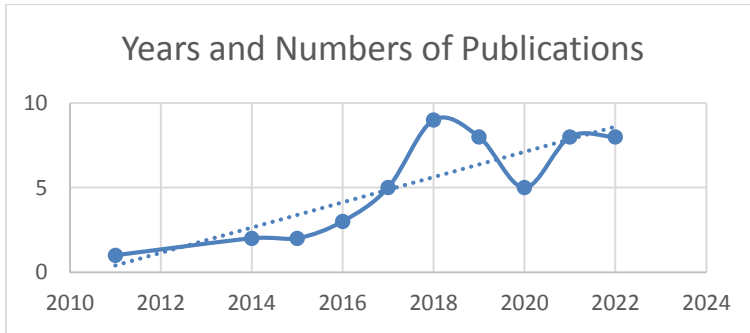


Figure 3: Distribution of journals between 2011 and 2022

Distribution of Articles by Type of Methodology

Researchers employed a survey research design (29 journals), case studies (4 journals), a descriptive research design (11 journals), a mixed research design (3 journals), an explanatory design (2 journals) and an exploratory design (2 journals) as shown in figure 4.

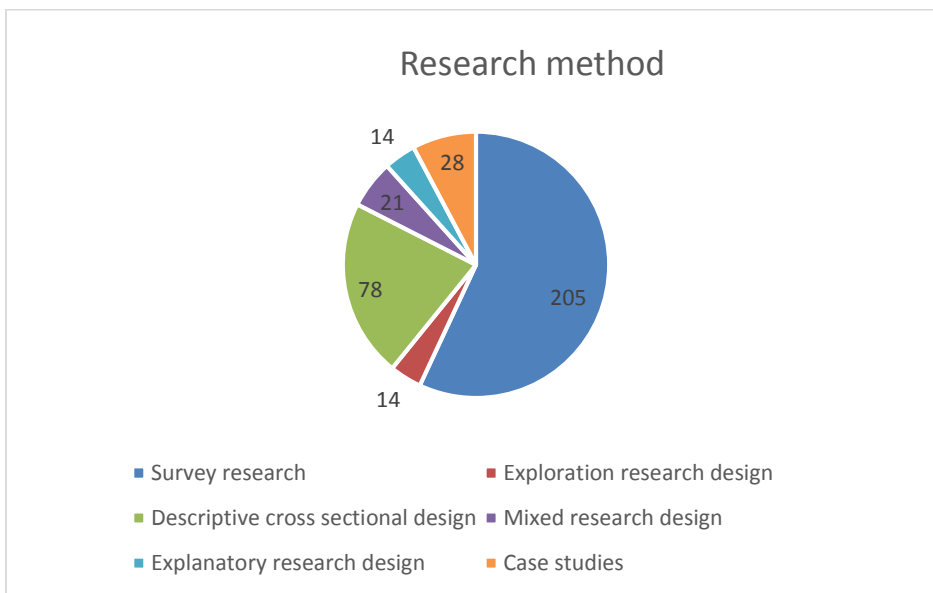


Figure 4: Methods used by Researchers

Research Findings

Project Initiation Processes and Project Success

According to research results taken from journal articles, 39% of researchers claimed that project management practices and success are related, 37% claimed that a successful project initiation process contributes to project success and 24% claimed that success factors are not the same for all kinds of projects.

According to the review, project stakeholders' involvement, participation or engagement is the process that has the greatest impact on the success of housing development projects. Although, the initiation phase can significantly affect a project's success, academics sometimes ignore it because the impact is frequently indirect and challenging to assess. Over the course of the whole study period, there was considerable interest in the project stakeholder. The project charter and funding were examined in 18% and 20% of papers, respectively, on average.

Since 2015, there has been a marked increase in the amount of research on project success. According to the data taken from the journals, 24% of the authors reported various success factors for determining successful projects, 39% of the authors agreed that project management practices have an impact on project success, and 37% reported that a successful initiation phase is positively correlated with project success.

Constructs involved in Project Success Factors

The literature review allowed us to indicate the following constructs involved in project success factors as shown in table 4.

Table 4: Summary of Project Success Factors

Project Success Factors	Reference
Time	Hussain (2019)
Effective communication	Hussain (2019), Mkutano & Sang (2018)
Project Stakeholders	Hussain (2019), Mkutano & Sang (2018), Luvuga & Ngan (2019)
Project manager	Hussain (2019)
Clarity of roles and responsibilities	Hussain (2019)
Finance	Shah <i>et al</i> (2022), Luvuga & Ngan (2019), Uwangira & Rusibara (2020)
Quality	Uwangira & Rusibara (2020)
Human & Physical resources	Uwangira & Rusibara (2020), Luvuga & Ngan (2019)
Profitability/viability	Zwikael & Maredith (2019)
Planning	Luvuga & Ngan (2019)
Project management practice	Shah <i>et al</i> (2022)
Achieving project objectives	Zwikael & Maredith (2019)
Sustainability	Shah <i>et al</i> (2022)
Effective project initiation process	Obalemo (2021)
Policy and Government support	Shah <i>et al</i> (2022)

Constructs involved in Project Initiation Processes

The literature review allowed us to indicate the following constructs involved in project success factors as shown in table 5.

Table 5: Project Initiation Drivers

Project Drivers	Initiation	Reference
Effective communication/meetings		Duncan & Ngugi (2022)
Shareholder participation		Mutwiri et al (2018), Githinji et al (2020), Gichure & Gachengo (2022),
Risk identification		Kamau & Paul (2018), Duncan & Ngugi (2022)
Budget statement	/ Scope	Kamau & Paul (2018), Kihuya (2018), Duncan & Ngugi (2022),
Project team		Kamau & Paul (2018)
Innovation		Kamau & Paul (2018)
Defined goals and objectives	goals and	Kihuya (2018), Duncan & Ngugi (2022), Gichure & Gachengo (2022)
Feasibility studies		Mutwiri <i>et al</i> (2018), Kihuya (2018), Duncan & Ngugi (2022),
Project identification/Needs assessment		Mutwiri <i>et al</i> (2018), Githinji et al (2020)
Project charter		Mutwiri <i>et al</i> (2018), Duncan & Ngugi (2022)
Fund		Kihuya (2018), Githinji <i>et al</i> (2020), Duncan & Ngugi (2022), Gichure & Gachengo (2022)
Project manager		Gichure & Gachengo (2022)

Discussion of Findings

The project initiation process group is the first of the project management process groups and it includes the creation of project guidelines and criteria, authorisations, funding, feasibility studies, scope statements, identification of likely risks, goals and objectives that are being defined by relevant stakeholders, gathering customer requirements, identifying stakeholders, business cases, project charters, selection of a project manager and creation of measurable objectives. These preparatory steps are being taken to establish a strong foundation for the project and improve its performance in order to achieve project success. The influence is frequently indirect and challenging to assess; therefore, researchers frequently ignore it. The importance of the initiation stage on project success, however, has been highlighted by this study.

According to the analysis, the involvement, participation or engagement of project stakeholders has the greatest impact on the success of housing development projects. Stakeholders' active involvement in the project supports its viability, effectiveness and performance (Dwivedi & Dwivedi, 2021).

Conclusion

The study's conclusions and suggestions are important because they show which aspects of the project initiation process are crucial to a project's successful conclusion. The study's conclusions and recommendations will offer pertinent information to project managers, government officials, academics and construction industry executives so that they can make effective decisions about the best combination of project initiation processes to use. In addition, it will aid in determining which project initiation procedures are crucial for a project's successful conclusion. The study would also benefit other researchers in the field by providing a source of reference information and a framework for future research on the effects of various project initiation process on project success.

Implications for Practitioners

It is required to make the following recommendations in light of the study's findings on the project start procedure and project success and of articles from earlier publications:

1. To guarantee successful project delivery, organisations should involve essential stakeholders from the beginning of every project.
2. To prevent project abandonment, sufficient funding must be available before the project begins.
3. Due to their impact on project success, project initiation processes must be prioritised.

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