



## AN APPRAISAL OF INNOVATIVENESS OF CONSTRUCTION PROFESSIONALS TO THE DEVELOPMENT OF THE SERVICE SECTOR IN NIGERIA



Ikupolati, A. O. <sup>1</sup>, Olaleye, Y. O. <sup>2</sup>, Faruna, D.O. <sup>3</sup>

<sup>1</sup> Center for Entrepreneurship Studies, University of Abuja

<sup>2</sup> Department of Quantity Surveying, Kaduna Polytechnic, Kaduna, Kaduna State, Nigeria

<sup>3</sup> AG Vision Construction Nigeria Limited, Abuja

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### Abstract:

The aim of this study is to investigate the innovativeness of Construction Professionals in the built environment to the development of the service sector in Nigeria. This was achieved by establishing the organizational core values of construction professionals and the roles of team management of construction professionals' contribution to the development of service sector in Nigeria. In this study, construction professionals were restricted to only those in the built environment, consists of Architects, Builders, Estate Values, Land Surveyors, Quantity Surveyors and Town Planners. The questionnaire was designed based on open-ended format of the items used. A total of 304 questionnaires were sent out to registered professionals in the built environment in Abuja and Lagos towns where construction of the built environment is visible. 204 questionnaires representing 67% of the sample were returned and deemed usable. The data was analyzed using percentage and linear regression for descriptive and inferential Statistics respectively. Study established that 100% of the respondents agreed that innovativeness of construction professionals was statistically significant in explaining the development of the service sector in Nigeria. The study concluded that innovativeness of construction professionals contributes to the development of the service sector in Nigeria. The study recommends capacity building as this is paramount to development of service sector in Nigeria through training, workshop etc.

### Keywords:

Construction Industry, Gross domestic Product (GDP), Innovativeness and Professional Services.

### Introduction

Organizational Culture is the collective programming of the mind which distinguishes members of one organization from another. The construction industry is a significant contributor to its respective economy as it cuts across all aspects of human activities (Delie, Radkawk, Makairo and Peculisa, 2013). Its contribution ranges from enabling the procurement of goods and services to the provision of building and other infrastructures, thereby providing employment opportunities to its Labour force while contributing immensely to the Gross Domestic Product (GDP) (Makhdoomi, 2018).

The new century has brought with it several changes with such advancement in technology and innovation to the construction industry and hence, challenges to the construction industry and the professionals who operate within it. In addition, there are also construction specific problems of fragmentation and merging or blurring of professional service boundaries.

The construction industry is one of the most important service sectors that small and Medium Enterprises (SMEs) are involved in. construction industries are not "footloose", hence all progress that is made in improving the sustainability and performance of the construction industry, benefits the regions and countries they operate in, while at the same time, knowledge and experience can be built up internationally to strengthen the competitive position of the industry.

The construction industry in Nigeria contributes about 11% of GDP and provide 4% of total employment (CBN, 2008). Building and construction enterprise contribute largely to the economic growth of any nation and as such places huge demand on the sector to deliver the desired value for money. Small and medium construction enterprise play an important

role particularly in terms of employment creation and value orientation, thus the need for efficiency within the sector cannot be overemphasized (Ofori, 2001). The objective of this study is to investigate the innovativeness of construction professionals to the development of the service sector in Nigeria.

### Specific Objectives

1. To examine the effects of organizational core values of construction professionals on the development of the service sector in Nigeria
2. To examine the effect of team management of construction professionals on the development of the service sector in Nigeria.

### Research Hypothesis

1. Ho: There is no significant relationship between organizational core values of construction professionals and the development of the service sector in Nigeria.
2. Ho: there is no significant relationship between the team management of construction professionals and the development of the service sector in Nigeria.

### Literature Review

#### Innovativeness of Professionals

Innovativeness within the construction firms relies on the management of knowledge acquisition and the capturing of projects based on learning for future use. Innovation was specifically defined to include both technologically and organizational improvement (Egbu, Hari, Renukappa, & Kangari, 2018). Incremental as well as radical or breakthrough changes were both regarded as innovations. Construction professionals generally, saw the construction

industry as the main driver of innovation. Majority of construction professionals regarded innovation as generally profitable. Increased training and information programs, best practice demonstration and the hiring of skilled people as ways of encouraging innovation. They also saw a need for more open construction attitudes. Awareness of this multi-dimensional nature of innovation is unevenly spread through the different areas of the industry and different points along the process. This explains some of the variations in favored strategies to encourage innovation (Aje & Joshua, 2020). Most innovative work is done in teams, but creative performance varies from team to team. Performance in generating and promoting ideas within a team is found to correlate with its motivational orientation (Zhao, Niu, & Chen, 2020). It is the process by which an individual or group make its actions consistent with its objectives, values and norms. Motivation can be prevention (Avoidance of losses) or promoting (obtaining benefits aimed at an ideal). In addition, innovative companies favor small, well-structured project teams and bring together individuals who excel in complementary discovery skills, good communication, and openness to new ideas, as well as the ability to challenge, thrust and help each other. Individuals thus benefit from the team's support (Muriel & Stephenie, 2018).

### ***Team management of Professionals***

#### ***Team management Skills and Strategies.***

##### ***i. Focus on Goals***

Micromanaging is one of the easiest ways to break a team quickly. Employees who are subjected to micromanagement may feel defensive, insecure, and that you do not respect or trust their opinions and experiences. Stay goal-oriented to avoid micromanaging, particularly in a remote work situation. Building a stronger and more dependable team will come from putting less emphasis on arbitrary performance metrics like hours worked and more on outcomes (Alinaitwe, Aji & Apolot, 2021).

##### ***ii. Have Clear Expectations***

To oversee a group without clear desires for your group individuals. It is troublesome to meet objectives and simpler to urge in to strife. For best performance, your group individuals got to know what is anticipated of them, when, where and why. Finding adjust inside your group and ensuring that obligations are dispersed equitably is imperative for fruitful group administration. On the off chance that you are doing not have clear desires from the starting, it is much less demanding for one group part to require on more work and ended up overpowered or feel unappreciated (Dainty & Loosemore, 2019; Ndekugri, 2019).

##### ***iii. Stay in Touch***

Solid groups are built on communication. Communication assurance may shift depending on the work, but numerous effective directors discover that every day check in calls are

a accommodating way to remain associated and on assignment. For group to be impressive and well educated, communication is key and exceptionally critical. This not as it were progress your efficiency but can offer assistance moreover in bond particularly in the event that you've got a farther or crossover group because it creates their certainty and believe (Hadjri, Kaoud, & Al-Sudairi, 2020)

##### ***iv. Embrace Technology***

Leveraging innovation to back your group may be a extraordinary technique and one that getting to be prevalent. Group chief ought to make beyond any doubt that staff has access to the technology they have to be succeed. You'll be able moreover depend on Technology like Video Conferencing and webinars for group building works out and preparing. In the event that you've got a farther group, innovation can moreover assist you collaborate with apparatuses like Google Docs and other cloud-based record sharing frameworks. Keep in mind, utilizing innovation ought to streamline your work and reduce push not cause perplexity (Rahman, Azman & Jaapar, 2021).

##### ***v. Be Human***

Concurring to Forbes, 89 percent of workers nowadays anticipate their managers to assist them adjust work and personal commitments. Group supervisor should remain adaptable and get it that your group individuals are human. Remaining sympathetic, working around peoples' interesting needs, and making beyond any doubt representatives take time to appreciate their lives exterior work will assist you create an upbeat, solid, faithful and tried and true group. (Sarmiento & Mora, 2018).

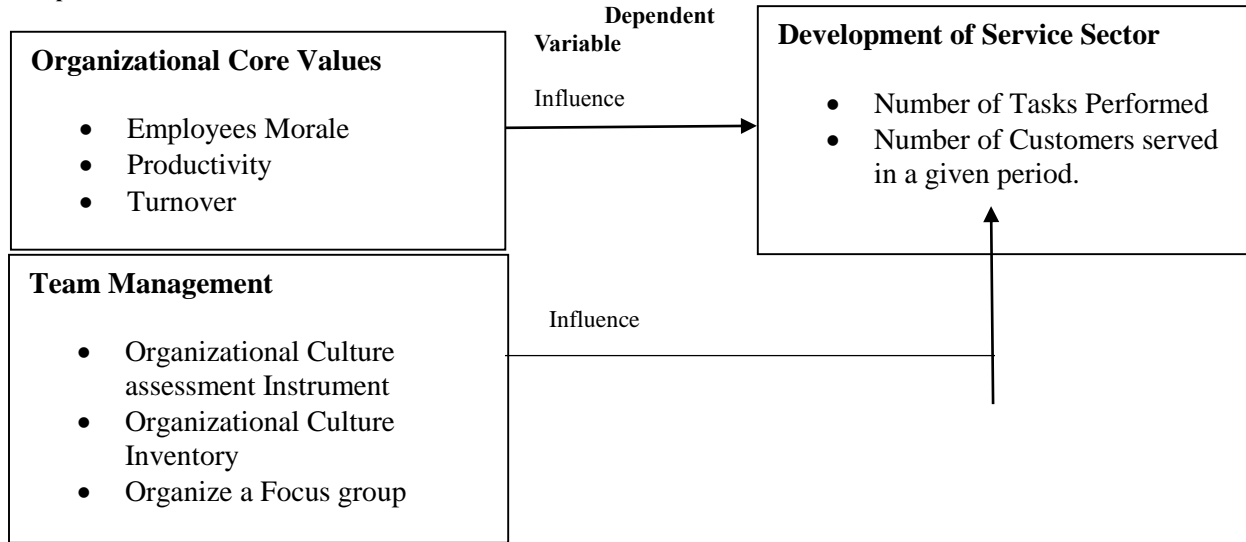
##### ***Organizational Culture Change Theory***

Change is a pervasive, persistent and permanent condition for all organizations. Not only are managers faced with continual change, but also the rate of change has been accelerated, some have described the growth in the rate of changes faced by organizations are exponential (Wu., Pheng & Fang, 2019). Effective managers must view managing change as an integral responsibility rather than a peripheral one. People in organizations now must change and adapt to advance their careers, to improve their productivity and to carry out a variety of roles in organizations, likewise, organizations must be flexible, creative and responsive to remain distinct, retain market share and grow new businesses, strategies and opportunities (John and Ivancervich, 2014).

##### ***Research framework***

The primary variable of interest of the study is the dependent variable of the development of the service sector in Nigeria which is measured by a number of tasks performed and number of customers served in a given period. The independent variable that may influence the dependent variable are organizational core value and team management of the construction professionals. The relationship between the dependent and independent variables are shown in figure 1.

**Independent Variable**



**Figure 1: Relationship between independent and dependent variable**

**Research Method**

In this research, construction professionals were restricted to only those in the built environment. They are Architects, Builders, Estate Valuers, Land Surveyors, Quantity Surveyors and Town Planners. For the purpose of data collection, a survey questionnaire was conducted among registered professionals with their respective professional bodies. The questionnaire was designed based on open-ended format of the items used. To test the content validity, the questionnaire was initially distributed to expert panel of 8 comprising Architect, Builder, Estate Valuer, Land Surveyor, Quantity Surveyor, Town Planner, Statistician and Academia knowledgeable in the area of firm development. This was followed by a pilot survey to get initial feedback on the content of the questionnaire. During the pilot survey, 15 respondents cutting across all the professionals in the built environment were collected and the questionnaire was then amended according to their comment before the actual feedback began. In the main survey, a total number of 304 questionnaires were sent out to the registered professionals in the built environment in Abuja and Lagos towns where construction is viable with high level of operations. After three months period, 204 (67%) of the questionnaires were returned and deemed usable. The data was analyzed using descriptive and inferential statistics to establish the findings.

**Data analysis**

Objective 1: To examine the effect of organizational core values of construction professionals on **the development of the service sector in Nigeria.**

**Descriptive Analysis**

Specifically, the study focused on employee’s morale, productivity and turnover factor. The study revealed that 100% of the respondents agreed that there are policies measure at stimulating employee’s morale, productivity and turnover of the professionals in all the firms studied.

**Inferential Analysis**

Development was regressed on organizational core values. The relationship among the variable is depicted below.

$$Y = B_0 + B_1X_1$$

Y= Development of the service sector in Nigeria.

B<sub>0</sub> = Constant (Coefficient of Intercept)

X<sub>1</sub>= Organizational Core Values

B<sub>1</sub>= Regression Coefficient

Linear regression was used to measure the linear relationship between the independent and dependent variables. Table 1 shows that the correlation Coefficient (R) between organizational core values and the development of the service sector in Nigeria. The coefficient of R<sup>2</sup> adjusted is 0.201 indicating that 20.1% of the variations in the development of the service sector in Nigeria was explained by organizational core values.

**Table 1. Model Summary**

Model	R	R <sup>2</sup>	R <sup>2</sup> Adjusted	Std Error for estimate
1	.601	.361	.201	2.31816

a predictor (Constant) Organizational Core Value

Table 2 shows an ANOVA test performed on organizational core value. It has a p-value equal to 0.004 which is less than α (0.05) therefore concludes that the model is significant and fit for use.

**Table 2 ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	19.021	1	19.021	10.45	0.004
Residual	7.313	4	1.828		
Total	26.334	5			

a. dependent variable: Development of Service Sector in Nigeria

b. Predictor (Constant): Organizational Core values

Table 3 shows regression coefficient B<sub>1</sub> is standardized because it has a bound, thus confidence interval can be formed. The table shows that linear relationship between organizational core values and development of service sector in Nigeria is  $Y = 12.250 + 6.062X_1$ , where Y is the

development of the service sector in Nigeria and X1 is organizational core values. The p-value of the slope of the model is 0.004 is less than  $\alpha$  (0.05) therefore Ho is rejected and it is concluded that organizational core values has a significant role in the development of the service sector in Nigeria.

**Table 3 Regression Coefficient**

Model	Unstandardized B	Coeff. Std Error	Standardized Coeff beta	t	Sig
Constant	12.250	10.288		1.254	.001
Innovativeness of employees	6.062	10.35	.601	1.503	.001

a. Dependent variable: Development of service sector in Nigeria.

Objective 2: To examine the effect of team management of construction professionals on the development of the service sector in Nigeria.

**Descriptive analysis**

The study revealed that 75.7% of the respondents agreed that there are policies measure on team management in their firms. Evidently, performance-based compensation has a positive effect upon employees and organizational performance.

**Inferential analysis**

Development was regressed on team management. the relationship among the variables are depicted below

$$Y = B_0 + B_2X_2$$

Y= Development of the service sector in Nigeria.

B<sub>0</sub> = Constant (Coefficient of Intercept)

X<sub>2</sub>= Team Management

B<sub>2</sub>= Regression Coefficient

Linear regression was used to measure the linear relationship between the independent and dependent variables. Table 4 shows that the correlation Coefficient (R) between team management and the development of the service sector in Nigeria is 0.605 implying a strong linear relationship between team management and development of the service sector in Nigeria. The coefficient of R<sup>2</sup> adjusted is 0.201 indicating that 20.1% of the variations in the development of the service sector in Nigeria was explained by team management.

**Table 4. Model Summary**

Model	R	R <sup>2</sup>	R <sup>2</sup> Adjusted	Std Error for estimate
1	.65	.366	.201	2.31816

a predictor (Constant) Team Management

Table 5 shows an ANOVA test performed on team management. It has a p-value equal to 0.001 which is less than  $\alpha$  (0.05) therefore concludes that the model is significant and fit for use.

**Table 5 ANOVA**

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	19.021	1	19.021	10.405	0.001
Residual	7.313	4	1.828		
Total	26.334	5			

a. dependent variable: Development of Service Sector in Nigeria

b. Predictor (Constant): Team Management

Table 6 shows regression coefficient B<sub>2</sub> is standardized because it has a bound, thus confidence interval can be formed. The table shows that linear relationship between team management and the development of service sector in Nigeria is  $Y = 12.250 + 6.062X_2$ , where Y is the development of the service sector in Nigeria and X<sub>2</sub> team management. The p-value of the slope of the model is 0.001 is less than  $\alpha$  (0.05) therefore Ho is rejected and it is concluded that team management has a significant role in the development of the service sector in Nigeria.

**Table 6 Regression Coefficient**

Model	Unstandardized B	Coeff. Std Error	Standardized Coeff beta	t	Sig
Constant	12.250	10.288		11.25	.000
Innovativeness of employees	6.062	10.35	.601	11.50	.000

a. Dependent variable: Development of service sector in Nigeria.

**Discussion**

This study established that 100% of respondents agreed that innovativeness of the construction professionals influenced the development of the service sector in Nigeria. All the respondents pointed out that there were policies aimed at stimulating organizational core values of professionals and team management in their firms.

For organizational core values correlation coefficient (R) is .601 implying strong linear relationship between organizational core values and development of the service sector in Nigeria. 20.1% of the variation in the development of the service sector in Nigeria was explained by organizational core value. The linear relationship between the two variables  $Y = 12.250 + 0.062X_1$ . For team management, the correlation coefficient (R) is 0.605 implying a strong linear relationship between team management and the development of the service sector. 20.1% of the variation to the development of the service sector in Nigeria was explained by team management. The linear relationship between the two variables is  $Y = 12.250 + 6.062X_2$ . Organizational core value and team management by the construction professional will bring about diversion of human capital that will eventually lead to the development of the service sector in Nigeria.

**Conclusion**

Organizational core values has enhanced the construction professional's morale and productivity capacity and the development of the service sector as the professionals are trained periodically to meet with current technology and

areas of diversification. Construction Professionals were encouraged to develop themselves by attending seminars, training and furthering their education. This has led to a high-capacity building for construction professionals in the built environment.

For organizational core values,  $H_0$  is rejected because P-value is less than  $\alpha$  (0.05) thus organizational core values of construction professionals have a significant role in the development of the service sector in Nigeria and Team management  $H_0$  is rejected because p-value 0.001 is less than  $\alpha$  (0.05), thus team management in the firms has a significant role in the development of the service sector in Nigeria. The researchers concluded that innovativeness of construction professionals contributed to the development of the service sector in Nigeria.

### Recommendations

1. All professionals in the construction industry are encouraged to further their education, attend conferences and seminars where new ideas are shared among colleagues so as to brace up with time and currency of discoveries. Capacity building is paramount to the development of the service sector in Nigeria
2. Construction professionals should be trained in new and current technology with new software in the various professions that will enhance the productivity capacity and development of the service sector in Nigeria.

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