# ASSESSMENT OF MANAGEMENT PRACTICE IN BUILDING CONSTRUCTION INDUSTRY IN FCT ABUJA

**BY**

**ONOURAH CHIBUZOR JOSHUA**

**MATRIC NO. 2006/25344BT**

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## CERTIFICATION

I, **ONUORAH CHIBUZO JOSHUA,** Matric No **2006/25344BT** an undergraduate student of the department of industrial and technology education certify that the work embodied in this project is original and has not been submitted in part or full for any other diploma or degree of this or any other University.

_____ _____

Name Signature/Date

## APPROVAL PAGE

This project has been read and approved as meeting the requirement for the award of B.Tech degree in Building Technology of department of industrial and technology education. School of Science and Science Education Federal University of Technology Minna.

_____ _____

Supervisor Sign/Date

_____ _____

Head of Department Sign/Date

_____ _____

External Examiner Sign/Date

## DEDICATION

This project is dedicated to God Almighty who made it possible for us to accomplish this work within the stipulated time and to all good-spirited individuals who appreciate other peoples endeavour and my bosom friend Alagwu Maryjane Chizoba who has always been my backbone in this research work.

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## ABSTRACT

Assessment of the management practices in building construction industry in (FCT) Abuja is to the growth and development in the Nigeria industry, the focus of this research therefore was on the identification of some of these administration management problems encountered by construction industry. Questionnaires were administered to two lecturers in building option in industry and Technology Education of Federal University of Technology Minna. Information collected through the questionnaire confirmed that the administrators encountered so many administrative problems. The findings of the study were that poor administrative skills affect the effective administrations of Construction Company. Based on the research findings recommendation were made on the need to develop management practice in building construction industry. All construction industry should provide sufficient and qualified administrator for the building construction industry. More computer aided device need to be made available to enhance the effectiveness of communication in a building construction industry.

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# CHAPTER ONE

# INTRODUCTION

## Background of the Study

The construction industry in Nigeria is one of the biggest industries and any extra cost means huge losses to the contractors and higher expenses to the clients in fact the Nigerian construction industry produces nearly 70% of the nation's fixed capital formation (Federal Office of Statistics (FOS) (2004), . Historical facts prove the existence of a build ability concept since long time ago. But the need for development of the concept began to be felt seriously in the construction industry due to great number of problems and difficulties that were faced during the 1960s and 1970s. During this period, the construction industry in many parts of the world declined in efficiency and quality. Yet its performance within the economy has been, and continues to be, very poor. For example, the Nigerian construction industry's contribution to employment has remained consistently at 1.0% over the last decade against the World Bank's average observation of about 3.2% in developing countries. The construction industry tends to define quality as the ability of products and processes to conform to the established requirements. These requirements are established characteristics of a product, process or service as specified in the contractual agreement.

Management is a critical factor in the successful management of building projects at the design and construction stages. Little efforts have been made to introduce quality management programmes and schemes in the Nigerian construction industry. This is reflected in the publication of only two codes of practice for use in the construction industry in 1973 by the Standard Organisation of Nigerian (SON) since its inception. These codes are outdated in relation to the present development in construction materials, design and site techniques. The first version of BS5750 Quality systems was published in 1979 by the British Standard Institute (BSI). BS5750 was reviewed in 1987 to be in harmony with the International Standards

Organisation (ISO 9000) series. SON has officially adopted ISO 9000 series for quality management in Nigeria. The impact of its implementation and certification in the Nigerian construction industry has not been seen. (Bamisile 2004). Quality in construction is concerned with meeting the requirements defined by the owner, designer and regulatory agencies (ASCE, 1990). Both (Marr, B. 2001) and (Latham, M. (1994) have suggested the consideration of quality as a major criterion in construction procurement systems in order to enhance the level of competitiveness and facilitate the production of higher quality construction,. Yet, quality remains an elusive attribute that has been defined in many different ways. (Oglesby, C.H., Parker, H.W. and Howell, G.A. (1989) consider quality as a subset of performance, in conjunction with productivity, safety and timeliness, while others seem to think of it in terms of "conformity to established requirements" or "fitness for purpose" (Kaydos, W. 1991) and Milakovich, M.E. 1995).

Therefore the responsibility of meeting these requirements lies squarely on the design consultants and contractors but these requirements are not always met. The aim of this project is to assess the practices considerations given to the quality management of building projects by design consultants and contractors in the Nigerian construction industry most especially in (F.C.T) Abuja.

**Statement of the Problem**

The quality of assessing management practices in building construction has been a subject of debate and general concern in both developed and under developed countries. Generally its believed that the management standard have decline over the years showing that the complexity of project, faulty and defective working drawings, resistance of client to building programmes, budgetary limitation and non-standardization of design are ranked most as the cause of building problems.

**Purpose of the Study**

The purpose of this study is to assess the management practices in building construction industry in Federal Capital Territory (F.C.T) Abuja. Specifically the study sought to indentify:

1. Determine the channel in which the construction management communicates his ideas or pass information to the staff and workers.
2. Examine the habit of self-discipline cultivated by the staff and workers without the use of force control behavior.
3. Ascertain how the administrators carry out the decision making process in the industry

**Significance of the Study**

This study will be of great benefit to the following

The various building professional bodies will benefit from this study in measure areas of new buildings, maintenance and management it will also identified the factors that prevent the implementation of formal risk management practices, monitoring and controlling effort of project team members on project performance. And also suggest how monitoring and control strategies that can help to improve project performance which can be applied in other developing countries.

The government is one of the beneficiary in this study because when the engineers, builders, clients and craft men adhere to the rules and regulations of the buildings industry in the state it will not only measure to the transformation agenda of the government it will also help in controlling the collapse of buildings in the state and also provide low cost housing to the people of the state.

The client is one of the major party that will benefit from this study because building is either ment for individuals, private organization or the public which is one of the government top priority. Why they will benefit is that, when buildings are properly managed or taken care of by

the various body concern, the building will have a satisfactory span for the occupant so that they will enjoy the accommodation and comfort to enable them carry out their daily activities comfortably.

**Scope of the Study**

This study is focus on assessment of the management practices in building construction industries in (F.C.T) Abuja. The scope of this study is limited to the current state of management practices in building construction industry in Federal Capital Territory (F.C.T) Abuja.

**Assumption of the Study**

The following assumption was made to guide the study.

i. That response from building engineers and contractors in building construction industries in respect to the management practices in building construction industry in Federal Capital Territory (FCT) Abuja will be appropriate respondents and sources of satisfactory data for the study.
ii. That the individualization of questionnaire will be adequate and suitable for the collection of necessary data for the study.

**Research Question**

The specific questions to be addressed in this study are:-

1. What are the channel in which the construction management communicate his ideas or pass information to the staffs and workers.
2. What self discipline has been cultivated by the workers without the use of force control behavior.

3. How does the administrator carry out decision making process in the construction industry.

**Hypotheses**

The following hypotheses is formulated and will be tested at 0.05 level of significance.

**$HO_1$** There is no significance difference between the mean responses of the building engineers and fore-men regarding the channel in which the construction management communicate his ideas or pass information to the staff and workers.

**$HO_2$** There is no significance difference between the mean responses of the building engineers and fore-men regarding how the administrator carry out decision making process in the construction industry.

# CHAPTER TWO

## Review of Related Literature

### Introduction

In this chapter works related to the present study were reviewed under the following sub-headings;

1. Management Practice in construction industry
2. Administration in Construction Industry
3. Means of Communication in construction industry
4. Discipline in the Construction Industry
5. Decision making in Building Construction Industry.
6. Summary of Related Literature

### Management Practice in Construction Industry

### Organization and Management

As noted in the introduction, construction industry oriented information and communication research has until now concentrated on information modelling and standardization. To solve the practical problems that the industry is encountering, as described in the case studies, the perspective must be widened so as to include information and communication technology from an organizational and management viewpoint. How should one prepare, assess and decide on ICT strategies for differing purposes and financial conditions? How should one organize the merging of new enabling technologies and ongoing knowledge intensive activities? How should one organize ICT usage, and how should the overall operations be *ITcon Vol. 12 (2007), Wikforss and Löfgren, pg. 344* organized? Questions about the role of information technology in

project management and its significance for knowledge formation, experience feedback and clear communications in project-oriented enterprises are becoming ever more central issues. It is also a question of how ICT affects the dynamic relationship between the individual and the project or company.

**Implementation management**

New changes, large or small, introduced in any project, corporation or industry will probably not turn into an imchannelte success. Tweaking both organization and technology will be necessary to achieve an appropriate configuration. The pieces of the puzzle do not fit together from the beginning and it is through the continuous trial and error process of implementation that eventually will lead to a configuration of technology, communication processes and work practices that fit the social and organizational context. This view on implementation as an enabling process for development involves continuous mutual adaptation between the technology and its environment, and recognizes the crucial role of the people inside the user organization. This collaborative adaptation process is necessary because technology rarely fits perfectly into the user environment. Collaboration, communication and feedback between users and developers are often critical in achieving the proper fit between technology, organization, and users. User involvement in the technical development and implementation process therefore plays an important role in achieving long term usefulness and benefit of ICT based collaborative project communication tools. The knowledge obtained in the presented case studies concerns the organization of information technology in project-oriented enterprises. The questions as such are of an interdisciplinary nature, since successful research in the field of project communication will derive from knowledge of developments in ICT along with profound understanding of the theories and practices of management and communication of projects. One of the principal tasks will be to develop an understanding of the type of communication and information management that will be able to cross the many professional, disciplinary and geographical boundaries

normally encountered in project organizations. The improvement of project communication processes and technologies on different functional levels may change the organization of future projects and how its business activities and work routines are designed, planned and performed. This can for example help enabling just-in-time deliveries and the more industrialized and rational business processes that the construction industry in fact is striving for. On-demand access and mobility of information, enhanced communication tools together with new ways of organizing and performing collaborative work could be important components of this development process. The full recognition and determination to improve collaborative communication and information exchange throughout all project phases will probably have considerable effects on the industrialization process of construction projects. These issues have lately started to become a focal point for the construction industry. That is a welcomed change of attitude in a project based industry that historically has seemed to have taken appropriate project communication practices for granted.

**Strategic Management in General**

There are many definitions of strategic defined by various authors and according to there is no single, universally accepted definition of strategy. The early definition of strategy was provided by the American business historian, who defined strategy as determination of the basic long-term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary for carrying out those goals. In the context of construction, Channon (1996) defined strategy in term of the extent of diversification, international activity and acquisition policy. Mintzberg (1994) portrays strategy as a plan – a direction, a guide or course of action into the future – and as a pattern, that is, consistent in behavior over time. In terms of strategic management, it can be defined as a set of managerial decisions and actions that determine the long-run performance of a corporation. It includes strategy formulation, strategy implementation, and evaluation and control (Wheelen and Hunger, 1984). It also can be defined as the art and

science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its objectives (David, 1997). Strategic management has evolved into a more sophisticated and potentially more powerful tool (Stoney, 2001). The strategic management process requires competent individuals to ensure its success (Stahl and Grigsby, 1992). The top management of an organization has responsibility to ensure firm success and overcome any competition that occurs. However, to be more effective, Hunger and Wheelen (2003) noted that people at all levels, not just top management, need to be involved in strategic management; scanning the environment for critical information, suggesting changes to strategies and programs to take advantage of environment shifts, and working with others to continuously improve work methods, procedures, and evaluation techniques.

**Strategic Management Process**

Strategic management is designed to effectively relate the organization to its environment. The environments include political, social, technological, and economic elements (Sharplin, 1985). Various strategic management models were introduced by Sharplin (1985), Greenley (1989), Certo and Peter (1991), Stahl and Grigsby (1992), David (1997), and also Hunger and Wheelen (2003). Even though it can be seen that each model of strategic management is different, the actions or activities that are involved are actually similar. Majority of authors have put strategy formulation, implementation of organizational strategy and strategic control focuses in their models. Planning strategy and environmental analysis phase are also important and most of the authors put this phase under formulation phase (Stahl and Grigsby, 1992; David, 1997). Generally, strategic management process can be divided into three phases, i.e., the formulation phase is a strategy that aims at ensuring that organizations achieve their objectives (Certo and Peter, 1991). David (1997) stated that strategy formulation include deciding which business to pursue, how to allocate resources without hostile takeovers and whether to enter international markets. He also added that strategy formulation phase comprises development of a mission

statement, identification of external opportunities and threats, determination of internal strengths and weaknesses, establishing long-term objectives, generating alternative strategies, and choosing the best strategy to be implemented. Second, is the implementation phase that initiates activities in accordance to strategic plans (Sharplin, 1985). This requires firms to establish objectives, devise policies, motivate employees, and allocate resources to execute formulated strategies. Certo and Peter (1991) stated that without the effective strategy implementation, organizations are unable to reap the benefits of performing an organizational analysis, establishing organizational direction, and formulating organizational strategy. Lastly, is the evaluation and control phase that requires information to be obtained on strategic performance and comparing it with existing standards (Certo and Peter, 1991). Evaluation is also done by reviewing current strategies, measuring performance and taking corrective actions. Strategy evaluation is needed because success today is no guarantee of success tomorrow. Success always creates new and different problems; complacent organizations experience demise (David, 1997).

**Strategic Management in Construction Industry**

In construction, many researches were carried out on strategic management practices including studies by Chinowsky and Meredith (2000), Dikmen and Birgonul (2003), Price et al. (2003) and Dansoh (2005). The traditional philosophy of management in construction emphasizes on the ability to plan and execute. According to Abu Bakar (2002) the management of the construction industry is important in order to improve its performance and increase the number of national Gross Domestic Product (GDP), since the construction industry contributes on average between 5 to 9% of GDP in developing countries. Stoner & Wankel (1987) stated that effective management must have a strategy and must operate on the day-to-day level to achieve it. Chinowsky and Meredith (2000) noted that while project management topics receive significant focus from construction professionals, less attention is paid to strategic management. However,

according to Dikmen and Birgonul (2003), the need for a strategic perspective for construction companies has long been stressed by many researchers. From time to time the ability of the construction industry to innovate and manage change has been widely debated by various authors including Lansley (1987), Gale and Fellows (1990), Betts and Ofori (1992). According to Yisa et al. (1996) the construction industry faces a continuous circle of changes in workload, work mix and the method of managing the change. Chinowsky and Meredith (2000) noted that the rapid advance of technology, communication, and market had made the global perspectives of time, distance and spatial boundaries changes. Betts and Ofori (1992) noted that while some construction firms have been very successful in responding to changing needs and opportunities, using technological innovation and contractual development to provide competitive advantage, others have failed by being static. Yisa et al. (1996) stated that the ability to distinguish between effective and ineffective construction firms in terms of how far management of change by any firm has enhanced the overall capability of the industry has been dependent on the ability of the clients. Furthermore, the desire for the firms to change has become more from a fear of being left behind by competitors than from a belief in the benefits of innovation (Burns and Stalker, 1961). According to Price and Newson (2003) to be successful, construction companies need to supplement their current short term approaches taken through improving organizational effectiveness with more long term strategic approach. In his observation, Mulcahy (1990) found that successful construction company is the company that applied clear objectives recognizing the markets, wishes to address, services it will provide, risks it will carry, structure it will use, the environment it will operate within, controls it will put in place

and returns it wishes to achieve.

**Administration in Construction industry**

Ozigi (2009) pointed that administration has to do with getting things done with the accomplishment of the defined objective, the science of administration is the of knowledge whereby man may understand relationships, predict results and influence outcomes in any situation where men are organized at work together for a common purpose. He further stressed that when people are brought together for some purpose as an institution or organization, the method adopted to achieve the objective is generally known as administration.

Eden (2011) pointed that administration involves planning activities which aim at the fulfillment of the goals of a particular organization. Administration is also the building up of the human and material resources needed for the successful attainment of the goal of an enterprise. Heyel (2006) view administration in general as concerned with building individual into organization and managing and directing those organization. Miewold (2006) defined administration as the means by which formal goals are achieved through cooperative human efforts.

Seriovanni et al (1980) pointed out that administration is generally defined as the process of working with and through others to efficiently accomplishing organizational goals.

Okumbe (1998) defined administration as the process of acquiring and allocating resources for the achievement of the organizational goals. This definition pre-suppose that administration is a delegated aspect of management. Pere Tomode (1999) admits in specific terms that, administration is concerned with the performance of executive duties, the carrying out of policies or day to day running of an organization.

Heyel C. (2003) pointed that building construction refers to the effective and efficient control and utilization of building practice. He further stressed that building construction administration is seen as a process concerned with the use of methods, principles and practice to establish, develop and execute the goal, policy plans and procedures necessary to achieve the objective of construction industry. Administration is also restricted to professional area such as teaching, law,

medicine, and others where the personnel is well trained in their areas of specialization. Wenrich and Wenrich (2008) stated that organization and administration are inter-related and interdependent process or function. The two terms are often used together so they defined organization as the pattern of ways in which large numbers of people, too many to have face to face contact with one another and engage in a complexity of task, relate themselves to each other in a conscious, systematic establishment and accomplishment of mutually agreed purpose.

**Principles of a good administration**

- **Maintain accurate, comprehensive and accessible records**

An error as simple as misspelling someone's name, misstating their date of birth or misfiling their application for a benefit or authorisation can have serious consequences. A mistaken record can result in a person being wrongly detained, incurring a penalty, losing or being denied a benefit, or having legal proceedings initiated against them.

Agencies must ensure that a strong agency culture supports good records management as essential to high quality decision making. Administrative systems must accurately record client details. Staff should be well trained and supported in good records management practices, with clear, accessible and current policy guidance. Quality assurance mechanisms should apply to all stages of records management.

- **Place adequate controls on the exercise of coercive powers**

Government officers can have authority under legislation to enter premises, detain people, confiscate property, impose penalties, summon people and compel them to provide information. For practical reasons those coercive powers are often delegated to lower-level officers in regional centres. The risk is that mistakes will be made unless those officers are properly trained, supported and receive ongoing supervision.

There must be strong checks and controls on the use of coercive powers. They should only be delegated to staff with the required skills. Staff should have practical and up-to-date policy guidance, with particular attention paid to special circumstances (such as when a child or person with a special need is involved). The use of those powers must be well documented, including the name of the officer exercising the power and the reason for doing so. There should be regular monitoring and auditing of how the powers are used.

- **Actively manage unresolved and difficult cases**

While agencies usually have the collective wisdom and experience to deal with all problems, difficult cases can challenge the skills of even the most experienced officers. Cases that require high level judgement or that are likely to be difficult should be assigned to officers with the right skills and understanding. Similarly, cases that are unresolved or that are more difficult than first appreciated should be escalated to a more senior officer. Agency procedures should anticipate this need.

Difficulty and complexity in decision making should also be controlled by quality assurance, oversight and review of decisions, particularly in areas where a large number of decisions are made under tight pressures. Risk areas in decision making should be reviewed periodically. All agency staff should understand that it is their joint responsibility to ensure that problems are not overlooked or hidden.

- **Heed the limitations of information technology systems**

We trust in technology, but automated systems are no better or more reliable than the data entered on them. Staff must not assume, for example, that information they find on their system about a person's status is always correct, or that conflicting information received from a person is false or dubious. It is always possible that information on the system is incorrect, was wrongly entered, or was not retrieved fully because the wrong search parameters were used. Equally, a design or programming error can taint decisions that are based on the information in the system.

Agencies should ensure that IT systems reflect their business processes and the legislation they administer, and that they support accurate decision making. Where there are different systems for different business processes, they should be properly integrated. Staff training must emphasise the need for caution when entering or retrieving data and basing decisions on the data in a system.

- **Guard against erroneous assumptions**

Experienced decision makers rely frequently on their knowledge and practical judgement. This contributes to efficient, sensible and consistent decision making. Yet there is a risk that officers who are accustomed to dealing with particular problems will be unthinkingly influenced by assumptions that lead to error. At one extreme there is a risk of unintended bias. There is an equal and more subtle risk of being too hasty and discounting relevant information or lines of enquiry, or giving undue weight to unconvincing information. For example, a common but erroneous preconception is that someone with a foreign accent was born overseas, that a child has the same citizenship status as its parents, or that an application presented in a muddled fashion is not well-founded.

Areas of potential risk in decision making need to be identified and strategies put in place to guard against error. Agency guidelines must give clear practical guidance on what to consider when making a discretionary decision. Training courses on decision making should include practical illustrations of how officers can be wrongly influenced by stereotypes and cultural habits. Reasons must be recorded for all decisions that affect people adversely, indicating the matters that were taken into account. Agencies should also regularly monitor, review and conduct quality assurance of all areas of discretionary decision making.

- **Control administrative drift**

Delay is sometimes unavoidable, yet at other times matters are simply allowed to drift. Realistically, delay and procrastination will occur unless there are procedures in place to stop that happening.

Timeframes need to be built in to decision-making processes, supplemented by formal procedures for reviewing and escalating cases that breach those timeframes. Agencies should regularly appraise the time taken to make individual decisions, and examine those that took too long to see if there is a systemic problem. Areas of potential delay should be identified and strategies put in place to guard against that risk.

- **Remove obstacles to prudent information exchange with other agencies and bodies**

Agencies often need to exchange information with each other or with other organisations and individuals. This is essential to evidence-based decision making. There are restrictions on what can be disclosed and to whom, for legal and privacy reasons. It is important that those information controls are not misapplied. To do so can impede good decision making. For example, if privacy principles are applied more strictly than the *Privacy Act 1988* requires, information necessary to identify a person or clarify their legal status may not be available to an agency that needs that information.

Where appropriate, agencies should have memorandums of understanding with other agencies to promote effective information exchange. Government contractors that provide services to the public must understand that relevant information they hold should be passed to the responsible agency. Agencies should monitor the reliability of information being received as well as given. Staff should be instructed about how to apply Information Privacy Principles and the need for caution when basing decisions on unverified information.

- **Promote effective communication in your own agency**

Good internal communication becomes even more important as agencies grow larger, functions become more complex and decisions are made at separate offices around Australia and overseas. Effective internal communication relies upon sound policies and procedures. Administrative manuals that provide guidance to staff on applying the agency's legislation must be easy to use and up-to-date, and staff should be promptly informed of important court and tribunal decisions. There must be regular monitoring, quality assurance and review of decisions to ensure consistency with policy and procedural guidelines. Agencies should also take care that information barriers and 'silos' within their structures do not interfere with decision making.

❖ **Manage complexity in decision making**

Complexity now permeates many areas of government activity. Laws about taxation, customs, superannuation, social security, child support, health insurance, workplace relations, immigration, crime and anti-terrorism throw up many difficult issues. Staff who are both competent and well-intentioned can make factual and legal mistakes when they are out of their depth.

Complex areas of decision making need to be identified and staff must be given proper training, guidance and support. Lines of responsibility for resolving difficult and complex cases need to be clear. Wrong decisions should be examined to see if there are systemic problems that need to be addressed, and there should be ongoing review of whether legislative changes are needed to address difficulties in decision making. Staff are a valuable resource: they should be encouraged to draw attention to difficulties in decision making and to workshop alternative approaches to dealing with problems.

❖ **Check for warning signs of bigger problems**

All agencies experience problems in decision making. Sometimes the problems are one-off and exceptional, but more often a problematic case is not unique and points to a recurring difficulty

in the agency. Through complaint handling, internal monitoring and quality control, agencies can pick up the warning signs and initiate reform.

Agencies should systematically review complaints to the agency and the Ombudsman, and relevant court and tribunal decisions, to see if they highlight problems that need to be addressed. Senior managers should look for and respond to administrative weaknesses highlighted by individual cases, and encourage staff to identify and report on errors and problems. Agencies should also heed case failures and administrative problems in other agencies.

**Means of communication in construction industry**

Simon H. A. (1998) stated that one of the offices of the construction industries has been properly organized and duties have been delegated, one of the function left to the head is t6he of communicating with the people overly. He or she makes an announcement in the control room he talks to the members of staff individually and collectively on the staff board meeting and he also talk to the workers over important matters other ways of communication can include through telephone seculars, notice board over important matters the director of any building construction industry must be an effective speaker and should have the ability to communicate its ideals effectively he must be considerate and understanding but quite firm in administering company policies and explaining construction procedures the construction manager can communicate with staff in a number of ways such staff notices which are items of information or instructor which comes from his office such staff notices are normally pined on staff notice board .he can also communicate with his staff on matter conserving the growth in construction management and the improvement of company construction such meeting also provide an opportunity for staffs as a group to exchange an ideal among themselves and consequently try to improve staff relation

Ukeje (1984) pointed that before an important decision can be made it may require consultation with the sound opinion among the various reference groups which such decision may affect. Best

plans are ones that suggested to opinion and criticisms of various organs before they are finally lend out. Directing and coordinating involve process of informing and instructed ordering and redirecting in the process of execution of decision reacted. All thus are affected through the process of communication is important both to those who control and manage and those who are to benefit from it. It helps those who are in control to make them thinking decisions and actions known to those who are variously involved. It is through that processes that the former may receive back the feelings and reaction of the letter to a number of staff's issues. Authorities in the control and management of the important of communicating process and do often make provisions for channels of communication the channel may include mass information channel via the press, radio and television meeting and conference information boxer and so on at all times an office may be creates just for the purpose of giving and receiving information in construction industry bulletin board, notice boards institutional bulletin magazine periodicals or newsletter are all important channel of information. Meetings and even information group discussion are all avenues that should be explored to ensure regular and proper communication that may enhance the achievement of the institutional objectives.

Okumbe J. A. (2002) received that by communication references is being made to the nature of flow of information in an organizational setting either vertically inform of circulars notices announcement during meetings briefing discussion or conferences. In every activity human beings are involved adequate information is essential in enabling them to discharge their responsibilities effectively and efficiently. Effective communication encourages productivity through the development in the individual sense of organization belonging communication is the sharing of information between two or more persons the survival and growth of any organization depends on having effective communication system it is the life wire of an administration exchanging of information through circular, bulletins, land phone, hand set, correspondence and face to face meeting are all way of communication.

Origin (1980) pointed that effective channel of communication with staff should be always in this way he will understand staff and their problems generally and have a full picture of the company activities all the tone he will also be able to keep his staff informed of his own plans policies and program and number of staff will be able to communicate with each other in this way he will avoid unnecessary misunderstandings which can arise as a result of ignorance and misleading or inadequate information, Books can be use for staff notices everything can be put into writing and pass the book around to the staff who will sign their names after they have read through the notice.

Board meeting provide another opportunity for communication and exchange of ideas among them self if well conducted in a businesslike but friendly spirit such meeting improve staff relationship the opportunity provided for discussion enable everyone to understand various viewpoint personal and social problem the policies and program of the see tool as well as government policies on particular matters useful recommendation concerning such matter can emerge from professional discussions and the recommendations could lead to important changes in building construction industry the frequency of staff or board meetings will depends on how they are needed and for what purpose.

Nwankwo (1999) points that communication is the means by which people are linked together in an organization to achieve the common purposes of the organization these are important because it enables the administrator to do the following.

1. Establish and disseminate goals of the construction industry
2. Develop plans for achievement of goals.
3. Organize human and other resources efficiently and effectively
4. Select, develop and appraise members of the organization.
5. Lead direct, motivate and create a climate in which people want to contribute
6. Control performance.

Communication is usually a two (2) way process downward and upward communication flow from people at higher level to those at lower level in the organization, this type of communication ensures authoritarianism a situation where those in power dictates the term and the subordinates are not allowed to say anything. Downward communication may be oral written, oral includes instructions, lecture, speeches, meetings, the use of telephones, loud speaker e.t.c while written includes memoranda, letter, hand books pamphlets company news papers industrial periodical and the bulletin board. Upward communication goes from the subordinates in the organization to the superiors and continues up to the level of authority in the organization often this flow is disturbed by a manager or superior in an organization who may want the boss to receive the communication.

Gorton (1980) received that building construction industry is probably engaged in the process of communication more them in any other process with the possible expectation of decision making in order to persuade, instruct direct request, present, stimulate or develop understanding the administrator must communication in order to communicate he must deliver a manage via a medium which reaches a receive (another person or group) and register a desired response.

For example an architecture may wish to bring to the faculty or building industries or construction industry attention that there has been too much mistake in the construction site during the week and that the professional staff should increase their efforts to stick to the design or plan this particular massage depending on the administrator skill of communication the type of group to whom the message is delivered and the nature of the circumstance surrounding the message, but actual transmission of the message by some means is not the end of the communication process? The message also must register with the receivers in this instance the construction can be judged to be effective they must first become more aware of the inadequate in the construction site second that the administrator want them to take action to adjust the work to its original plans after the message is deliver the construction site isn’t any more aware of the

problem and the administrators expectation that they take action to reduce the level of it out going in the construction site communicating is one of the most important administrative process by the very nature of his job the administrator communication with a variety of people including staff, workers and central office personnel about a wide range of items. During the course of contract the administrator success in working with these people and in productively carrying out his other responsibilities will be greatly influences by the extent to which he is an effective communicator.

Howell G. A (2002) stated that the essence of communication is the transmitting and receiving of information though common system of system of symbols whether in the form of writing or other sign expensive movements or the spoken word it takes place when the behavior of one person acts as a stimulus for the behavior of another; according to I.A Richards "communication take place when one mind so acts upon is environment that another mind is influence and in that other mined one experience in the first mind and is caused import by that experience"

In the construction industry communication by the management is generally intended to influence their workers behavior it's made will be determined therefore by that situation which in general will reflect the practices carried on in the construction industry may be verbal or non-verbal formal or informal one way or two way designed to elicit a verbal of non-verbal response intended to state a fact or pose a problem attempt has been made in the recent yeas to analyze the basis of information transmission so as to formulate a general theory of communication the architectural theory of communication put forwarded by Shannon and weaver draws on information theory to present an explanation to communication system which has important analogies with the administration and modeling processes.

Consider a very simple system of communication where one person speak to another the system comprises three elements

1. A source (or transmitter) the speaker.
2. A channel- the air which carries the speakers' voice.
3. A receiver- the listener.

Diagram


**Discipline in the construction industry**

Hendrikg (1986) stated that the term discipline as it applies to the construction firm can be looked at in two main ways firstly it is a necessity if firm is to do its job so that individuals and groups can reap the full benefit from it secondly it is a contributor to the personal development of the pupils the useless, in the first case it suggests that there is in the form an established and expected pattern of behavior which all worker are required to accept both for their own good and that of the group. Staff or worker as a whole it is then a social concept. All social groups whether they be an extended family a small nuclear family the neighborhood, a church, a mosque, a club or a youth gang have their own rules which ensure that they survive and fulfill their purpose. As we have seen, one of the universal psychological needs is to belong to and fell point of a group thus means that there is a strong inborn tendency for individuals to obey the rules of behavior so that they can become acceptable members of the group.

Discipline is a socialization process in which the pupils and taught to conform to certain types of behavior to reject other and to accept the schools decision as to what things and actions one or one not important this means that they are taught a specific set of personal and group values, the actual rules and expected behavior required by the construction firm as a whole and each worker individually are passed on partly by tradition partly by direct statement by those in authorities

and partly through a gradual process of learning by example or by trial and error. Acceptable behavior is punished. the most important aim of the disciplinary and socialization processes used at home in the school and in the wide society is to produce adults hoe to behave all aspect of their lives and can contribute sensibly to the community decision which is an important part of many Africa societies discipline also contribute to the development of those moral standards and values that are needed by the wider society in which the individual lives.

Musuazi (1987) state that staff or workers discipline means that staff ore provided with an opportunity to exercise self control to solve company problems to learn and to promote the welfare of the construction firm. A disciplined person is orderly responsible diligent sympathetic, cooperative, honest, considerate and always tries to do what is right and good.

The company head and the staffs should be an example of self control and internal discipline in their firm and throughout the construction industry faith in the desire and ability of staff to do the right and socially accepted things will do much create trust, build self-confidence and improve moral in the construction industry positive approach does not give the stamp or workers the license to do whatever they want, restrictions with some freed aim are necessary part of effective discipline. Comply rules and regulations have to be made to guide the staffs conduct, where there are no proper rule and regulations there is chaos and confusion whenever rule are set up to govern the behavior of the staff rewards and penalties are necessary to support the rules very often staffs behave responsibly and want to promote their own self discipline it is the duty of the construction manager and his cabinet to support and encourage this kind of attitude through social recognition and approval good behavior can therefore be reinforced by social reward individuals who are responsible and refuse to conform to the construction firm must be subject to penalties and this can be done through expressing disapproval of certain behavior thus communication must at all time encourage students to cultivate habits of self discipline rather than use of force to control behavior.

Numbers of practice create good behavioral patterns in the construction firm so these explain that there must be recognition by both staff and value of the rules and regulations should be well explained and made known to the construction industry the form should put more emphasis on self-disciplined staff for examples must set good example of disciplined behavior for the students to follow should be noted that self discipline is not externally imposed and is not based on fear. Workers are expected to undergo some certain punishment for violation of the school rules. When giving punished care must be taken to follow the regulation and procedures laid down by either the ministry or the board of trusty regarding the enforcement of discipline these procedure are meant as a guide as to what disciplinary action should take staff and workers should cooperate in establishing maintaining and more likely to conform the rules have participated in formulation among staff and workers is essential for good discipline in construction firm information that is important to staff or workers should be communicated to them through management head must always work closely with the destabilized means of communication between staff directors and workers group heads are extremely important in the management of industries affairs. They help staff and directors in matter of discipline since the authority cannot be with the workers all the time their representatives such as the foremen and sit directors e.t.c can assist in such area as helping the industry clear and reporting undesirable situations in the industry to the directors.

Sdmund (1980) pointed that while the administration is primarily responsible for administering a construction firm disciplinary program the company director performs one of the most important roles in the program the director is the key person to interpret and implement the organization rules and regulations concerning workers behavior the director typically and firstly identifies defines, and reacts to particular staff behavior as a problem the director can play a major role in reducing workers misbehavior that better the directors. Preparation, directing techniques, personality, communication and other aspects the less likely are staff must behavior. Problems to

arise probably the most important staff that are administration can take to reduce the number of discipline problems referred to his office by foreman is to worth with the staff.

A worker should not be referred to the administrator for disciplinary action until the foremen has first compared with the worker about his behavior unless it is beyond the capacity of the foremen the worker can be referred to the administrator that best person who is able to resolve disciplinary problems arising in the construction site is the foreman. However the experienced administrator knows that not all disciplinary problems can be resolved at the construction site level such workers behavioral problems will have to be referred to the administrator for appropriate action.

Ozigi (1980) pointed that administrator must however formulate a set of companies rules to guide the staff and workers in what they are expected to do or not to do if there are no rules and regulation to guide the worker conduct chaos will result source rules are made in the overall interest of the entire body of students while individuals self interest may be served by breaking such rules company rules usually deal with such subjects as time of work cases of illness emergencies care of company properties participation in extra curriculum activities entertainment of outside visitor cleanliness and hygiene, use of electricity, water and company plant and use of laboratory facilities, rules of behavior cover subjects like consideration for others countess obedience punctuality, respect for elders and senior officers, fighting each staff or member of the company rules and regulation copies should also be displayed on the notice boards one way to make the enforcement of the company rules easy is to explain the reasons for making a rule particularly if it is one pupils do not like it they are made to understand the reason behind the rules they are more likely to cooperate in obeying it too many rules should not be made only the most important ones which are really enforceable should be made the director need to depend on the general sense of responsibility of the staff and above all emphasis the important of self discipline. Disciplined behavior involves such characteristics as self sacrifice diligence co-

operation integrity truthfulness patriotism consideration for sheers and sympathy self discipline is not externally imposed nor is it base on fear. A disciplined person will do what is right and good because he believes that such behavior is better than people, he does not need to be told or punished before he does the right thing, and the urge to do what is right comes from within him. Encouragement should be given to staffs in other to cultivate the habit of self discipline rather than use of authoritarian method of controlling them behavior use of force and forms of physical punishment may work to some extent at least for a time but it is a disciplinary method of controlling their behavior and based on fear once the source of fear is removed or the student get use to it the externally imposed punishment rather than serve as a corrective measure will produce only negative results.

**Decision making in building construction industry**

Gorton (1980) stated that decision making is basically the process of choosing among alternatives in most situations there exist two or more alternative courses of action and administrator must decide which alternative to pursue before making a decision however the administrator should engage in diagnosis in order to better understand the nature of the situation calling for a decision and the alternative available to him as well, during the process of reacting a decision an administrator should involve board of trusty, director, staffs, central office supervisors or other as appropriate in order to capitalize on any special insight and expertise which they may be able to contribute.

Wenrich and Wenrich (1974) review that the development of operational polices for achieving the goal of the organization as they relate to the formulation of these goals and objective. In so doing we recognized that general policy formulation and operational decision making are interactive processes and in practical application can hardly even be separated virtually operational decision in some way defines modifies tempers and strength are formulated policy

Decisions are made at every level of any organization by every member of the organization, decisions made at the highest executive level of an institution are modified by every employee in the way in which he help the permanent these decision

Ukeje (1984) emphasized that each day a director has to take a number of decision that would help him make his organization effectively every problem in the industry requires some decision to be made for effective resolution the administrator in the building construction industry of land and housing or even the government from time to time will have to take major or minor decision that would make for effective utilization of the resources in the construction industry the effectiveness of control and management depends to large extent on the ability of these reference groups to take right decision of the right time one may find out that this process is also involved in the rest of the components as Simon (2007) indicated every action taken is a result of decision made an effective action is the result of a right decision may imply very serious and unpleasant consequences for the organization. But decision make may not be spontaneous and simple as it might have sounded from the foregoing statement it can be a very long process reached after a great deal of pain taking it can also be a process that may be called up to for use from time to time the effectiveness of any decision depends much on how rational or irrational is the decision making is on area in control and administration of the industry where staff have much contribution to make such contribution may include offering of expert (professional) advice when they are consulted and provision of information or data which may aid decision making every worker has to make his own decision in relation to his worn in the industry good administration known that participation by staffs in decision making through consultation creates a feeling of belongingness in the workers or staffs it help to create enthusing good moral and good relationship of course the right to such consultation implies that staff are not only ready but also fully equipped to make the expected consultations while some decision making may require wider consultation to conclude subordinate firms or within the industries.

Muauzi (2010) state that decision making is a major responsibility of all administrator it is a process by which decision are made and implemented until decision making is converted into action it is only good intention are understanding of the decision making process is a sign for all administrators because of the organization like all formal organization is basically a decision making structure the task of deciding on what to do pervaded the entire administration organization effective administration requires intelligent decision making. Decisions are intelligent when they are appropriate for accomplishing specific goals. A construction company know how workers are to participate in decision making that is what are their roles and functions will be some of the role and functions if staff in decision making participate are discuss staff can participate in meaningful decision making with a director in a number of ways from discussion of problem face to face with a single staff member to a meeting of all the staff these are some of the techniques that the construction companies can involve his staffs in decision making.

1. The director can involve has staffs in decision making by way of discussion the technique means that the director discusses the problem with staffs to ensure that staff are aware of the problem and that a decision about the problem must be made.
2. The nest techniques which involve staff participation the company director obtain information related to the problem from the staff so as to place him in a better position to make a more intelligent decision. He might also the staff to supply information about a problem when he collect all the information, put them together so that he can come up with or reasonable and appropriate decision the most common procedure of involve staffs in decision making is the method when the director present the problem to the staff and are then suggestion reaction and ideals the company administrator in this case guides the staff in the discussion of the problem.
3. Another technique is usually called the democratic method of involving workers in decision making. This method which bring about staff participation in decision making

inn one where the workers make a decision they are all give the opportunity to debate the issues involved in the problem just line members of parliament in a country law making assembly consensus of opinion not be easy to obtain however this parliamentarian technique provides room for minority opinion conflict of ideals and values change in the end the staffs themselves with the guidance of the company director comes out with a good decision.

Successful administration requires a clear understanding of the decision making process the process is a cycle of events and definition of the difficult the establishment the development of the plan.

Nwankwo (1999) pointed that decision making involves the selection of a course of action from various possibilities. We as human being are involved in the decision making almost every minute of the day and without decision making there can never be plan or plans in making a plan or planning there must be that decision to commit the resource organizes the direction of the plan and the resources. A decision must always be made about who is to do what how it will be done when and where it will be done decision making is therefore a part of one's daily function one decision affects the other and also the plan decision making is a key step in planning because as a matter of fact given an awareness of an opportunity and goal decision making may be seen as promising identifying alternatives in terms of the goal sought and choosing of alternative which implies making a decision.

The company administrator every day faced with multiple conditions requiring him to act rationally but he has to decide whether or not he should act in this way or that way whatever he does in the condition. That is decision since decision making is so crucial in construction industry it should be regarded as one of the most important function of any construction administrator this is more so considering that every administrative act whether it concern workers, staffs programme services and requires making decision to be able to decide what

action to take on any matter related to the administration. The companies' administration should know that various alternative actions available, what type of decision to make the decision would be made and carried out efficiently and or effectively.

**Summary of Related Literature**

Administration is the process of using method principles and practice to establish develop and execute goals polices plans and procedure necessary to achieve the objective of the industry through communication references is being made to nature of flow of information in organizational setting either vertically in form of circular notice announcement during meetings land phone, hand set, news letter and human being worker discipline is that which provide workers with an opportunity to exercise self control to solve problems to learn and to promote the welfare of the industry every problem in the company requires some decision to be made for effective resolution the staff, the director of the companies administrator have to make decision from time to time.

# CHAPTER III

## Research Methodology

### Introduction

This chapter describe the design of the study area of the study population. Instrument for data collection administration of the instrument validation of the instrument method of data analysis and decision rule.

### Research Design

The research design employed in this study is a survey research study employed the use of questionnaires to help in determining the opinion of the respondents an assessment of the management practices in building construction industry in (FCT) Abuja.

### Area of the Study

The study was carried out in the three building construction Industry in F.C.T Abuja in finding their system or way of administration the results of the findings were used to generalizing the entire population of construction industry in F.C.T Abuja.

### Population

The population targets for the study were staff and workers from three building construction industry in (F.C.T.) Abuja metropolis. These include Julius Barger company (P.W) construct the whole population was use for this study and there is no need for sample and sampling techniques

**Table 1 Population**

| Construction Company | Workers | Staff |
|---|---|---|
| 1. Julius Barger | 300 | 75 |
| 2. Pin construction company | 240 | 55 |
| 3. (RCC) Raynolds construction company | 280 | 62 |

Total number of workers 820 and 192 staff's were used for the study.

**Instrument for Data Collection**

The instrument used for this study would consist of questionnaire based on the research question raised. The instrument was design to elicit responses from workers and staffs on assessment of management practices in building construction industry

The questionnaire consist of thirty (30) statements which were divided into four (4) sections, section A. Contained personal data of the respondents which would sign personal information from each respondent such as name of construction industry status, sex section is compares of 10 statements company channel in which the company director communicate as ideas or pass information to the staff and workers section contained to statement concerning cultivation of itself discipline by the workers while section D contained 10 statement concerning decision making process in construction industry.

All the statements were to be repounded by indicating the respondents best perception using four points scale. Strongly agree (SA) agree (A) Disagree (D) strongly disagree (SD) the respondents are expected to tick ( ) the option that best suit their opinion on the statements

**Validation of the Instrument**

The instrument was designed and constructed by the research and was validated by the supervisor and other lecturer in the department of industrial and technology education who were experts in the field this was to ensure that the instrument was capable of eliciting necessary information or data needed for the study.

**Administration of the Instrument**

The questionnaire was administered personally to the respondent (staff and workers) by the researcher and the completed copies were also collected by the researcher.

**Method of Data Analysis**

The data collected by the researcher was analysed using mean standard deviation and T-test as statistical tools

All the terms are to respond as follows

Strongly Agree (SA) 4

Agree (A) 3

Disagree (D) 2

Strongly Disagree (SD) 1

The mean was calculated using the formula below.

**Decision Rule**

To determine the acceptance level a mean score of 2.5 was selected as the decision point between agreed and disagreed in other word any response with a mean of 2-5 and above is considered agree while respondent below 2-5 is considered disagree while the hypothesis level of significance is 05

# CHAPTER IV

## Presentation and Analysis of Data

This chapter present the analysis of the data collected from the study. The data were presented and analyzed base on the research question.

## Research Question I

What are the channel in which the management of construction company communicate their ideas or pass information to the staff and workers.

In determining the channel in which management of construction company communicate their ideas 10 items were presented to the respondents to express their opinions.

The response of the respondent is presented in table 4.1 below

Table 4.1

Mean response of the respondent in which the management of the construction companies comunicate their idea or pass information to the staff and workers.

| S/N | ITEMS | X1 | X2 | Xt | SD1 | SD2 | REMARK |
|---|---|---|---|---|---|---|---|
| 1 | Information is passed from the management to the staff and workers during morning briefings | 3.00 | 2.98 | 2.99 | 1.19 | 1.06 | Agreed |
| 2 | Staff and workers use approved channel of communications to the management | 3.10 | 3.08 | 3.09 | 0.94 | 1.07 | Agreed |
| 3 | The management communicate to staff and workers through notice board. | 3.30 | 3.03 | 3.17 | 0.87 | 0.87 | Agreed |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 4 | Most of the information from the management are not clear to workers and staff | 2.40 | 1.98 | 2.17 | 1.14 | 0.95 | Disagreed |
| 5 | The management communicate to staff and workers through mega phone at the construction site. | 3.45 | 3.17 | 3.31 | 0.59 | 0.99 | Agreed |
| 6 | The management uses the press club to passes important to staff and workers | 3.45 | 3.27 | 3.36 | 1.00 | 1.03 | Agreed |
| 7 | The site engineers communicate staff and workers through telephone | 2.25 | 3.20 | 2.73 | 1.20 | 0.98 | Agreed |
| 8 | The management communication to staff and workers through circulars | 3.38 | 3.20 | 2.73 | 1.20 | 0.98 | Agreed |
| 9 | The site engineer visit the staff and workers and pass information to them individually | 3.30 | 3.00 | 3.15 | 0.95 | 1.06 | Agreed |
| 10 | There is no good communication between the management and the staff or workers | 2.40 | 2.43 | 2.42 | 1.16 | 1.04 | Disagreed |

Key

N1 = Number of workers

N2 = Number of staffsc

X1 = mean score of the workers

X2 = mean score of the staff

X1 = average mean of the two groups workers and staff.

SD1= standard deviation of thec

SD2 = standard deviation of the

Analysis of the data presented in table 4.1 reveals that item 1,2,3,5,6,7,8,9, were agreed upon by the respondent with mean score ranging between 2.5-3.08 while item 4 and 10 were disagreed with mean score ranging between 1.98 to 1.04. this signifies that the management adopted the item agreed in communicating on passing information to the staff and workers.

**Research Questions II**

What self discipline has been cultivated by the workers without the use of force control behavior?

In determining the amount of self discipline been cultivated by workers without the use of force control behavior, 11 items were presented to the respondent to express their opinion. The response of the respondent is presented in table 4.2 below

Table 4.2

Mean response of the respondent on self discipline cultivated by the workers without the use of force control behavior.

| S/N | ITEMS | X1 | X2 | Xt | SD1 | SD2 | REMARK |
|---|---|---|---|---|---|---|---|
| 1 | The staff and workers are always working or doing their Job even when there is no site manager on site | 3.20 | 2.78 | 2.99 | 1.17 | 1.11 | Agreed |
| 2 | The workers and staff report to management whenever there is a misconduct between them. | 3.13 | 3.10 | 3.12 | 0.93 | 1.01 | Agreed |
| 3 | The staff and workers comes to | 3.13 | 2.98 | 2.83 | 1.04 | 1.21 | Agreed |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | work in time | | | | | | |
| 4 | The management in charge of discipline office has record for good and bad staff or workers | 3.25 | 3.15 | 3.19 | 0.88 | 0.93 | Agreed |
| 5 | The staff always fight each other even in presence of the site engineer | 2.20 | 1.73 | 1.97 | 1.14 | 0.81 | Disagreed |
| 6 | Staff and workers obey the company rules and regulation | 3.13 | 2.93 | 3.03 | 0.81 | 1.05 | Agreed |
| 7 | Absenting staffs always pass information to the management | 3.23 | 3.10 | 3.17 | 0.79 | 0.87 | Agreed |
| 8 | The staff and workers come to work all the time | 2.45 | 3.08 | 3.27 | 0.86 | 1.11 | Agreed |
| 9 | The staffs and workers always show remorse whenever they are caught with an office | 3.45 | 3.08 | 3.27 | 0.86 | 1.37 | Agreed |
| 10 | The staff are always decently dressed in the construction industry or site | 3.33 | 3.03 | 3.18 | 0.98 | 1.03 | Agreed |
| 11 | Safety precaution are being taken by every worker or staff | 2.85 | 3.05 | 2.95 | 1.13 | 1.10 | Agreed |

Analysis of the data presented in table 4.2 reveals that item 1,2,3,4,6,7,8,9,10 and 11 were agreed by the respondent with mean score ranging from 3.12 to 2.95 while 5 was disagreed with mean score ranging from one point seven three to 0.81 this signifies that the workers cultivated all the items posed as self discipline except item 5

**Research Questions III**

How does the administrator carry out decision making process in the construction industry?

**Table 4.3**

To determine how the administrator carry out the decision making process in construction industry ten items were presented to the respondent to express their opinion the response of the respondent is presented in table 4.3 below.

| S/N | ITEM | $X_1$ | $X_2$ | $X_t$ | $SD_1$ | $SD_2$ | REMARK |
|---|---|---|---|---|---|---|---|
| 1 | The contractor always refers his decision to the administrator for advice and cancelling | 3.15 | 2.45 | 2.55 | 0.89 | 1.10 | Agreed |
| 2 | The management allow fair healing from the staff and workers | 3.04 | 3.5 | 3.12 | 0.98 | 1.01 | Agreed |
| 3 | The management allow others to contribute during meetings | 3.68 | 2.50 | 2.83 | 0.47 | 1.22 | Agreed |
| 4 | The administrator thinks before taking decision over the constitution company | 3.33 | 3.30 | 3.19 | 0.91 | 1.02 | Agreed |
| 5 | The management visit the construction site most at time | 3.33 | 2.85 | 2.55 | 0.91 | 1.81 | Agreed |
| 6 | The management some time delegate authority to the other members of staffs | 3.24 | 2.93 | 2.45 | 0.71 | 1.33 | Agreed |
| 7 | The management always abides by the decision of the majority during interactive section | 3.25 | 2.52 | 2.10 | 0.88 | 1.02 | Agreed |
| 8 | The fore-men always communicate to the management on decision affecting the construction site | 3.26 | 2.10 | 1.98 | 0.99 | 1.11 | Agreed |
| 9 | The management decision is always final in all the construction matters. | 2.91 | 2.45 | 2.05 | 1.01 | 1.13 | Agreed |
| 10 | The staff and the workers go against the decision of management | 1.65 | 1.50 | 1.14 | 0.82 | 0.05 | Disagreed |

Analysis of the data presented in table 4.3 reveal that item 1,2,3,4,5,6,7,8 and 9 were agreed upon by the respondent with mean scores ranging between 2.86 to 3.79 while item 10 was

disagreed by the respondent, this signifies that the management adopted item 1-9 and their decision making process while item 10 is not adopted or use.

**Hypothesis One**

There is no significance difference between the mean responses of staff with regarding to the channel in which the construction management communicate his ideas or pass information to staff and workers.

**Table 4.4**

**T-test analysis of the respondent regarding to the channel in which the construction management communicate his idea or pass information to staff and workers.**

| S/N | ITEMS | $X_1$ | $X_2$ | $SD_1$ | $SD_2$ | T-cal | Remarks |
|---|---|---|---|---|---|---|---|
| 1 | Information is passed from the management to the workers during morning briefings. | 2.90 | 2.70 | 0.94 | 1.03 | 1.06 | NS |
| 2 | Staff and workers use to approved channel to communicate to the management. | 3.25 | 3.20 | 0.89 | 0.71 | 0.35 | NS |
| 3 | The management communicate to staff and workers through notice board. | 3.20 | 3.13 | 0.94 | 0.95 | 0.40 | NS |
| 4 | Most of the information from the management are not clear to workers and staff. | 2.16 | 3.18 | 0.91 | 1.00 | -5.59 | S |
| 5 | The management communicate to staff and workers through mega phone at the construction site. | 2.99 | 3.03 | 0.92 | 0.82 | -0.25 | NS |
| 6 | The management uses the press club to passes important information to staff and workers. | 3.36 | 3.33 | 0.85 | 0.69 | 0.22 | NS |
| 7 | The site engineers communicate to staff and workers through telephone. | 3.05 | 3.20 | 0.90 | 0.78 | -0.98 | NS |
| 8 | The management communication to staff and workers through circulars. | 3.18 | 3.25 | 0.89 | 0.66 | -0.51 | NS |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 9 | The site engineer visit the staff and workers and pass information to them individually. | 3.11 | 3.10 | 0.98 | 0.66 | 0.07 | NS |
| 10 | There is no good communication between the management and the staff or workers. | 3.27 | 3.03 | 0.89 | 0.79 | 1.56 | NS |

Keys

$X_1$ = Mean of workers, $SD_1$ = Standard Deviation of Staffs

$\bar{X}_2$ = Means of administrators, $SD_2$ = Standard of administrators

T = t-test calculated, NS = Not Significant, S = Significant

Table 4.4 reveals that items 1,2,3,4,6,7,8,9 and 10 were rejected indicating that there is signifance difference between the opinion of workers, staff and the administrator. The t-calculated are greater than t-critical value of ±1.98 at .05 level of significance. While items 5 were accepted indicating that there is no significant difference between the respondent hence null hypothesis stated is accepted.

**Hypothesis Two**

There is no significant difference between the mean response of workers and staffs with regard to what self discipline has been cultivated by the workers without the use of force control behavior.

**Table 4.5**

**T-test analysis of the respondent regarding the amount of self discipline that has been cultivated by the workers without the use of force control behavior.**

| S/N | ITEMS | $X_1$ | $X_2$ | S $D_1$ | $SD_2$ | T-cal | Remarks |
|---|---|---|---|---|---|---|---|
| 11 | The staff and workers are always working or doing their job even when there is no site manager on site. | 2.72 | 3.28 | 1.14 | 0.71 | -3.50 | S |
| 12 | The workers and staff report to management whenever there is misconduct between them. | 3.06 | 2.93 | 0.87 | 0.79 | 0.85 | NS |
| 13 | The staff and workers comes to work in time. | 3.32 | 3.38 | 0.68 | 0.62 | -0.50 | NS |
| 14 | The management in charge of discipline office has record for good and bad staff or | 3.34 | 3.48 | 0.72 | 0.74 | -1.02 | NS |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | workers that disobey or obey the company rules and regulation. | | | | | | |
| 15 | The staff always fight each other even in presence of the site engineer. | 3.32 | 3.33 | 0.95 | 0.82 | -0.06 | NS |
| 16 | The staff and workers obey the company rules and regulation. | 3.40 | 3.33 | 0.82 | 0.69 | 0.51 | NS |
| 17 | Absenting staffs always pass information to the management. | 2.77 | 3.25 | 1.15 | 0.70 | -3.01 | S |
| 18 | The staffs and workers comes to work all the time. | 3.30 | 2.80 | 0.78 | 0.98 | 2.88 | S |
| 19 | The staff and workers always show remorse whenever they are caught with an office. | 3.17 | 3.05 | 0.94 | 0.84 | 0.74 | NS |
| 20 | The staffs are always show remorse whenever they are caught with an office. | 3.20 | 3.30 | 0.94 | 1.00 | -0.54 | NS |
| 21 | Safety precaution are being taken by every worker or staff. | 3.06 | 3.40 | 1.02 | 0.54 | -2.56 | S |

Keys

$X_1$ = Mean of workers, $SD_1$ = Standard Deviation of Staffs

$\bar{X}_2$ = Means of administrators, $SD_2$ = Standard of administrators

T = t-test calculated, NS = Not Significant, S = Significant

Table 4.5 reveals that items 11,17,18 and 21 were rejected indicating that there is signifance difference between the opinion of workers, staff and the administrator. The t-calculated are greater than t-critical value of ±1.98 at .05 level of significance. While items 12,13,14,15,16,17 and 20 were accepted indicating that there is no significant difference between the respondent hence null hypothesis stated is accepted.

**Hypothesis Three**

There is no significant difference between the mean response of workers, staff and administrators with regard to how the administrator's carry out decision process in construction industry.

**Table 4.6**

**T-test Analysis of the respondent regarding to how the administrators carry out decision making process in the construction industry.**

| S/N | ITEMS | $X_1$ | $X_2$ | S $D_1$ | $SD_2$ | T-cal | Remarks |
|---|---|---|---|---|---|---|---|
| 22 | The contractor always refers his decision to the administrator for adviser or cancelling. | 3.56 | 3.15 | 0.57 | 0.79 | 2.99 | S |
| 23 | The management allow fair hearing from the staff and workers. | 3.35 | 3.38 | 0.73 | 0.62 | -0.25 | NS |
| 24 | The management allow others to contribute during meetings. | 3.11 | 3.03 | 0.90 | 1.04 | 0.43 | NS |
| 25 | The administrator thinks before taking decision over the construction company. | 3.19 | 2.20 | 0.74 | 1.03 | 5.53 | S |
| 26 | The management visit the construction site most at time. | 3.14 | 3.23 | 0.87 | 0.72 | -0.63 | NS |
| 27 | The management always abides by the decision of the majority during interactive section. | 3.30 | 3.25 | 0.73 | 0.73 | 0.37 | NS |
| 28 | The management always abides by the decision of the majority during interactive section. | 3.19 | 3.48 | 0.67 | 0.81 | -2.01 | S |
| 29 | The fore-man always communicate to the management on decision affecting the construction site. | 3.35 | 3.18 | 0.73 | 0.95 | 1.02 | NS |
| 30 | The management decision is always final in all the construction matters. | 3.40 | 3.20 | 0.86 | 0.81 | 1.30 | NS |
| 31 | The staff and the workers go against the decision of management. | 3.23 | 2.33 | 0.76 | 1.06 | 4.89 | S |

Keys

$X_1$ = Mean of workers, $SD_1$ = Standard Deviation of Staffs

$\bar{X}_2$ = Means of administrators, $SD_2$ = Standard of administrators

T = t-test calculated, NS = Not Significant, S = Significant

Table 4.6 reveals that items 22,25,28 and 31 were rejected indicating that there is signifance difference between the opinion of workers, staff and the administrator. The t-calculated are greater than t-critical value of ±1.98 at .05 level of significance. While items 23,24,26,27,29 and 30 were accepted indicating that there is no significant difference between the respondent hence null hypothesis stated is accepted.

**Summary of Findings**

The following are the principles finding of the study, they are highlighted base on the research questions.

Summary related to research questions 1

1. Information is passed from the management to the staff and workers during morning briefings.
2. The management communicate to staffs and workers through Notice board.
3. Most of the information from the management are not clear to workers and staff.
4. The management communicate to staff and workers through mega phone at the construction site.
5. The management uses the press club to passes important information to staff and workers.

**Findings Related to Research question II**

6 The staff and workers are always there working or doing their job even when there is not site manager on site.

7 The workers and staff report to management whenever there is misconduct between them.

8 The staff and workers comes to work in time.

9 The management in charge of discipline office has record for good and bad staff or workers that disobey or obey the rules and regulation.

10 The staff always fight each other even in presence of the site engineer.

11 Absenting staffs and workers always pass information to the management.

**Findings Related to Research questions III**

12 The contractor always refers the decision to the administration for advise of cancelling.

13. The management allow fair hearing from the staff and workers

14. The management allow others to contribute during meetings.

15. The administrator thinks before taking decision over the construction company.

16. The management source time delegate authority to the other members of staff.

17. The management visit the construction site most at time .

18. The management always abides by the decision of the majority during interactive section.

19. The fore man always communicate to the management on decision affecting the construction site.

20. The management decision is always final in the construction matters.

21. The staff and workers go against the decision of the management

**Discussions of Findings**

The following findings were made from the study on the assessment of administration in carrying out decision making process in the discussion of findings of this study were organized and presented accordingly to the research question and hypothesis.

1. channel in which the management communicate his ideas or pass information to the staff and workers the findings in table 1 showed that statement 4 and 10 revealed that the responses in the two group (staff and workers) disagreed meaning that most of the information from the management is not clear to staff and worker; there is good communication between the management staffs and workers and also statement 7 showed that the management communicate to staff and workers through telephone Ozigi (2010) states that it is through effective communication that members of an organization will be made aware of its goals will understand what is happening in different areas and units, therefore the role of the administrator as a communicator is an important one. He must communicate regularly as and when necessary with his staff pupils, members of the public and the ministry of public and the ministry of building and construction fame.

2. Cultivation of self discipline by the staff and workers, the findings in table 2 showed that statement is revealed that the responses in the two group (staff and workers) disagreed meaning that the workers always fight each other even in the presence of their company management. Ozigi (2010) views that self discipline is not externally imposed nor is it base on fear. A disciplined person will do what is right and good because he believes that such behaviour is better than actions which can harm other people while on the other hand statement 11,12,13,14,15,16,17,18,19 and above are considered agreed in which 12 14 16 17 18 and 19 are of mean score of 3.00 and above meaning that the workers report to the committee whenever there is misunderstanding between them, the discipline officer has record for good and bad officers and workers, workers obey the company rules and regulation, absenting staffs and workers always pass information to their management, the workers and staffs comes to work all the time and the workers always shows remorse whenever they are caught with an offence.

3. Decision making process in the construction management the findings in table 3 shows that statement 30 revealed that the responses of the staff disagreed meaning that the workers

against the decision of the administrators while in the other statement 21,22,23,24,25,26,27,28, and 29 were of mean score 2-5 and above which are considered agreed the allows others to contribute during meetings, the management some time delegate authority to the other members of staff, the management always abides by the decision of the majority during interactive section and the management always communicate to the public on the decision affecting their Wenrich (1999) states that. A basic tent of the democratic process is that people should have the right to participate in making decisions that directly affect their lives in the construction industry process, presumably this right would extend to faculty staff, workers and community at large.

# CHAPTER V

## SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

### Summary of the Study

The main purpose of this study was to access the management practices in building construction industry in Abuja (F.C.T.) according to the following research questions. The channel which the management communicate his ideas or pass information to the staff and works self discipline cultivated by the staff and workers without the use of force control behaviour and the way in which administrator carry out decision making process in the construction industry.

Related literature were reviewed in the following handing assessing that is the process of ensuring the organisation and management of building construction industry using the result obtained in taking relevant decision about the programme administration which is the process of using method principles and practice to establish communication which is also keeping others informed of what is happening with regards to the policies discipline individual knows and take the right course of action and decision making in the industry which is to every problem in the industry requires some decision.

A questionnaire containing thirty one (31) statements which was used to investigate the assessment of administration in construction company. Three research question were drawn two hypotheses were formulated and statistical tools were used for the analysis of result are average mean, standard deviation and T-test.

### Implications of the Study

The findings of this study have implication in the contractor, staff, workers and authorities concerned with administration in order to implement properly the standard and

principle of administration, the study has provided information on assessment of administration of building constructions company in (F.C.T.) Abuja.

Administration, management staff, workers can use these findings to improve their management and construction performance in the industry.

**Conclusion**

Based on the findings of this study, it was found that there is need to improve in the way of administration, to be in a standard way. Administration have been identified during the literature review and data analysis through responses from the people involved (staff and workers) in the study, therefore assessment of administration should be followed by the process and standard of construction in order to meet the requirement of the new constituency system as one of the objectives to produce/train individual fit into modern society.

**Recommendations**

Based on the findings the following recommendations were made.

1. All construction industry should provide sufficient and qualified administrators for the building construction industry
2. Adequate facilities should be provided for the programme.
3. There should be adequate funds allocated for the administrator for proper maintenance of the equipments.
4. The use of communication should be in approved channel, that is communication from the administrator, management, contractors staff and workers and vice versa.
5. There should be efficient and effective communication between the contractor and the management.

6. The technicians in a different work environment should be trained in the use of computers.

7. More computer aided device need to be made available to enhance the effectiveness of the communication in the building construction industry.

**Suggestions for Further Research**

The researchers view based on finding requires that further studies should be carried out based on the following are

1. There should be a similar study which should be replicated in other state of the federation.

2. There should be a similar study which will involve the external administration management, technical officer in the construction team as the subject or the respondents.

3. A similar study should also be carried out in the private sector.

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## APPENDIX B

QUESTIONAIRE FOR BUILDING ENGINEER AND FORE-MEN OF BUILDING INDUSTRIES IN FEDERAL CAPITAL TERRITORY

(FCT) ABUJA

FEDERAL UNIVERSITY OF TECHNOLOGY MINNA NIGER STATE, SCHOOL OF SCIENCE AND SCIENCE EDUCATION

DEPARTMENT OF INDUSTRIAL AND TECHNOLOGY EDUCATION

This research work is on the assessment of management practices in building construction industry in Federal Capital Territory (FCT) Abuja.

Introduction: please provide the following information before completing the questionnaire.

Section A

Personal data

Status: fore-men [ ]

Building engineers [ ]

Section B. C and D below are research questions and their items. Kindly indicate by a tick i.e. [√ ] against each statement in the appropriate Colum which described the extent to which you agree with statement by using the following key:

SA—Strongly Agree

A—Agree

D—Disagree

SD—strongly disagree

SECTION B:

Research question 1

What are the channel in which the construction management communicate his ideas or pass information to the staff and workers?

| S/N | STATEMENT OF ITEMS | SA | A | D | SD |
|---|---|---|---|---|---|
| 1 | Information is passed from the management to the workers during morning briefings. | | | | |
| 2 | Staff and workers use to approved channel to communicate to the management. | | | | |
| 3 | The management communicate to staff and workers through notice board. | | | | |
| 4 | Most of the information from the management are not clear to workers and staff. | | | | |
| 5 | The management communicate to staff and workers through mega phone at the construction site. | | | | |
| 6 | The management uses the press club to passes important information to staff and workers. | | | | |
| 7 | The site engineers communicate to staff and workers through telephone. | | | | |
| 8 | The management communication to staff and workers through circulars. | | | | |
| 9 | The site engineer visits the staff and workers and passes information to them individually. | | | | |
| 10 | There is no good communication between the management and the staff or workers. | | | | |

SECTION C

Research Question 2

What self discipline has been cultivated by the workers without the use of force control behavior?

| S/N | STATEMENT OF ITEMS | SA | A | D | SD |
|---|---|---|---|---|---|
| 1 | The staff and workers are always working or doing their job even when there is no site manager on site. | | | | |
| 2 | The workers and staff report to management whenever there is misconduct between them. | | | | |
| 3 | The staff and workers comes to work in time. | | | | |
| 4 | The management in charge of discipline office has record for good and bad staff or workers that disobey or obey the company rules and regulation. | | | | |
| 5 | The staff always fight each other even in presence of the site engineer. | | | | |
| 6 | The staff and workers obey the company rules and regulation. | | | | |
| 7 | Absenting staffs always pass information to the management. | | | | |
| 8 | The staffs and workers comes to work all the time. | | | | |
| 9 | The staff and workers always show remorse whenever they are caught with an office. | | | | |
| 10 | The staffs are always show remorse whenever they are caught with an office. | | | | |
| 11 | Safety precaution are being taken by every worker or staff. | | | | |

SECTION D:

Research 3

| S/N | STATEMENT OF ITEMS | SA | A | D | SD |
|---|---|---|---|---|---|
| 1 | The contractor always refers his decision to the administrator for adviser or cancelling. | | | | |
| 2 | The management allow fair hearing from the staff and workers. | | | | |
| 3 | The management allow others to contribute during meetings. | | | | |
| 4 | The administrator thinks before taking decision over the construction company. | | | | |
| 5 | The management visit the construction site most at time. | | | | |
| 6 | The management always abides by the decision of the majority during interactive section. | | | | |
| 7 | The management always abides by the decision of the majority during interactive section. | | | | |
| 8 | The fore-man always communicate to the management on decision affecting the construction site. | | | | |
| 9 | The management decision is always final in all the construction matters. | | | | |
| 10 | The staff and the workers go against the decision of management. | | | | |

## APPENDIX C

## STANDARD DEVIATION OF WORKERS IN JULIUS BERGER FCT ABUJA

### RESEARCH QUESTION ONE

$\bar{x}$ = 3.00 n = 10

| X | X - $\bar{x}$ | $(X - \bar{x})^2$ |
|---|---|---|
| 3.00 | 0 | 0 |
| 3.10 | 0.10 | 0.01 |
| 3.30 | 0.30 | 0.09 |
| 2.40 | -0.06 | 0.36 |
| 3.45 | 0.45 | 0.2025 |
| 3.45 | 0.45 | 0.2025 |
| 2.25 | -0.75 | 0.5625 |
| 3.38 | 0.38 | 0.1444 |
| 3.30 | 0.3 | 0.09 |
| 2.40 | -0.6 | 0.36 |
| | | **2.0219** |

S. D = $\sqrt{\frac{\Sigma(x-\bar{x})}{n}}$

Where S. D. = Standard deviation

$\Sigma$ = Sum of

X = mean of each item

$\bar{x}$ = mean

n = total number of items

S. D = $\sqrt{2.021\,^{9}/_{10}}$

= $\sqrt{0.20219}$

= 0.45

**STANDARD DEVIATION OF STAFF IN JULIUS BERGER**

**RESEARCH QUESTION ONE**

$\bar{x}$ = 2.93 n = 10

| X | X - $\bar{x}$ | (X - $\bar{x}$)$^2$ |
|---|---|---|
| 2.98 | 0.05 | 0.0025 |
| 3.08 | 0.15 | 0.0225 |
| 3.03 | 0.1 | 0.01 |
| 1.93 | -1.0 | 1 |
| 3.17 | 0.24 | 0.0576 |
| 3.27 | 0.34 | 0.1156 |
| 3.20 | 0.27 | 0.0729 |
| 3.20 | 0.27 | 0.0729 |
| 3.30 | 0.3 | 0.09 |
| 2.40 | -0.6 | 0.36 |
| | | **2.0219** |

S. D = $\sqrt{\frac{\Sigma(x-\bar{x})}{n}}$

Where S. D. = Standard deviation

$\Sigma$ = Sum of

X = mean of each item

$\bar{x}$ = mean

n = total number of items

S. D = $\sqrt{1.608\,^{9}/_{10}}$

= $\sqrt{0.1689}$

## APPENDIX D

## HYPOTHESIS I

## CALCULATION OF T-TEST BETWEEN WORKERS AND STAFFS OF JULIUS BERGER IN FCT ABUJA

$\bar{x}_1$ = 3.00 (workers in Julius Berger)

$\bar{x}_2$ = 2.93 (staffs in Julius Berger)

$N_1$ = 40

$N_2$ = 60

$S.D_1$ = 0.45

$S.D_2$ = 0.40

df = $N_1 + N_2 - 2$

= 40 + 60 – 2 = 98 (degree of freedom)

$$= x_1 - x_2 / \sqrt{\frac{(N_1-1)S_1^2+(N_2-1)S_2^2}{N_1+N_2-2}\left[\frac{1}{N_1}+\frac{1}{N_2}\right]}$$

$$= 3.00\text{-}2.93 / \sqrt{\frac{(40-1)45^2+(60-1).4^2}{40+60-2}\left[\frac{1}{40}+\frac{1}{60}\right]}$$

$$= 0.07 / \sqrt{\frac{7.8975+944}{98} * 0.0417}$$

$$= 0.07 / \sqrt{\frac{0.7230}{98}}$$

$$= 0.07 / \sqrt{0.0074}$$

$$= 0.07 / 0.0860$$

$$= 0.813$$

$$= 0.81$$

\

## APPENDIX E

## STANDARD DEVIATION OF WORKERS IN JULIUS BERGER IN FCT ABUJA

## RESEARCH QUESTION TWO

$\bar{x}$ = 3.09 n = 10

| X | X - $\bar{x}$ | (X - $\bar{x}$)$^2$ |
|---|---|---|
| 3.20 | 0.11 | 0.0121 |
| 3.13 | 0.04 | 0.0016 |
| 3.13 | 0.04 | 0.0016 |
| 2.23 | 0.14 | 0.0196 |
| 2.20 | -0.89 | 0.7921 |
| 3.13 | 0.04 | 0.0016 |
| 3.23 | 0.14 | 0.0196 |
| 3.45 | 0.36 | 0.1296 |
| 3.33 | 0.24 | 0.00576 |
| 2.85 | -0.24 | 0.0576 |
| | | **1.093** |

S. D = $\sqrt{\frac{\Sigma(x-\bar{x})^2}{n}}$

Where S. D. = Standard deviation

$\Sigma$ = Sum of

X = mean of each item

$\bar{x}$ = mean

n = total number of items

S. D = $\sqrt{1.09\,{}^{3}/_{10}}$

= $\sqrt{0.1093}$

= 0.33

## APPENDIX F

## STANDARD DEVIATION OF STAFFS IN JULIUS BERGER FCT ABUJA

## RESEARCH QUESTION TWO

$\bar{x}$ = 2.89 n = 10

| X | X - $\bar{x}$ | (X - $\bar{x}$)$^2$ |
|---|---|---|
| 2.78 | -0.11 | 0.0121 |
| 3.10 | 0.21 | 0.0441 |
| 2.98 | 0.09 | 0.0081 |
| 3.15 | 0.26 | 0.0676 |
| 1.73 | -1.16 | 1.3456 |
| 2.93 | 0.04 | 0.0016 |
| 3.10 | 0.21 | 0.0441 |
| 3.08 | 0.19 | 0.0361 |
| X3.03 | 0.14 | 0.0196 |
| 3.05 | 0.16 | 0.0256 |
| | | **1.6045** |

S. D = $\sqrt{\frac{\Sigma(x-\bar{x})^2}{n}}$

Where S. D. = Standard deviation

$\Sigma$ = Sum of

X = mean of each item

$\bar{x}$ = mean

n = total number of items

S. D = $\sqrt{1.604^{5}/_{10}}$

= $\sqrt{0.16045}$

= 0.45