

**UNIVERSITY OF EDUCATION WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION – KUMASI**

**THE ROLE OF CAREER DEVELOPMENT IN IMPROVING QUALITY OF
CONSULTANCY SERVICES IN GHANA**

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UNIVERSITY OF EDUCATION WINNEBA
COLLEGE OF TECHNOLOGY EDUCATION – KUMASI
DEPARTMENT OF CONSTRUCTION AND WOOD TECHNOLOGY
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CONSULTANCY SERVICES IN GHANA

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degree in Construction Technology.

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DECLARATION

STUDENT'S DECLARATION

I, **Opoku Barimah Ernest**, declare that this Dissertation, with the exception of quotations and references contained in the published works which have all been identified and duly acknowledged, is entirely my own original work, and it has not been submitted, either in part or whole, for another degree elsewhere.

SIGNATURE.....

DATE.....

SUPERVISOR'S DECLARATION

I hereby declare that the preparation and presentation of this work was supervised in accordance with the guidelines for supervision of Dissertation as laid down by the University of Education Winneba.

NAME: **DR. NONGIBA A. KHENI**

SIGNATURE.....

DATE.....

ABSTRACT

Career development practices in the workplace help companies attract and retain high performing employees. Effective career development practices such as employee growth and development can facilitate healthy organizations. The aim of this study was to assess the impact of career development on quality of consultancy services in Ghana. The study adopted a quantitative research approach involving the administration of survey questionnaires to a simple random sample of 218 Architectural and Quantity surveyors firms. Data analysis was carried out using descriptive statistics involving mean and standard deviations, spearman's correlation and two sample t-test and Levene's test. The findings revealed the 5 most highly ranked influential factors to be considered as effective career development strategies within consulting firms in Ghana are; resource management, infrastructure development for large-scale projects, strategic planning to align the organisation on key priorities, due diligence and transaction support for investors including infrastructure funds and private equity and products/service branding and packaging. The findings further revealed there exist no significant correlation between career development practices and quality of service. The findings further revealed 5 key challenges that confronts consulting firms in Ghana, they include; insufficient capital, bribery and corruption, favouritism, nepotism and lack of motivation. Again, the study concluded on the following; almost all career development practices offered by architects and quantity surveyors do not have any impact on the quality of service and also the 5 key challenges that confront consulting firms in Ghana are; insufficient working capital, bribery and corruption, favouritism, lack of motivation and bad company organization and policy regulation. Based on the findings, the study recommends that there should be frequent training on career development practices for the various consulting firms to abreast with their job. Government should assist the various firms get affordable loans from the various financial institution, workers at the various consulting firms should be motivated enough to give their best and to deal with favouritism, the government should strengthen procurement in the country. Contracts should be advertised for qualified applicants to apply.

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DEDICATION

To Almighty God whose blessing and favour have brought me this far. I dedicate this work to my Lovely daughters Clara Opoku-Mensah Afriyie and Evangeline Opoku-Mensah Nkunim.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The construction industry is among the industry which is characterized by most people as complex, cost, time consuming and risky. The industry is characterized by some challenges in project constructions which needs huge capital, innovative service, technology, brilliant brains and capable working forces. According to Ahadzie (2008), construction project which involves housing represents the largest sectors of construction in most of the developed and development economies of world and Ghana is not an exception. Also, World Bank (2008) stated that, the construction industry is highly attractive form of business and investment. In European countries like Ukraine and among others, since 2007, the number of construction firms has increased over 15% and during the last 5 years, there have been about 70% increases globally. According to Nikumbh and Pimplikar (2014), consultancy service plays a key role in the construction process. Consultancy services helps improve the benefits of the construction projects to the customers in terms of satisfactions, value for money, resource utilization and reduces the cost, time and improve the quality of projects. Nikumbh and Pimplikar (2014) further mentioned that the consultancy services also play a multifaceted role in construction projects. Thus, they involved themselves in project from its start to completion. The consultancy service which is mostly managed by the project manager has a core mandate of supervising the entire project construction from start to completion. In consultancy service, research indicates that efficiency in management and employee is very important to achieve the goals, objectives and gain a higher level in competitiveness. Adnan et al., (2009) stated that consultancy service is

very important because they ensure that construction projects are different, unique and also gives their full attention to the demands of the projects.

In addition, Nikumbh and Pimplikar (2014) mentioned that as a result of the changes in technology and rapid expansion in the construction industry, the service provided by consultancy firms have improved over the past years. Thus, there has been improvement in their performance regarding the quality of work to meet the standard, expectations and improve customer satisfaction. In organization concept, quality management ensures that employees work to achieve the required level of quality for a product and service. In the construction perspective, quality management is required to motivate and improve the capabilities of employees. Also, quality management ensure that consultancy service maintains the quality and beauty of construction works by the required standard which meets the needs of customers' satisfaction. Tan and Abdul-Rahman (2011) stated that effective consultancy service helps bring long term superior advantage and business survival for the company.

Moreover, Olatunji (2010) noted that improving the performance of consultancy services includes quality control, quality assurance, quality improvement and quality standard. All these forms of qualities help improve the performance of consultancy service towards improving the beauty and attractiveness of construction projects. Also, Harris and McCaffer (2011) noted that quality of consultancy service includes all means and efforts which are employed by managers to implement policies which will results in an improvement in construction projects. The quality of construction works is very important factors which determines project acceptance and also influence the payment level. The quality of project is considered as a factor which influences customer satisfaction and enables construction firms gain competitive advantage in the

industry. The quality of construction projects also involves improving the workforce of the organization, through training and career development.

For an organization to succeed and survived or compete effectively in the global economy in this era of globalization, management needs to recruit, select, train employees to improve their performance. The growth and success of an organization is influenced by the performance of those who work for that organization. Bratton and Gold (2007) stated that organizations need to select people with the needed and relevant knowledge, skills and aptitudes to fill positions in the work. Also, the organization can improve the performance of employees through training and development. Mullins (2010) affirmed that one of the core mandates of consultancy firms' includes effective management and development of employees. Thus, they need to improve knowledge and skills of employees for them to achieve the goals and objective of the organization.

In today's competitive business environment, career development of employees has evolved from an isolated tool for employee growth to an important strategic for organization to improve their performance and achieve superior advantage. The current study presents a critical analysis of the role of career development in improving the quality of consultancy service in Ghana.

1.2 Statement of the Problem

Career development practices in the workplace help companies attract and retain high performing employees (Laabs, 1996). The amount of career support received by employees is positively correlated to their stated intention to remain with their current employer (CIPD, 2005). Career development plans for individuals have been found to be effective in fostering future leaders within the company who have the relevant skills and experiences that will be required to define and implement company

strategies (Stringer & Cheloha, 2003). Effective career development practices such as employee growth and development can facilitate healthy organizations (O'Donnell, 2007). Practices that contribute to employee development have been linked to employee commitment to the organization, increased productivity and decreased absenteeism and turnover (Grawitch, et al., 2006). The employee turnover or attrition has been reported to be one of the major challenges facing the consultancy firms in Ghana and other countries today. One of the prime reasons for the employees to leave their jobs is lack of career development opportunities among others (Dev, 2003; Tiga & Kumar, 2003; Mehta, 2005; Sengupta et al., 2007; Sharma, 2010).

Furthermore, many organizations are faced with the problem of retaining employees. It is expensive to replace employees who leave for greener pastures or are lured away by other organizations (Merchant, n.d). New employees have to be recruited, selected, oriented and trained. In fact, it is estimated that it costs an organization approximately 1½ times the salary of the vacated position to replace an employee. Employee turnover can have a demoralizing effect on an organization, and it may also severely impact the overall efficiency of the organization. This becomes even more critical in organizations which are service-oriented, i.e. law enforcement, firefighters, etc., and require highly developed skills and competencies.

Unfortunately, there is no single answer that best addresses the issue of employee retention. However, a number of organizations have responded to this issue by implementing Career Development Programs in the workplace. These programs teach employees how to work toward their own goals while continuing to do productive work for the organization. Organizations with such programs claim they retain a greater number of employees. Clearly, career development is not about "getting ahead", but rather about getting to be the best an individual can be and finding a place in an

organization where they can express excellence and contribute to the goals of the organization.

In today's competitive environment, it is imperative that all organizations create a work environment which fosters growth and development and this not the case in Ghanaian consultancy firms. It is apparent this can be accomplished by implementing a career development program in the Ghanaian consultancy firms to help boost the confidence of the employees. This will enhance organizational loyalty among employees, result in higher levels of job satisfaction, lower employee turnover, and fewer employee complaints (Werther & Davis, 1992).

Again, effective career development support is important not only for individuals but also for the organisations that employ them (European Centre for the Development of Vocational Training, 2008). A career is not simply a job, but rather a lifelong endeavour comprising behaviours, attitudes and feelings in a developmental process driven by people's work and life goals and moderated by the organisations they work in (Baruch, 2004; Greenhaus et. Al, 2000). Thus, the development of a career is a long-term and complex process influenced by those psychological, sociological, educational, physical, economic, environmental and fortuitous factors that converge to shape it during a person's lifetime (McDaniels & Gysbers, 1992).

A study of career development has been carried out in developed and other developing countries. In Ghana, research work has been carried out on career development but how it will improve the consultancy firms in the study regions under explored. So there is a gap in literature that this research work will fill.

1.3 Aim and Objectives of the Study

The aim of the study is to assess the impact of career development on quality of consultancy services in Ghana.

The specific objectives of the study are as follows:

- to assess effective career development strategies within consulting firms in Ghana;
- to assess the impact of career development practices on the quality of service provided by consulting firms in Ghana.
- to assess challenges affecting career development in consulting firms in Ghana.

1.4 Research Questions

The following research questions will be answered by the study:

- what are some of the effective career development strategies within consulting firms in Ghana?
- how does a career development practice influence the quality of service provided by consulting firms in Ghana?
- what are the various challenges confronting career development within consulting firms in Ghana?

1.5 Hypothesis of the Study

In order to address second objectives of the study the researcher formulated five hypothesis to guide the study.

- H1: There is a significant correlation between the career development practices “assessment” and quality of service.

- H1: There is a significant correlation between the career development practices “options” and quality of service.
- H1: There is a significant correlation between the career development “job access” and quality of service.
- H1: There is a significant correlation between the career development “action plan” and quality of service.
- H1: There is a significant correlation between the career development practice “skill development” and quality of service.

1.6 Significance of the Study

Although several research works have been carried out in the area of career development in developing countries, there is still a gap which this study would fill especially the career development and how it will improve the quality of consultancy services. That is to say, most of the studies conducted on career development in Ghana and developing countries do not focused how career development will improve quality of consultancy services.

The findings of the study would also add to the already existing literature in the field of consultancy services in Ghana. Therefore, future researchers can make use of the findings of the study in the form of literature review to enrich their researches.

Furthermore, this study would make a significant impact in academic contribution by providing new directions into understanding of career development and how it will improve quality of consultancy services in Ghana and other developing countries.

Again, the study would also contribute significantly to help employees on how to work towards their own goals while continuing to do productive work for their consultancy services.

Also, the outcomes of the study would enable workers in consultancy firms to express excellence and contribute to the goals of their organization. In contributing to industrial practices, the study will help to prepare employees for the future and preserves an organization's ability to meet both existing and future needs. The study will be of benefit to management of consulting practices through the findings and recommendations of the study. Therefore, the outcome of the study could go a long way to enhance organizational loyalty among employees, result in higher levels of job satisfaction, lower employee turnover, and fewer employee complaints. More so, the outcome of the study will provide employees with the opportunity to define career goals and to create plans within the context of organizational realities.

Furthermore, the study will allow the employees to develop and acquire knowledge, skills and abilities required to enhance his/her current job and prepares them for future job opportunities. Finally, the outcome of this study will allow employees to fulfil their career needs, and organizations will benefit by retaining a greater number of their competent and qualified employees.

1.7 Limitations and Delimitation of the Study

1.7.1 Limitations

Every research work is burdened with some problems and this one is of no exception. Among the limitations of the study are the following: getting out with a constructive topic for the study, financial constraints, the study are also constrained in

terms of time, getting certain vital information from the heads of the institutions was a problem as they were unwilling to do so among others.

1.7.2 Delimitations

Although there are several researchable areas on construction, the study focuses only on career development in Ghana, but is limited to assessing the impact of career development on quality of consultancy services in Ghana. Geographically, the study only covers all consultancy services in Ghana. The conceptual discussions are limited to career development practices, challenges affecting consultancy services in Ghana, effective career development strategies and impact of career development practices on the quality of service provided by consulting firms in Ghana.

1.8 Organisation of the Study

Chapter one gives the background of the study. The rest of the study is sectioned as follows: Chapter Two critically examined the related literature review of the topic under study. The conceptual framework that guides the study is also discussed in the second chapter. Chapter Three focuses on the research methodology, and describes the study organisations, study population and sampling, as well as the data collection and analysis. Chapter Four presents the findings of the study. Chapter Five discusses the findings of the study and Chapter Six highlights the summary of the major findings, conclusions and recommendations

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter presents the review of related literature. It comprises eight main sections namely; an introduction, overview of consultancy service, overview of career development, quality of services, career development practices, constraints to career development, theoretical underpinning career development and conceptual framework.

2.1 Overview of Consultancy Services

The construction industry is very diverse which is also interconnected to the development of the economy. Successful projects are results in profit in a construction company and are among the key responsibilities of construction project management. The consultancy service of construction also involves planning and scheduling of construction projection (Li et al., 2011). The consultancy service in project management plays an important role in construction process, consultancy service enhances construction project in term of satisfaction and it consist of business development, profit, resources utilization etc. Atul and Pimlikar (2014) mentioned that consultancy service is a multifaceted part in the construction project and also involved in most project from the project's inception to its completion. Thus, consultancy ensures that project construction is fully supervised by the construction manager and also the project has team of design engineers, construction engineer.

According to Maxwell (2011), every construction project is different and requires full attention, professionalism and energy of its project team. The construction projects also depend on leaders to make it happen. With advancement in building technology and rapid expansion in the construction industry, the service by consultancy has improved in terms of performance and quality of work to meet the construction project goals and objectives which generally results in client's satisfaction. Dzulkarnaen (2011), mentioned that having consultancy service in project construction is very important because: there is shortage of specialized staff within the industry and supervisor staff conversant with latest construction technique is also not available; faster execution of project in short term; and shortage of supervisor who can be associated with single project. Based on the above reasons, the work and need for consultancy service is very necessary in project construction.

Consultancy service is sometimes done by contractors. This often happens because the roles and responsibilities most of the contractors have skills and knowledge which can enable them to perform the role and responsibilities of consultancy service. Also, consultation takes place when the client seeks expert knowledge on engineering problems or any related engineering matter. Maxwell (2011), also stated that consultation of project construction is not just sitting across a desk and involves traveling, having some substantial portion of service over a period of time and several months and presentation and discussion with clients. Consultancy service involves also project management. Cheung and Suen (2009), defined project management as directing and coordinating human and material resources throughout the life of a project by using modern management techniques to achieve predetermined objectives of scope, cost, time, quality and client satisfaction. Just like consultant service, special attention is required in completion of a project construction. With consultancy service,

there is no specific definition of project. Dzulkarnanen (2011), explained consultancy service by their roles and responsibility that they provide service using tools and skills they have in delivering a task assigned by the client o owner of the project. However, literally, consultancy means the act of consulting; thus, it involves a process of seeking the advice of a consultant.

Moreover, Atul and Pimlikar (2014) mentioned that the roles and responsibilities can be categorized into three phase which includes pre-construction phase, construction phase and post-construction phase. The pre-construction phase includes; project definition, project administration, appointment of architect and design management. The construction phase also includes; procurement management, co-ordination with client, architect and other project consultants, safety management, appointment of contractors, planning management, cost management, cost management, site management and quality control. Post-construction phase also includes: package closure-technical and commercial and final cost report.

According to Chong and Lim (2012), the role of consultancy service includes; identifying and investigating problems associated with project construction; formulating recommendation for appropriate action; discussing and agreeing with client the most appropriate future course of action and also aiding where required by the client to implement recommendations. Also, Cartlidge (2012) consultants are mostly problems solvers and advice in project construction who presented are often presented with situation and asked to make suggest recommendation on how it should be dealt with. Consultants play an innovative role, develop new ideas, methods and systems on behalf of their clients. Consultants also play the role of change agents. They bring change to the clients and manage the change process. Thus, they act of facilitators who are deploying their independent point of view and consulting experience and expertise.

In addition, most consultancy service is independent and qualified person who provides professional service to individual, organization and business. This service is provided by people or person to identify and investigate the problem concerned procedures and methods, recommending appropriate actions and helping to implement these recommendation building projects. In project construction, Ashworth (2013) indicated that the consultants are expert in the relevant field and investigate the problems of client on the basis of their expertise, make suitable suggestion and helps in the implementation process. Also, consultancy service includes a broad range of activities and a common characteristic which includes; high expertise, highly customer service, confidentiality and quality service.

Ajator (2014) stated that the most common preference of the service of consultancy is their service quality. Most people prefer to hired consultant because of their high level of quality. The implication is quality is a pivot around which consultancy service revolves. In the construction industry, the quality of service renders to client influence their satisfaction. Most clients expect high quality of service from consultant as a reasonable rate. In the construction industry, confidentiality is also very important to most clients. This result in mutual trust and confidence of the parties involved. Atkin and Brooks (2009) mentioned that consultant in the project construction needs to have knowledge, integrity and reputation. The consultancy services can also be must also meet clients' needs. This influence customer satisfaction and improve the performance of the consultant. Another common characteristic of consultant service is their high expertise knowledge, skills and ability. In the consultancy service, the product is expertise. According to Badu (2010), project consultants are highly trained, well experienced and knowledge in a complex specialist

area of expertise. Thus, they provide expert advice to their client in the area of their specialization.

Construction career provide a way of thinking about how most people choose and work. Construction plays an important role to the modern society. Without construction activities and career, houses, apartment, freeways, hotels, power facilities, bridges and massive underground system would have not been built. Construction career includes an active which includes construction on roadways, development of large building, alteration and repairs to existing structures. Career opportunities in construction are predicted to grow for many years to come, especially for experienced construction professionals. Notwithstanding the positive, outlook certain construction industries are cyclical and others are very dependent on a stable or thriving economy.

2.1.1 Roles of Consultancy Service

Consultancy services are mostly independent and qualified people who provide professional service to individual, organization and business undertakings. Consultancy services are the services provided by an independent and qualified person to identify and investigate the problems concerned with policy, organization, procedures and methods. Also, consultancy service involves making appropriate recommendation and helping clients to implement the recommendation

According to Umblar and Umble (2012), consultant provides an expert professional service to their clients. Thus, they are expert in relevant field and investigate problems of clients on the basis of their expertise and make suitable suggestions. Thus, they help in implementation recommendation. According to Shanker (2011), the roles and responsibilities of consultancy service includes: identifying and investigating problems concerned with strategy, policy, markets, organization,

procedures and methods. Also, consultancy service formulate recommendation for appropriate action by factual investigation and analysis with due regard for broader management and business implication, discussing and agreeing with the client the most appropriate future course of actions, providing assistance where required by the client to implement recommendation.

In addition, Shanker (2011), mentioned professional consultant service should be expected to exercise independence of thought and action, deals with the client's problem in the right perspective. Also, the role of consultancy service includes provision of well-balanced advice and continuously strives to improve their professional skills and to maintain a high quality of service. Most consultant service is considered to be problem solvers. Thus, when client presents an issue, they suggest recommendation on how the problem should be dealt with. This implies that that consultant plays innovative roles, develop new ideas, methods and system on behalf of their clients. Umble and Umble (2011), mentioned that consultants can be extra pair of hands' doing things which people or organization are capable of doing which they do not have the time. Lapiedra, Alegre and Chiva (2011), further mentioned that consultancy service act as investigators and carry out review on matter which is delicate and sometimes complex. Consultants can also act as change agent. Thus, bring change to the client's organization and manage the change process.

In the construction industry, the consultancy service has a huge variety of tasks to be performed ruing the construction activities. Most of the activities are managed and controlled by the project manager. However, the consultancy service also provides design, engineer, construction engineer, project architect and construction manager. According to Gupta et al., (2017), the consultancy service is the best option to improve and increase the efficiency of the project in construction. This helps the project to

achieve the higher heights of standard. The consultancy service plan monitors, schedule and manage the construction process to enhance very all the construction phases are handled effectively.

According to Stacy (2012), most of the consultancy service deals in scheduling, cost budgeting, risk identifying, monitoring and controlling. Thus, they make sure everything regarding the project is being done according to the planning which will help to finish the project in time and in given budget. The consultancy service also ensures the application of skills, knowledge and experiences and also the overcome possible error which will affect the competition of the project. Gupta et al., (2017), stated that the consultancy service is responsible for managing each project. They decide the budget, assign employees and their duties to complete the job and oversee the safety of workers. Thus, the consultancy service ensures that the construction work can be completed according to the contract.

In addition, Muriithi (2014) revealed that the consultancy service is responsible for the planning of the construction project. The planning activities include; conducting numerous surveys, engaging in research about the project to identify possible errors, provide feedback and analyzing results, planning the construction and supporting all technical issues related to the project. Most consultancy service is required to possess basic knowledge about construction procedures in site with details of how they are planned. This helps them in proper execution of the activities in the site and achieving the desired performance. Gupta et al., (2017), noted that the consultancy service is plays an important role in construction projects. Thus, they provide advice and supervision on technical issues to site engineer and also provide proper management and preparation for the day to day reports of the construction works.

2.2 Overview of Career Development

2.2.1 Career Success

Both organisational and self-management career strategies are aimed at optimising the effectiveness of individual careers, that is, optimising career success. Career success is important to individuals as it affects much of the rest of their lives, and it is important for organisations, as how well individuals do is related to organisational success (Judge, Higgins, Thoresen, & Barrick, 1999). Career success is defined as the positive personal and work-related outcomes that accrue from one's work activities and experiences, and has typically been operationalised as either objective (extrinsic to the person) or subjective success (intrinsic to the person) (London & Stumpf, 1982). Objective career success is related to work performance and measured by indicators such as salary, rate of promotion or level/status achieved. Subjective career success is more closely aligned with personal satisfaction and is reflected in criteria such as job satisfaction, life satisfaction, self-perceptions of status, and beliefs about one's employability. Hall (2002) has suggested a spiral model for success where objective success leads to feelings of subjective success, which, in turn, feeds into work orientated motivation that increases objective success, which again increases subjective success, and so on. In this model, objective success precedes subjective feelings of success.

Turner (1960) identified two systems operating within traditional organisational structures that promoted successful upward mobility: contest mobility, which assumes

that promotion and other forms of success are subject to competition among employees; and sponsored mobility, which assumes that success is via patronage from influential/powerful people within the organisation. Contest mobility assumes that achievement is related to effort and the contributions that an employee makes to an organisation, whereas sponsored mobility occurs because influential people within an organisation dispense patronage (Ng, Eby, Sorensen, & Feldman, 2005). Evidence is stronger for the existence of contest mobility (Judge, Kammeyer-Mueller, & Bretz, 2004), although both systems are likely to operate to some extent within any organisation and require attention from both the individual and the employer when contemplating the value of career development strategies.

Career success has been associated with a wide range of demographic variables, including age, gender, marital status, cultural background and socio-economic status, which are largely beyond the control of the individual. However, career success also has antecedents such as education and training that can be influenced by both the individual and the organisation using a combination of career self-management strategies and organisational strategies. Ng et al. (2005), in their meta-analysis, classified variables antecedent to career success under four dimensions of human capital (e.g., work experience, education and training, political knowledge), organisational sponsorship (mentoring, organisational support, resources made available by the organisation), socio-demographic status (e.g., gender, race, marital status, age), and stable individual differences (dispositional traits and cognitive ability). These authors argued that human capital variables were more likely to come into play with contest mobility and sponsorship and socio-demographic variables with sponsored mobility. Ng et al. (2005) also found that variables from all four dimensions consistently correlated with their outcome variables of salary, promotions and career

satisfaction. Evaluations of subjective, rather than objective, success has been argued to be more salient to the new (protean and boundary less) careers as individuals in these careers are presumed to be driven more by personal goals and values and less by materialistic gain (Hall & Mirvis, 1996; Hall & Chandler, 2005), although it is also the case that highly skilled workers, those who can best adopt a new career perspective, can have a stronger focus on subjective success as their objective success is more secure (Arnold & Cohen, 2007). Finally, in terms of career success, women remain disadvantaged relative to men on both objective and, to a lesser extent, subjective criteria, and non-whites do poorer than whites on both (Ng et al., 2005). These outcomes are likely to reflect on-going community-based social injustice as well as social injustice existing in business organisations (Arnold & Cohen, 2007).

2.2.2 Career Development

Career development is an important issue in the construction industry. By attracting, retaining and developing the workforce in the construction industry is very important. It helps the organization to survive in an increasingly business environment. The end result of career development is a successful career development practices which makes the construction industry workforce improve their performance. It also helps individual project managers and contractors survive in a competitive business climate and better equipped to face the future. Research indicates that successful career development practices are designed to given various companies within the construction industry competitive advantage in attracting, retaining and developing the best people.

According to Merchant (2011), the term career development implies that there is a career which needs to be developed, the term career also describes a person's work experience over a period of time and development also includes all the things a person

learns from experience as well as from course and other training activities. The development includes personal development, technical development and professional development. It also concerns with skill development which includes a number of new initiatives of working in the organization. West and Berman (2012), mentioned that the construction industry is faced with the problem of career development. It is very expensive to develop the career of employees as it also problem to retain employees. Most employees of construction companies are lured away other organization. Therefore, new employees have to be recruited, provided with orientation and trained.

In addition, Armstrong (2009) mentioned that career development is very significant to the employees and the organization. It helps improve the organization and employee's career. Graham and Bennett (2015), indicated that workers can improve their career through attainment of managerial or proficient skills and know-how which can result in promotion and rewards. Career development enhances the status and task exhibited in organization. The construction industry needs workers who have the required knowledge and abilities to make an effective impact as its drivers towards achieving a competitive advantage. Armstrong (2009), revealed that due to the changes in the business industry which includes the construction industry required unceasing proficient and managerial improvement. Pareek and Rao (2012), stated that organization needs to support the progress of the staff they will used for the future.

Moreover, the concept of career development involved a detailed path with level of development that employee goes through to improve their knowledge and skills on the job. Employees with adequate knowledge and skills about their work in the construction industry have chance of making in to the top and are also motivated to their best. Graham and Bennet (2015), mentioned that the career development is very beneficial to the most organization because it encourages the staff to put up their best.

This implies that most working staff with less knowledge and skills most perform poor in the organization. Gapelli and Hamori (2010), mentioned that insufficient improvement of employees in the organization have a negative influence on their performance. In most organization, the employee career development is managed and controlled by top management and human resource personnel. The top management and human resource personnel are obliged to ensure workers in the organization have the skills, experience and knowledge needed to provide the best possible work (Faria, 2013). Career development also includes both employees and organizational needs. Thus, the outcome of the career development will benefit the organization as well as the employee. Thomson and Mabey (2012), stated that the organization outcome of the career development is for the employees to match the skills and knowledge acquired to get value and improve their performance for the organization.

In addition, Othman (2014) mentioned that well-rounded professional in the built environment are need to provide infrastructure to support economic well-being and quality of life in the world. In the construction industry career development, which includes acquiring knowledge and ability to support the construction methods with the right techniques is very important. It helps the workforce in the construction industry to perform cost estimation techniques which includes preparation of tenders, self-management skills, emotional intelligence, stress management skills, workplace ethic and workplace professionalism. Shakir (2009) indicated that career development has become increasingly important in the construction industry. Thus, career development has rapidly increased in the construction industry as it improves the performance of employees.

According to Sunindijo (n.d) and Zhou (2013), the construction managers are responsible for career development. They have to engage, motivate and coach

employees to improve their output in the organization. The construction managers have to determine what drives employees to exhibit certain attitude and what type of training will be required to improve employee performance. Bilbo et al. (2011), mentioned that the construction industry has become more reliant on career development and other educational and training programmes to supply the workforce. However, Ahn et al. (2012), indicated that most employees are much concerned about career development as the new employees who are hired are construction graduates with adequate skills and knowledge. This implies that there is a gap in the construction with career development can help fill it. Othman (2014) mentioned that most of construction taught in various universities cannot sufficiently support students to cultivate them with the soft skills competence to match the industry needs. The implication is that most of the universities are doing much to enhance students with standards demanded by the players in the industry.

Moreover, Boyle-Baise (2012) stated that there has been an increased awareness of career development in the construction industry. This is very important as it results in improvement of hard skills and soft skills. In the construction industry, career development is mostly used to successfully promote the development of both soft and hard skills which are needed to improve the quality of infrastructure. Kuber (2012) stated that the success of consultancy service hinges on well career development of employees is managed.

2.2.3 The Role of Career Development

The European Union vision of being the foremost knowledge economy (the Lisbon agenda) by 2010 will depend on how people are prepared to enter the labour market, the opportunities they are given to develop their skills, and, particularly, how

they obtain the information, advice and guidance necessary to develop and manage their careers. This is especially important if the transformation to a knowledge economy is to be accompanied by greater social cohesion.

Organisations need to realise that positive career development for their workforce is a way of helping to attract and retain the best people: by recognising and responding to the needs of individual employees they will get the best out of them. More effective guidance will assist the development of a knowledge economy and benefit individuals, employers and society at large. It will, however, require a cultural shift in management behaviour in organisations towards self-management (Hackman, 1986).

Understanding how to motivate employees, and knowledge workers in particular, is likely to be a critical factor for organisational success. Paying attention to the career development of individuals will be vital not only for skill development but also to help motivate superior performance at work by giving people a clearer sense of direction and purpose. This will mean that career professionals will need to think in new ways about how they:

- organise and provide career support;
- work effectively with partners from other professional groups;
- use informal career support mechanisms;
- equip managers and others to give career support more effectively.

At the same time, if the EU is to improve social inclusion, it needs to ensure that more employment opportunities are created for groups currently disadvantaged in the labour market, and that these groups are supported in their career development. As will

be seen from the case studies, many of the initiatives that have been, or are being, put in place are focused on these groups.

2.2.4 The importance of career and career development

Career development has strong implications for individuals, employers and governments.

2.2.5 Individuals

Changes in the way work is structured and organised, together with the growth of the knowledge-based economy, will require a reconceptualization of what a career means to people (Arnold & Jackson, 1997). For much of the 20th century, the term ‘career’ was used primarily to describe the occupational choice and work history of managers and professionals. It was often linked to ideas of progression up an organisational hierarchy. While many people continue to pursue this kind of organisational career, many others will be leading very different working lives. In the future it will be important to develop a more inclusive model that supports the learning and development of all those participating in the EU economy of the 21st century.

‘Career’ is a multifaceted concept. It can be about meaning, sense of purpose and direction. It also includes ideas of progression and development both at work and at a personal level. In this way, it embraces ideas about lifelong learning as well as skill development. It is also concerned with people’s futures – the skills they want to develop, what they want to achieve at work and as a person – as well as their future employability in a rapidly changing labour market. New career concepts, such as the portfolio career (Handy, 1989) – when someone has more than one job (paid or unpaid) and the boundary less career (Arthur, 1994) – pursuing a career across traditional boundaries, such as across organisations (i.e. not within a single organisation), or across

functional or job boundaries – recognise that career has a subjective component: the sense that people make of their own career, their personal histories, and the skills, attitudes and beliefs that they have acquired. These concepts are also in part a response to, and recognition of, the fact that professionals and specialists – knowledge workers – may pursue their careers somewhat differently from other groups and are often more loyal to their professional community than to their current employer. For example, they may be more motivated by the intrinsic interest and challenge of their work, and may be more prepared to change employer for professional development. However, these changes apply equally to people who are not knowledge workers. The new, more inclusive, model of a career ‘recognises both the changed objective realities in which (all) careers are being developed and also the universality of people’s intense involvement with the subjective aspects of their career’ (Arnold & Jackson, 1997).

2.2.6 Employers

Effective career development support is important not only for individuals but also for the organisations that employ them. For both of them it is part of a strategy of achieving resilience to handle change more effectively. The business argument, as Hirsh and Jackson (2004) point out, is that careers are also:

- how higher-level and business-specific skills and knowledge are acquired, through employees undertaking a sequence of work experiences which progressively improve those skills. Key writers on careers in organisations see careers and learning as inextricably linked (Hall, 1976; Schein, 1978);
- how skills and knowledge are deployed and spread within organisations by employees moving from one job to another, in response to where they are

needed. Such deployment and knowledge-sharing is critical to organisational flexibility;

- career movement is how culture and values – the ‘glue’ of the organisation – are transmitted, and how personal networks are extended and strengthened. Corporate culture and networks are often key to rapid and effective action;
- career development is a major tool for attracting, motivating and retaining good quality employees. Purcell et. al., (2003) found that providing career opportunities is one of 11 key practices which influence organisational performance.

Career skills are important for both employees and employers, along with the career education to acquire those skills (Tamkin & Hillage, 1999). Employees need career management skills to navigate the labour market. Employers who have more skilful employees can expect them to navigate their internal labour markets more effectively and for these employees to be more aware of the need to keep their skills relevant.

2.2.7 Governments

There is also an important role for governments in facilitating career development, not only to support the development of a knowledge economy but also to avoid the consequences of some people being excluded from having careers in any meaningful sense. Recognising that everyone potentially has a career and that, as a consequence, everyone has career development needs, means that attention must be paid to how career development is best supported. The communiqué from the Third international symposium on career development and public policy held in Sydney in

April 2006 identified that career development supports workforce development (2) in three ways:

- workforce preparation: how the career development of young people is supported prior to their entry into the labour market;
- workforce adaptability and sustainability: how career development support is provided to employed workers;
- workforce reintegration: how career development support is provided to adults as they move in and out of the labour market and between employers.

The communiqué from the symposium noted that ‘In many developed countries, a major current deficiency is adequate career development support for existing workers. There is an important role for public policy in encouraging and supporting employers in providing career development services for their employees and assuring access to career development services in the wider community’. Understanding the role of public policy in providing career guidance to support existing workers requires a good appreciation of how employers provide career development support, who the main players are in the provision of career development support, recent developments in the delivery of career support, the changing pattern of employment opportunities and the increasingly specialised labour markets in which many careers are being pursued. The communiqué provides a rationale for this report and for its focus on how career development support is provided to existing workers. Its recommendations, however, need to be understood in the context of economic and employment trends in the EU, the development of the knowledge economy and people’s changing expectations.

2.2.8 Stages of Career Development

The stages of career development include period which improve the performance of employee in various institution. According Levinson (2010), these stages improves the career model of employees. Career is complex term which if a person wants to succeed in the changing environment. Employees in various organizations need to continue to acquire new skill, abilities and training through their working life. This enables them to develop new skills and enhances their personal skills. According to Ivancevich (2011), due to the demanding and more challenging of the business environment, employees need to be available, ready and prepared enough to accomplish new task. This makes is very important to understand the stages involve in career development. Ivancevich (2011) mentioned that before employees start to develop their career, they need to understand their desires, needs, passion, skill and abilities. Research indicates the stages in career development are correlated with the basic life stages (Harris 2011). With regarding this study, the stages of career development include preparation of work, entering the organization, early career establishment, the middle-career and late career.

2.2.9 Preparation for Work

The first stage in the career development is the employee anticipating on the kind of training or education to pursue that would best fit a particular career of his/her desire in the future (Harris, 2011). The career development stages start when an individual completes school and begin to work for employment. This stage is also known as the transition for formal education to job. During this stage an individual stage to explore about different career opportunities. Individual decision for career opportunities is influenced by their parents, peers and financial resources. After individual acquiring the need skills and abilities, they begin to search of work including accepting their first job, acceptance their colleagues, learning about job and gaining the first taste of success.

The individual needs to discover the opportunities of a career to meet his/her needs. During the stage, the individual has had no experience and therefore, the choice of the career training and development rely on information derived from such career (Harris, 2011). During this stage, some organization can responsibilities to groom new employees to be adaptive through education received which will equip them to be viable in the business environment.

2.2.10 Entering the Organization

The next stage of career development is the entering the organization. During this stage, employees in the organization establish themselves in the organization. Employees also try to adapt to being workers, getting established in the organization, socializing with the working environment, getting familiar with the organization and co-workers (Harris, 2011). Also, during this stage, employees develop relationship between their career and private part of their life. In this stage, employees have to develop a professional a clear relationship with their heads or supervisors in the organization. This stage also increases induction training. Employees are trained to gain work familiarization, technical skills, professional training, on the job training at the institutions.

During this stage, the individual practical work life has started. The individual has to be conscious of the business environment and also focus on his/her skills, ability and competencies development (Harris, 2011). This also helps the individual to evaluate most career and decide to abandon or continue with the choice made. During this stage, individual decision to select a career is influenced by precise information attained. Also, individuals' career development begins as they entered into the organization. This

is because the dynamic work of the construction industry does not encourage book knowledge to be utilized in devising a good career development plan. At the stage, the top management in organization helps providing training programmes to abreast employees with the market trends and diverse career levels will help the employee.

2.2.11 Early Career Establishment

According to Harris (2011), the establishment stage is the stages involves in career development. This stage is also known as the advancement stages. Thus, employees begin to grow and get established in the organization. Employees become more concerned with their performance and advancement in the organization. When employees are establishing themselves in the organization, they develop the desire to take higher responsibility and more challenging jobs in the organization. Thus, employees strive hard for creativity and innovation by taking challenging job assignments.

At the establishment stage, employees in the organization strive hard for creativity and innovation by taking challenging job and assignment which will enhance their performance in the organization. Supervisors in the organization also try to provide employees with some level of autonomy to employees. At the establishment stage, employees are oriented to enable to learning about the core values and roles assign to them in the organization (Harris, 2011). This enables employees to put up favourable attitude towards the organization. During this stage, the organization provides suitable training and developmental opportunities. This ensure adequate and proper transition from technical work to management.

During this stage of career development, the individual will have full knowledge on the business working environment. The individual begins to focus on development the capabilities which are needs to in order to be valuable professional. The individual needs to take education, training and workshop to gain the competence but the support needed by the organization is very important. This is to encourage and support the individual in the career development stages. At the stage, the individual skills and knowledge has increases also has had a better understanding of the organization strategies and his/her career too.

2.2.12 The Middle-Career

According to Harris (2011), the advancement stage is also among the career development stages. During this stage, the major the major tasks that employees deal includes confronting and reappraising their early their early career decisions. This enables them to be productive in their future activities within the organization. Also, at the middle career employees are more concerned with achievement, esteem and autonomy in the organization. At the middle career stage, employee has already selected the organization and is fully aware of his/her potential and areas of interest. They have also gained much knowledge about the organization which enables them to improve their performance. This helps employees to acquire much knowledge, gain self-confidence and become independence in his/her work. During this stage, employees are able to increase their competence in solving business problems and dealing with the important business task without directions.

According to Godshlik et al., (2012), during the middle career of an individual, they become aware of their career path. Thus, they assume duties and responsibilities in the

organization also play an activity role in decision making process in their organization. At this stage, the individual can evaluate his career objectives and achievement. At this stage, appraisal is done on the person and work life to determine the areas for improvement. The organization can also support the individual by keeping by keeping him/her in the know of transitional middle career. This will the individual to strength is weakness and also gain much experience. However, an individual at this stage of career development has control of things with the already acquired skills and knowledge.

2.2.13 Late Career

The later career is the last stage in career development. During this stage, employees continue to grow through the mid-career stages. This stage is where old employees allowed the luxury to relax in the organization. The later career is also period in career development when employees enjoy respect given to him by younger employees in the organization. Within the late career development, employees are in the organization are no more learning, but rather they teach other employees on the basis of knowledge and skills which they have acquired in the organization. According to Hanisch and Hulin (2011), during the late career development most employees experience economic hardships which include: forced early retirement, health challenges, working until later in life because of the extended lifespan, age in which social security retirement benefit and diminishing returns on pension plans.

The last stage of career development of an individual is still value to the organization as the individual has maintained his/her self-credibility. That this stage, the organization might require a matured and experienced mind that have been tested and trusted overtime to help improve the organization. With this, individual employees

will start to receive promotion and other incentive to keep on in the organization. The individual begins to enjoy the profit gains and that could take the individual quite a long way in the organization. Most employees also begin to plan well in order not to have frustrated and wasted by the effect of retirement.

2.2.14 Scheme for Structuring Career Development Activity

Being clear about the underlying purposes of career development activities is also important for ensuring that a suitable range of career interventions are put in place. Hirsh et al (1995) suggest that there are five purposes, which apply equally to the individual and the organisation:

- **assessment:** activities to provide the individual and organisation with the opportunity to learn about the individual's strengths, weaknesses, interests, etc.;
- **career options:** activities to assist individuals' and their managers' understanding of current and future career and job options;
- **action planning:** planning of specific, concrete, time-based learning activities by individuals and organisations;
- **skill development:** activities to promote or deliver skill development;
- **vacancy filling:** activities designed to manage the internal labour market in line with business needs and organisational culture.

Organisations can use a wide variety of processes to deliver these objectives (see Figure 1). Although the activities themselves are designed to support career development, their successful implementation in a particular organisation may not be straightforward, since their effectiveness requires a favourable cultural context that supports meaningful negotiation between the individual and the employer. However, the methods for designing and structuring most career development activities are well understood (see, for example, Jackson, 1990; Arnold, 1997). The key issue is putting

together a coherent set of interventions that address each of the five underlying objectives. The range and extent of activities needed by small organisations is likely to be less than those required by large organisations. In small (and some large) organisations, some career development activities may have to be resourced by external suppliers but others can be successfully handled informally if there is a sufficiently high level of trust and openness. In small organisations a well-chosen but simpler set of activities can be used to deliver against these five objectives. Even large organisations will not need all these processes but they do need to ensure that there are activities to address each of these objectives.

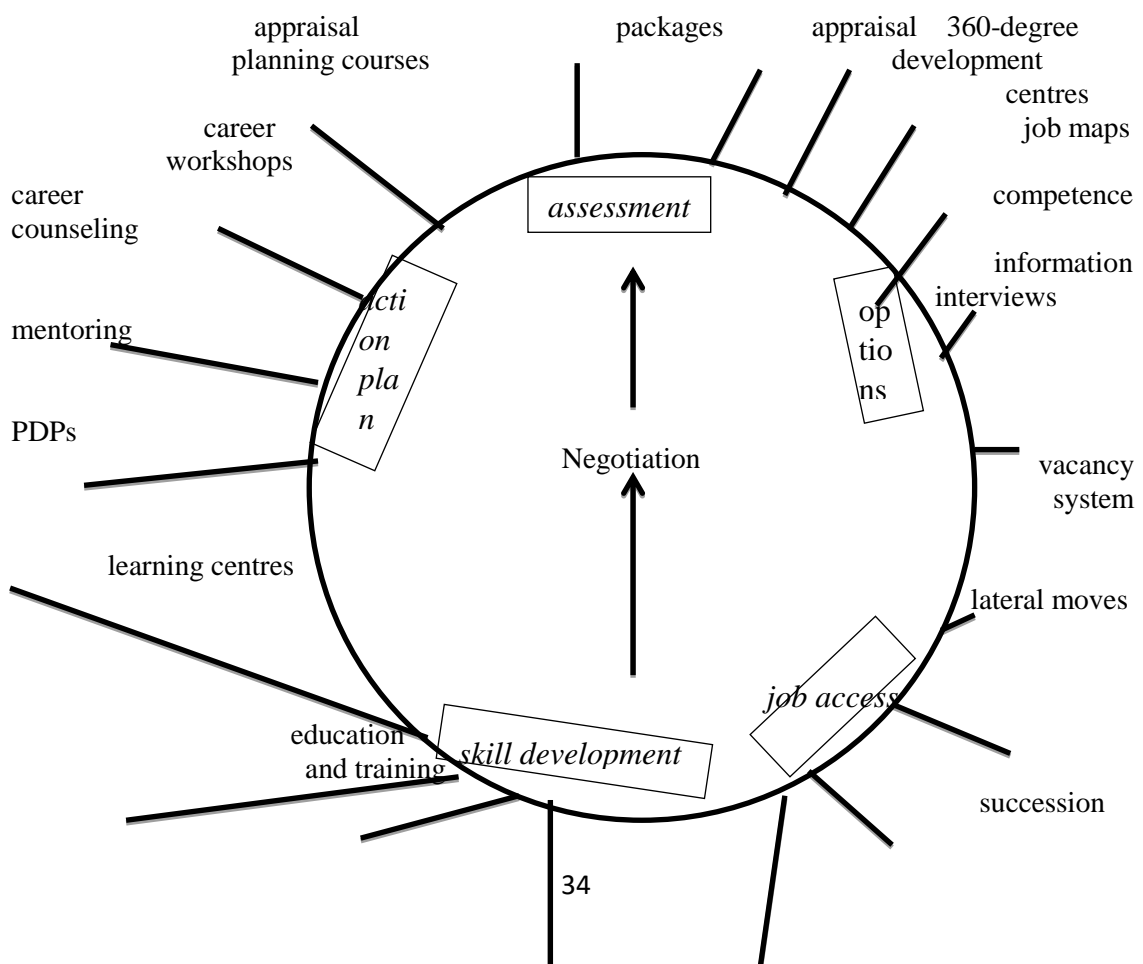


Figure 1: Scheme for Structuring Career Development Activity**Source:** Hirsh et al (1995)**2.3 Quality of Services****2.3.1 Training**

Nowadays, organizations know proper training needs to establish a proper system. Training is referred to as a systematic approach to learning and development to improve individual, team, and organizational effectiveness (Goldstein & Ford, 2002). Training is the systematic development of the attitude and skill behavior pattern required by an individual in order to perform adequately a given task. “It is also the systematic modification of behavior through learning which occurs as a result of education instruction development and planned experiences” (Oliseh, 2005). Training tried to change the behavior of the employee in the work place to increase employee’s skills according to standard which exists in the company. The organizations usually implement training when they want to change process of manufacturing or service, training for new skills gives opportunity for better career paths (within the company or in the labor market), higher income and employability.

Manpower training and development has the key role in improving knowledge and skills on human resource in any organization. Human Resource (HR) professionals are very important for the organization. Training can bring them at par with the organization's goals and attuned with the industry trends is necessary. The companies should improve continually employee’s skills and attitude by training and manpower development to ensure enforcing optimal performance. As shown in Figure 2,

manpower training and development can change and improve the level of ability and attitude of the employees in the workplace.

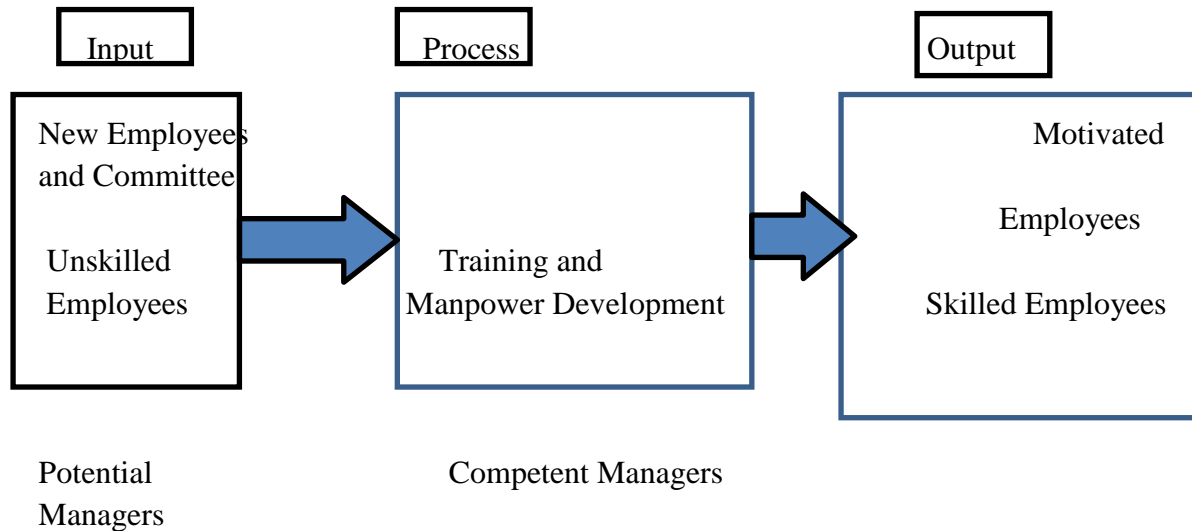


Figure 2: Input-Process-Output (IPO) of Manpower Training's Model

Source: Berkeley (2014)

Also, training and manpower development undoubtedly lead employee to better productivity through improved technical and managerial skills and better morale within the workforce. The creation of a culture of training and manpower development within an organization confirms within the minds of staff that they are worthy part of the construction company. The culture of an enterprise is one of the hardest aspects to manage; staff training and manpower development have the power to change organizational culture for the better situation in Construction Company.

According to David (2008) “Many managers understand the value of a skilled workforce, many companies fail to realize the benefits that minimal improvements in employee skills by training can make in an organization”. According to many studies, implementation of training system in company can improve some factors in the

company such as performance improvement, increased productivity, increased profit, improved satisfaction of employees, increased employee morale and increased revenue.

As shown in Figure 3, the effectiveness of training and manpower development can improve the job satisfaction, technical skills, enhancement of salary and change the company culture to a proper level that company can compete with other companies as well as owners or contractors or Human Resource Management (HRM) expected. These changes can help to increase and improve profit, productivity and employee's performance in a construction company.

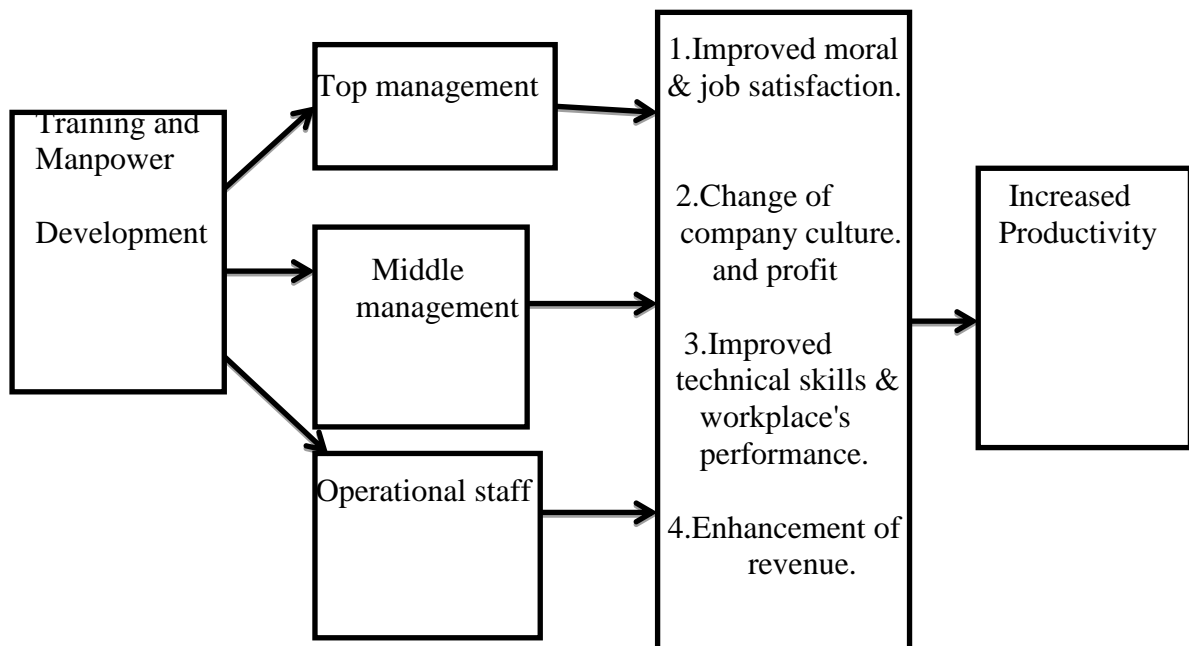


Figure 3: Detailed Relationship between Training System and Productivity

Source: Berkeley (2014)

According to Training Magazine (2004), when senior executives were asked the most important training initiatives, 77% cited aligning learning strategies with business goals; 75% cited ensuring learning content meets the workforce requirements; and 72%, boosting productivity and agility in the companies. So, most managers know training has had significance for company improvement. Doubtlessly, training and manpower development has important role on series of factors which can nicely enable to increase productivity in the workplace. “The results indicate that employee's training is one of the functions that consistently over the years are perceived as having considerable room for productivity improvement” (Arditi & Mochtar, 2000). The companies need to have a proper system for the implementation of manpower training and development, as using Instructional System Design (ISD) and Instructional Design (ID) in the construction companies that are able to know and design a good instructional system in projects, it is necessary to establish this intellectual education system for companies to get most benefit from training.

2.3.2. Training Needs Assessment in Construction Training

Before the implementation of the training system the managers must be able to know their employee's needs concerning training. And “training needs are initially identified by reviewing regulatory requirements and existing training programs, and/or conducting a needs analysis” (Yoder, 1993). According to Chang and Chiang (2011) TNA (Training Needs Assessment) is a process of confirming the knowledge and technology necessary for achieving organizational goals, and it is necessary to provide the employees through training, and which training should be provided”. This process must continuously effort to find the existing needs of the organization concerning training to achieve organizational development goals. This analysis for training needs is

usually included: The three levels are organizational level, operational and individual level.

According to Warshauer (1988), a good TNA provides the following benefits such as: 1) increasing the commitment of the management to enable participants to participate in training and development continuously; 2) increasing the visibility of training functions; 3) elaborating critical organizational issues; 4) making the best use of limited organizational resources; 5) providing training courses and Training design ideas; 6) providing employees with knowledge and skills for performing their duties; 7) helping an organization find the goal of performance, and; 8) improving employee relations and morale.

Training system in any organization and industry must be strictly emphasized to know its aims concerning employees then when the organization could know it by analyzing training needs, so the organization can be able to go to the next level of training system after knowing what its mission is.

2.4 Career Development Practices

Entering into the international era has raised the need to dynamic in the organization. Globally-equipped, adaptive employees are very important and have become very important and necessary as it increases the success of the organizations. Most employees want to develop their career to enable them fit into the organization values and goals. According to Iverson (2011), career practice dimension which includes stretching employees, knowing oneself, adapting to change, spotting opportunities, networking, building individual's brand and reflection have an influence on employee's performance in the organization. The workplace place has become very

dynamic, volatile, complex and global and the world of work is also changing. This implies that focusing on a fixed trait of people has now changed. Organizations need to nurture employees' capabilities that can be learned and developed. This enable employees to excel in their area if strength. Also, the job, employees need to develop their skills and knowledge effectively.

According to Winter and Jackson (2011), employee career development practices is done by organization to helps employees meet the demand of the changing workforces. It includes; knowing oneself-thus, accurately understanding one's capabilities and one strengths and weakness in relation to others; stretching oneself; willingness and ability to take on challenges tasks and ability to take on challenging task and assignments that will lead to growth; adapting to change; the willingness and ability to adjust one's approach and adjust to new demands in the work environment; spot the opportunities, one's ability to identify and create work opportunities for oneself, building a network, establishing connections with others for social and professional support; building one's brand, crafting an active and visible reputation inside and outside the organization and reflection/planning, regularly stopping to assess what is working, what is not working and planning for the future. Winter and Jackson (2011) mentioned that all the seven metal skills are very important and enable employees to increase their performance and challenge to manage their own career.

Parkers and Arthur (2011), career development involves an organised, formalized, planned effort to achieve a balance between an individual's career needs and organizational workforce requirements. Career development practices are an important function in an organization which motivates employees for career enrichment as well as desired performance in the organisation. Lips-Wiersma and Hall (2010), stated that career development practices represents a form of partnerships and mutual

commitment in exchange shared responsibilities of employee's careers. The implication is career development practices must be an on-going development system associated with an organization human resource policies and structure

2.4.1 Factors Enabling Career Development

Career development involves the process that an individual work to form an identity in the organization. Career development is considered a significant part of human development in the organization. However, several factors influence career development. They factor includes; personal characteristics, financial resources, age and family obligation. All these factors can prevent an individual from career development in the organization.

The personal characteristics include the personality type, interest, attitude and work-related values which defines a person. The personality of an individual plays a significant role in career development. It influences an individual thinking ability and also making decision. It also influences individual self-assessment that will help career development. When individual is satisfied at which his/her current status in the organization, career development become less important. The financial background of an individual also influences career development decision in the organization. Pursuing certain career option in various schools or training centres can be very difficult. Most career development which requires an individual to attend university can be very costly as compared to other weekly or monthly training programs. The amount involves can limit most individual to improve their career in the organization. Despite several ways of overcoming the barrier through loans, financial aids and scholarship, some individual will still find it embark on it.

The age of an individual is also among the factors which hinder career development in the organization. Thus, individual age and individual perception of age can influence the decision of career development. Research indicates that most people worry about being too young to pursue particular paths or advancement in career and other feel too old about advancement in career development. Most individual rather focus on their age as barrier instead of focusing on their abilities.

In addition, the organizational structure mostly affects career development of employees. Hiring and promotion often express expectation about race and class of people that are best suited for a particular position, which in turn produce race and gender-stratified work forces. Xu and L'effler (2011) mentioned that most position in the organization is not equally distributed across different racial groups. Most people involved themselves in career development to gain promotion and rewards in the organization. However, the glass ceiling effect prevents qualified individuals progressing in management level and other top position in the organization. The implication is that when the glass ceiling is present, most people receive lower paying position. This has a detrimental effect on the morale and economy of a corporation. Most people are visible victims of the real glass ceiling due to the deeply ingrained attitudes at the lower levels, According to Savage (2012), it is very difficult to make to the top usually requiring higher level of merits in order to achieve higher position status in the organization.

2.5 Constraints to Career Development

The constraints to career development include organizational structure, individual factors, political factors and social factors

2.5.1 Individual Factors

According to Torrington and Hall (2011), individual employee is mainly responsible for managing their career. They play an important role in facilitating and supporting the career development process. Employee career development needs to be line with the organizational goals and objectives. However, employees who purses training and development which is inconsistent with the organizational set's goals and objectives would not advance in his/her career development. Mullims (2011) mentioned that career development and self-development of employees needs to be supported by management of the organization. This implies that the career development of employees needs to be relevant to organizational needs and goals.

2.5.2 Organizational Structure

Organizational structure plays an important role in training and career development of employees in the organization. The organizational structure enables management to identify areas and position within the organization which needs further training and career development. Beardwell, Holden and Claydon (2014), rigid organizational structure which provides few job openings impacts negatively on career development after training. Effective organizational structure ensures provide an appropriate career paths and opportunities for promotion and progressions. Beardwell, Holden and Claydon (2014), stated that due to rapid changes in organization, there is great deal of uncertainty and no clearly progression paths; promotion is no longer automatic based on career development career advancement. Hilton (2013) stated that Hilton (2012), lack of promotion and progression in the organization decreases career development and advancement on the part of employees in the organization.

2.5.3 Political Factors

Political factors in most organization have proved to be a hindrance to career advancement and development after training. Nzuve (2011) mentioned that factors such as corruption, ethnicity, nepotism and favouritism affect employee career development after training in various organizations. Thus, managers in organizations sometimes create coalitions to assist, block, protect or hinder some employees. Some organization may have to conceptualize in the larger context of national politics. Robbins (2010) points out that, systems that can be manipulated by managers in order to reward and recognize favourite employees demoralize the rest of the staff. Cranfield University's School of Management (2006) agree and send a stark warning that organization politics, which concerns motives, power, positions and competition, if not used constructively, can impact negatively on various aspects of the workplace.

2.6 Conceptual Framework

Employee Development is one of the most important functions of Human Resource Management (HRM). Employee development means to develop the abilities of an individual employee and organization as a whole so; hence employee development consists of individual or employee and overall growth of the employee as when employees of the organization would develop the organization, organization would be more flourished and the employee performance would increase (Elena, 2000). Therefore, there is a direct relationship between Employee Development and Employee Performance. As when employees would be more developed, they would be more satisfied with the job, more committed with the job and the performance would be increased. When employee performance would increase, this will lead to the organization effectiveness (Champathes, 2006). This model explains the relationship between employee development and employee performance. Employee performance is

a dependent variable and Employee development is independent variable. Employee development variable is operationalized by the following sub variables;

- Employee learning
- Skill growth
- Self-directed
- Employee attitude and behaviour

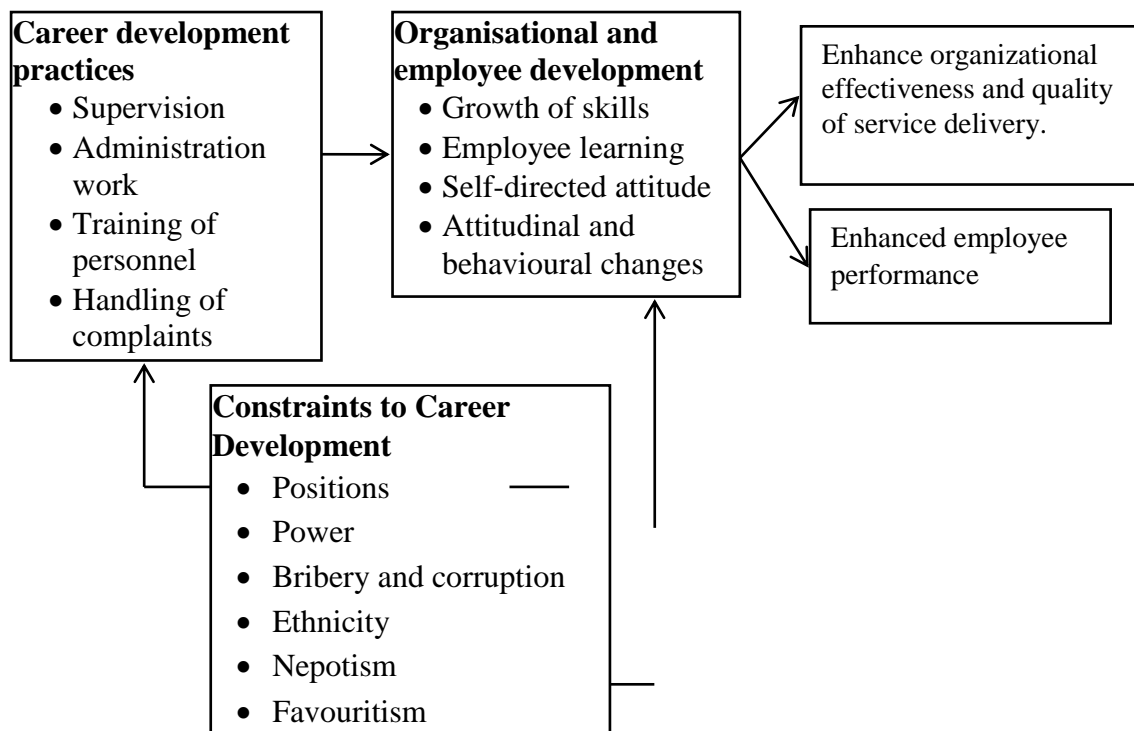


Figure 4: Employee development variable

Source: Author's construct.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter will discuss a step by step scientific methodology for this thesis. It reviews the research design, population, sample and sampling procedure. The chapter ends with a discussion of the methods used for the data collection, validity and reliability and data analysis technique relating to quantitative studies.

3.1 Philosophical Assumptions of the Study

Positivism forms the core assumptions of the present study based on the research questions posed in chapter one and the nature of the phenomenon under study-career development. The existence career development and consulting organisations are objective realities outside of human experience this fact informs the researchers choice of positivism. It considers the social world as if it were a concrete, objective reality, in a way that laws can be found that explain this reality. Epistemologically, positivism engenders the idea that a real world exist and can be studied only through the utilisation of methods that prevent human contamination of its apprehension or comprehension.

3.2 Research Strategy

Researchers acknowledge that there are three research strategies to adopt in any given study namely; quantitative strategy, qualitative strategy and mixed methods research (Yin 2003; Paton, 2002; Stake, 2000). The present study adopted the quantitative research strategy the details of which are presented in the paragraphs that follow.

The quantitative research strategy adopts a deductive approach and objective view, which is characterized by tangible data such as counts, weight, mass, and other physical measures (Fellows & Liu, 2003). It usually includes the investigation of frequencies and different measurable variables with the aim of explaining a certain phenomenon. Its fundamental features are cause-and-effect thinking, hypotheses and questions, and the use of measurements, and it is inclined to be deductive, in other words it tests theory (Yin, 2003).

Again, quantitative research is generally based on two research designs namely; survey and experimentation. A survey involves either interviewing or administering structured questionnaires to a sample of research respondents. In experimentation, observations of the phenomenon of interest occur under deliberately controlled conditions produced by the researcher. The advantage of the quantitative strategy is that it measures the reactions of a great many people to a limited set of questions, thus facilitating comparisons and statistical aggregation of the data, and so the results can be generalised. Quantitative research is also used for this study because of its objectivity in nature where hard and reliable data are often collected, and therefore, emphasizes on quantification (Naoum, 2002). Again, based on the research objectives for the study, it is more of deductive in nature than inductive which contributes to what is already known, valid and reliable of data, reveals trends of phenomena, innovative and charts new directions, and validates measurement tools.

More so, the samples collected are representative of the population used for generalisation of the research. This means that, quantitative research results can be generalised to a larger population within acceptable error limits. Again, Quantitative research is generally based on the two research methods of survey and experimentation. A survey involves either interviewing or administering questionnaires to a sample of respondents. In experimentation, observations of the phenomenon of interest occur under deliberately controlled conditions produced by the researcher. The advantage of the quantitative approach is that it measures the reactions of a many people to a limited set of questions, thus facilitating comparisons and statistical aggregation of the data, and so the results can be generalized. This strategy is regarded as one that is analytical in nature because statistics form the basis of tests which are formulated for the testing of the hypothesis. Data gathered using the quantitative strategy is derived from surveys

and statistical tests (Holt, 1998). The adoption of the quantitative survey method enables the researcher to get information on how to improve consultancy services in Ghanaian construction firms.

3.3 Research Design

The research design is determined by considering how to link the research questions with data collection and analysis of the results. Nachmias and Nachmias (1993) define research design as the programme that guides the investigator in the process of collecting, analysing and interpreting observations. In other words, Yin (2003) considers it an action plan for getting from one point to another (from here to there where here is the question to be answered and there is the conclusion to be drawn).

This study adopts descriptive survey research design which seeks to obtain views from consultancy firms with good standing. Fowler (1993), remarks that a descriptive study design is used to describe, “What is?” It is made up of describing, recording, analysing and interpreting conditions. It involves contrast and attempts to notice relationships among existing variables. The use of descriptive survey allows the researcher to know more variables at one time than is normally possible in field experiments, whilst data can be collected about real world environments. Its main setback is that, it is very difficult to realise insights relating to the processes involved in the phenomenon measured and also respondents may be unable to provide the desired information. Additionally, several sources of biases such as the possibly self-selecting nature of respondents at the time the survey is being conducted and the researcher himself or herself through the design of the survey itself. These biases are lessened by using objective instruments such as standardized questionnaires, observation schedules,

and interview guides to collect data (Borg & Gall, 1996; Maree, 2007). The descriptive survey study is considered suitable for this research for the reasons that:

- Survey research involves data collection from consultancy firms with good standing firms, and generalizing the result of study to predict the attitude of the population of interest;
- The survey questionnaire is designed to elicit information from the population of interest in a systematic and unbiased manner;
- It permits statistical analysis of data and generalization to a larger population, which make them suitable for construction management research;
- It is faster in data collection than other methods,
- It is relatively inexpensive in data collection,

3.4 Population and Sampling Frame

3.4.1 Population

The targeted population of the study comprises all Registered Architectural Consultancy Firms (ACF) and Quantity Surveying Firms (QSF) with good standing in building construction industries in Ghana. The total population for the ACF is 170 across the country (Architectural Consultancy Firms, 2018) and quantity surveying firms on the other hand has a total population of 48 (published list of QS firms in good standing 2018) across the country. So in all a total population of 218 will be used for the study. These Consultancy Firms were used for the study because they are the predominant consulting firms in the built environment although others exist providing project management services, surveying, geotechnical and structural engineering services.

3.4.2 Sampling Frame

Sampling frame is a list of items from which statistical sample is taken from. The target respondents of the study comprise all registered ACF and QSF in good standing across the country. Therefore, the sampling frame for this study is 170 Architectural Firms and 48 quantity surveying firms with good standing across the country.

3.5 Sampling and Sample Size Technique

3.5.1 Determination of Sample Size

The target population was 218 made up of 170 members from Architectural Consultancy Firms and 48 quantity surveying firms. However, a sample was taken due to the relative short period for completion of the study, as well as resource constraints and the fact that a representative sample could be generalised for the entire population (Creswell, 2003). The Kish (1965) formula, which gives a procedure for calculating minimum sample size, was applied for this study. Assaf et al., (1999, 2001), Abdul-Hadi (1999), Aziz (2013) and Enshassi (2010), among others have used this equation in their studies. The sample size deduced from Kish (1965) survey sampling is shown as calculated below-**Architectural firms**

$$n = \frac{n'}{\left\{1 + \left(\frac{n'}{N}\right)\right\}} \text{Where}$$

n = Sample Size from finite population

N = Total Population

n' = Sample Size from infinite population calculated from; $n' = S^2 / V^2$, Where

V = Standard error of sample population equal to 0.05 for the confidence level 95%,

$t = 1.96$

S^2 = Standard error variance of population elements,

$$S^2 = P(1 - P); \text{ Maximum at } P = 0.5.$$

The sample size of the Architectural firms with good standing can be calculated from the afore mentioned equations as follows;

$$n' = \frac{S^2}{V^2}$$

$$S^2 = P(1 - P)$$

Where $P = 0.5$

$$S^2 = 0.5(1 - 0.5)$$

$$S^2 = 0.5 \times 0.5$$

$$S^2 = 0.25$$

To find V^2 , let $V = 0.05$ level of confidence.

$$V^2 = (0.05)^2$$

$$V^2 = 0.0025$$

$$\therefore n' = \frac{S^2}{V^2} = \frac{0.25}{0.0025}$$

$$n' = \underline{100}$$

$$n (\text{Architectural Firms with good standing}) = \frac{100}{\left\{1 + \left(\frac{100}{170}\right)\right\}} = 63 \text{ Firms across Ghana}$$

QSF

$$n = \frac{n'}{\left\{1 + \left(\frac{n'}{N}\right)\right\}} \text{ Where}$$

n = Sample Size from finite population

N = Total Population

n' = Sample Size from infinite population calculated from; $n' = S^2 / V^2$, Where

V = Standard error of sample population equal to 0.05 for the confidence level 95%,

$$t = 1.96$$

S^2 = Standard error variance of population elements,

$$S^2 = P(1 - P); \text{ Maximum at } P = 0.5.$$

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$$S^2 = 0.5(1 - 0.5)$$

$$S^2 = 0.5 \times 0.5$$

$$S^2 = 0.25$$

To find V^2 , let $V = 0.05$ level of confidence.

$$V^2 = (0.05)^2$$

$$V^2 = 0.0025$$

$$\therefore n' = \frac{S^2}{V^2} = \frac{0.25}{0.0025}$$

$$n' = \underline{100}$$

$$n(\text{QSF}) = \frac{100}{\left\{1 + \left(\frac{100}{48}\right)\right\}} = 33 \text{ Firms across Ghana.}$$

Therefore, due to the minimum number of ACF and QSF for this survey by the Kish (1965) formula, 40% non-respond questionnaires was added, which increased the minimum sample size to ninety-six (96) firms for the architectural firms and 48 firms for the QSF. In all a total of 137 respondents will take part in the survey.

3.5.2 Sampling Technique

The respondents were selected using simple random sampling method. A sampling frame consists of a list of all the members of the ACF and QSF and was

generated from the membership register at their headquarters in Accra. The required number of the population for the ACF and QSF was deduced from their total population of 170 and 48 respectively. One respondent was selected from each firm within the target population. The reason is to give equal chance to the respondents in the selection process. Further, the reason for using this technique was the nature of the targeted population, which allows representative sample, and generalise the findings to the large population. For the selection of the members of ACF, the researcher numbered ACF from 1 through 170. The researcher then selects randomly 89 from the entire population of 170. Finally, for the QSF, all the 48 firms were used for the study. In all a total of 137 respondents took part in the survey.

3.6 Data Collection Procedure

3.6.1 Sources of Data

Two main sources of data used for the research work are primary source data and secondary source data. The methods used in collecting the primary data included questionnaire on the factors underlying rework in the construction industry, the direct and indirect effects of rework, as well as the rework reduction strategies used by the construction firms and the challenges confronting construction firms in minimising rework on projects. Secondary source included data from published and unpublished books, magazines, journals, websites and so on.

3.6.2 Instruments for Data Collection

Questionnaires were used to solicit primary data from the consultants, because the study assumes that these groups of people are literate and can therefore read,

understand and also answer the items on the questionnaire accordingly. The questionnaire was divided into five sections comprising closed-ended items. The questionnaire was divided into two parts. The first part sought information on the demographic profile of the respondents as well as the profile of their firms; names of companies, gender, number of years of experience in the construction industry, position of respondent, educational background.

The second part of the questionnaire is sub-divided into four sections. The first part sought information on how important career development strategies within consulting firms in Ghana. The respondents were asked to rank based on likert scale of 1 to 5 where “1= Totally Not Important and 5= Totally Important. The second part sought information on the practices used by consultancy firms to improve quality of service in Ghana. These factors were ranked based on a rating scale of 1 to 5 where “1= Strongly Disagree and 5= Strongly Agree”. The third section sought information on the career development practices within consulting firms in Ghana. These factors were ranked based on a rating scale of 1 to 5 where “1= Strongly Disagree and 5= Strongly Agree. Finally, the last aspect of the questionnaire is on challenges confronting your firm when implementing career development in Ghana. The respondents were again asked to rank based on a rating scale of 1 to 5 where “1= Strongly Disagree and 5= Strongly Agree”.

3.7 Pre-Testing of Questionnaire

Prior to the major survey, a pilot survey was undertaken. The aim of pre-testing the research tool was to check for logic in the sequence of the questions asked. It was also meant to correct language difficulty and verify the average duration of time needed to answer each questionnaire. Using simple random sampling techniques, the research

instruments were pre-tested in Brong Ahafo and Ashanti Region using a sample of 20 randomly selected practising ACF and QSF firms. The sample size of 20 for the pilot study is based on the observation of Borg and Gall (1983) that it is hardly essential to include more than 20 subjects for a pilot study. The researcher divided the questionnaire into two, which is, 10 for both ACF and QSF. The researcher grouped the questionnaire into two groups of 5 and they reviewed the questionnaire in batches within five weekly basis. At every stage, necessary amendments were made before given the same amended questionnaire in turns of batches till the last group is ended. The pilot questionnaires (fully addressed) were hand delivered after which it was retrieved. A covering letter explaining the purpose of the pilot study accompanied the questionnaires.

Furthermore, it helped to check and try the planned statistical tests of association between variables. Besides these, the pre-test enabled the researcher to revise the contents of the questionnaire thereby revising the instruments to achieve the reliability and validity standards required in scientific research.

3.7.1 Validity

Validity refers to whether the questionnaire or survey measures what it intends to measure (Pilot & Hungler 1985). While there are very detailed and technical ways of proving validity, there are some concepts that are useful to keep in mind. The overriding principle of validity is that it focuses on how a questionnaire or assessment process is used. Reliability is a characteristic of the instrument itself, but validity comes from the way the instrument is employed.

In statistics a valid measure is one which is measuring what it is supposed to measure. Validity implies reliability (consistency). A valid measure must be reliable,

but a reliable measure need not be valid. Validity refers to getting results that accurately reflect the concept being measured.

The researcher assessed the statistical validity of the questionnaire by principal component analysis. The researcher had validity of 0.70 and above and this result means that the questionnaire were very accurate for factor analysis.

3.7.2 Reliability

Reliability of an instrument is the degree of consistency with which it measures the attribute it is supposed to be measured or/and, it is a property of the measuring instrument (Polit & Hungler, 1985). Period of two weeks to a month is recommended between two tests (Burns & Grove 1987). The reliability of a questionnaire is the ability of the questionnaire to give the same results when like-minded people in similar circumstances fill it out. The researcher conducted reliability tests on the pilot study sample using Alpha- Cronbach's Method. This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflect a higher degree of internal consistency. The researcher achieved Cronbach's coefficient alpha results 0.80 and above and this results means the instruments were consistent and reliable for factor analysis. This result is considered high and these results ensure the reliability of the questionnaire.

3.8 Data Analysis

The answered questionnaires were edited to detect unanswered questions and also to eliminate errors such as double answers. The data were later cleaned and coded

for entry into the Statistical Package for Social Sciences (SPSS) for Windows software by the researcher. Computer editing was done after keying in of the data was completed. Analysis was undertaken to generate a descriptive picture of the data gathered. Descriptive statistics, calculations of overall mean and standard deviations, spearman's correlation and two sample t-test and Levene's test were used to analyse the quantitative data obtained from the architectural firms' questionnaire administration by SPSS 21.0.

3.9 Ethical Issues

The researcher sent letter of introduction to the administration of the ACF and QSF explaining the purpose of the research and officially seeking permission to conduct the research using their members. This assisted the researcher to gain the needed support or co-operation from the members of the associations. The researcher will explain the purpose of the study to all participants and only included them in the study based on their informed consent. The respondents were assured of their confidentiality.

CHAPTER FOUR

PRESENTATION AND DISCUSSION OF RESULTS

4.0 Introduction

This chapter presents the views from respondents of the data gathered in the survey using questionnaire. It discusses the response rate, demographic characteristics

and the objectives of the study which includes: to identify effective career development strategies within consulting firms in Ghana, to assess the impact of career development practices on the quality of service provided by consulting firms in Ghana, to identify career development practices within consulting firms in Ghana and to identify challenges affecting career development in consulting firms in Ghana.

4.1 Response Rate

From Table 4.1, out of 137 questionnaires distributed to construction companies, 121 questionnaires were filled out and returned as follows: 80 questionnaires representing (58.4%) were returned from the Architectural consultancy firm, 41 questionnaires representing (29.9%) were returned from the Quantity surveyors firm. Again, 16 questionnaires forming 11.7% were not returned from both firms. The two sets of questionnaire (121) yielded an effective response rate of approximately 88.3%. This response rate is considered adequate, as according to Oladapo (2005), Newman and Idrus (2002), Ellhag and Boussabaine (1999) and others, have indicated that a response rate of 30% is good enough in construction studies.

Table 4.1 Percentage of questionnaires distributed and responses received

Respondents	Questionnaires Distributed	Responses Returned	Non Returned Responses	Percentage of Response
Architectural firms	89	80	9	58.4%
Quantity Surveyors	48	41	7	29.9%
Total	137	121	16	88.3%

Source: Field Work (2021)

4.2 Demographic Characteristics

This section presents the demographics of respondents. It includes gender, age of respondents, academic qualification, working experience, position of respondents, age of respondents' companies and income level. The demographics of the respondents was essential to the study since they play significant roles in the development of people's perceptions about a particular issue as well as how they respond to issues.

4.2.1 Gender of Respondents

The respondents were asked to indicate their gender by ticking the appropriate column they belonged. The purpose was to find out the number of males and females who actually participated in the study. Table 4.2 shows that out of the 121 respondents who participated in the study, majority 112 of the respondents representing 92.7% were males, while the remaining 9 respondents representing 7.4% being females. Naturally, males and females have different attitudes and views toward events at the work place (Singer, 1996).

Table 4.2 Respondents based on Gender

Gender	Frequency	Percentage (%)
Male	112	92.7
Female	9	7.4
Total	121	100.0

Source: Field Work (2021)

4.2.2 Age of Respondents

Table 4.3 depicts the age distribution of respondents who participated in the study. The purpose was to find out the average age of the architects who are actively involved in the operations within the organisation. A close look at the Table shows that 8 respondents representing 6.6% fall within the age bracket 50-59 years; 95 respondents representing 78.8% fall within the age brackets 60-69 years and while the remaining 18 respondents representing 14.9% were above 70 years. The data shows that majority of the employees in the organisation fall within 60-69 years. This implies that the respondents were matured enough to give answers which are accurate.

Table 4.3 Respondents based on Age

Age	Frequency	Percentage (%)
50-59	8	6.6
60-69 years	95	78.5
70 years and above	18	14.9
Total	121	100.0

Source: Field Work (2021)

4.2.3 Highest Academic Qualification of Respondents

The respondents were asked to indicate their educational background. The purpose was to find out the educational/academic qualifications of employees who participated in the study. Table 4.4 shows responses elicited from Architects Company, 67 respondent forming 83.7% have Master's Degree Certificate and 13 respondents which constitute 16.3% obtained PhD degree. Furthermore, Table 4.4 again displays the

academic qualification of Quantity surveyors used for the study. From the table, 37 respondents which constitute 90.2% have Master's Degree Certificate and the remaining 4 respondents forming 9.8% have PhD degree. The data shows that majority of the respondents have attained some level of education whose opinions and views are guided and well informed.

Table 4.4 Respondents Based on Academic Qualification

Qualification	Architects (%)	Quantity Surveyors (%)
Master's degree	67(83.7)	37(90.2)
PhD	13(16.3)	4(9.8)
Total	80(100)	41(83.5)

Source: Field Work (2021)

4.2.4 Working Experience of Respondent

Table 4.5 depicts the working experience of employees who participated in the study. The objective was to determine how long and consistent employees have worked in the organisation. The data gathered shows that 83 respondents representing 68.6% have above 20 but less than 25 years working experience, then 29 respondents which constitute 24.0% have 25-30 years' experience in the practising firm while the remaining 9 respondents representing 7.4% have above 30 years working experience. The available data shows that majority (68.6%) of the respondents have been working for more than 20 years and have therefore acquired the necessary competencies and consistency in their work.

Table 4.5 Respondents Based on Experience

Experience	Frequency	Percentage (%)
Above 20 but less than 25 years	83	68.6

25-30 years	29	24.0
Above 30 years	9	7.4
Total	121	100.0

Source: Field Work (2021)

4.2.5 Labour Force of the Companies

Table 4.6 below shows the labour force of Respondent companies. From the table below, Architects Company have 542 office staff and 94 site staff workers. Quantity Surveyors Company on the other hand has 249 office staff and 54 site staff.

Table 4.6 Labour Force of the Respondents' Companies

Labour force	Labour Force Strength		Total
	Office Staff	Site Staff	
Architects	542	94	636
Quantity Surveyors	249	54	303

Source: Field Work (2021)

4.2.6 Assess Effective Career Development Strategies within Consulting Firms in Ghana

In order to identify the effective career development strategies within consulting firms in Ghana, the study sought to undertake a simple descriptive statistics showing all the factors that can be used for effective career development strategies within consulting firms in Ghana. The results obtained are ranked in descending order as shown in Table 4.7. Seventeen factors were used to address this objective as shown in Table 4.7. The factors were measured by mean and standard deviations and the

significant mean level was pegged at 4.0. Anything above the 4.0 threshold is considered as a strong factor and those factors below the cut-off point is rejected and considered as a weak factor. Again, twelve out of seventeen factors had their mean values above 4.0 threshold and they are therefore considered as strong factors. They are as follows;

The study shows that, the “resource management” factor had a mean value of 4.28 as shown in Table 4.7. Resource manager oversee the most important component of a successful business – a productive, thriving workforce. This requires strategic planning to address not only the changing needs of an employer but also a constantly shifting competitive job market. Employee benefit packages must be continually assessed for costs to the employer.

The study further shows that, infrastructure development for large-scale projects (e.g. economic zones, ports) including operating models, business plans and joint venture is effective career development strategies used by consulting firms with a mean value of 4.24. Infrastructure development for large-scale projects can contribute to growth and development through several channels, such as reducing transaction costs, increasing the durability of capital goods, fostering higher trade and investment, expanding demand and supply diversification and achieving economies of scale and scope. This is in conformity to the assertion made by Agénor and Moreno-Dodson (2006) that there is broad consensus that infrastructure is beneficial to growth and development.

Again, strategic planning to align the organisation (across the entire enterprise) on key priorities used by consulting firms had a mean value of 4.20. Strategic business management is the ongoing process by which an organization creates and sustains a successful roadmap that moves the company in the direction it needs to move, year

after year, for long-term success. It spans from research and formulation to execution, evaluation, and adjustment. Given the pace of change, strategic management is more relevant and important than ever for assigning measurable goals and action steps.

Also, due diligence and transaction support for investors including infrastructure funds and private equity had a mean value of 4.17 and it is deemed as effective career strategies used by consulting firms in Ghana. Due diligence is the bedrock of any prospective transaction. It covers every meaningful dimension target company, including strategy, operations, marketing and sales, finance, leadership and human resources. Due diligence can make the difference between a successful corporate organisation and a miserable one. It provides corporate acquirers and private equity firms with maximum insight into their targets so they can make the right decision.

Moreover, products/Services branding and packaging used by consulting firms had a total mean value of 4.16. Packaging is an opportunity to tell customers who you are as brand and what you believe in. Product packaging cannot scream at the customer. It needs to be intriguing, create a mood and prompt a range of emotions. Packaging is so much more than just protecting a product. It's an essential marketing tool, which supports branding, emphasizes the product's best features and creates unforgettable experience for the customer. It's a gateway that can elevate your products and company to the next level. It's not surprising products/Services branding and packaging used by consulting firms had a total mean value of 4.16.

Furthermore, people/staff/personnel development used by consulting firms had a total mean value of 4.14. Employee development is the process by which an employee seeks additional training to enhance their current skills, acquire new ones, and grow their knowledge. This is often done with the support and encouragement of

the employee's current employer. Sometimes also referred to as professional development, the overall goal of employee development is to continue learning that nurtures professionals across all industries as a way to help employees progress on their individual career paths. It's absolutely crucial that your business offer employee development across all department. After all, an investment in an employee development is an investment in your company's future.

More so, resource and feedstock planning to secure long-term, economical and sustained supply of strategic resources had a mean value of 4.13. Resource-based theory suggests that resources that are valuable, rare, difficult to imitate and non-substitutable best position a firm for long-term success. These strategic resource can provide the foundation to develop firm capabilities that can lead to superior performance over time. Again, resource is valuable to the extent that it helps a firm create strategies that capitalise on opportunities and wards off threats.

In addition, concentration management had a mean value of 4.11 and it is deem as an effective career strategies used by consulting firms in Ghanaian construction industry. The success of consulting firms depends on the allocation of human capital and the quality of management strategies. As they provide services and consultations, human resources are the most important input factor. Human resource management is a functional area strategy used to ensure the effective allocation and utilization of human resources. This is in conformity to the assertion made by Lee and Chan (2016) that consulting firms are a service business built on cumulated management professionalism and experience.

Further, capital allocation and portfolio management strategies to return the best value on capital deployed across projects had a mean value of 4.10. Capital allocation and portfolio management strategies is a core function because potentially value

enhancing investments such as capacity additions, market or industry entries, new product development and advertising- cannot be made without the necessary financial resources. Most often, the allocation of capital especially of free cash flow between investment alternatives typically means allocating less to others. This is in conformity to the assertion made by Chandler (1977) and Burgelman, (1994) that limited allocation of capital across investments, alternatives is deemed to be one of the most important managerial decisions.

More so, market penetration factor had a mean value of 4.09. Market penetration provides companies with enormous insight as to how their customers and the total market view their products. Market penetration requires strong execution in pricing, promotion, and distribution in order to grow the market share. Frequent monitoring your market penetration is important in order to identify any increases or decreases in penetration. A consulting firms can make use market penetration at the industry level to review potential for specific products or services or on a small scale as way to gauge the market share of a product or service.

Moreover, environment compliance had a mean value of 4.05 in the five point likert scale and it is deemed as a strong factor. Consulting firms need to comply with an increasing number of environmental compliance rules with a move toward sustainability across the world. These companies may want to consider hiring environmental consulting firms in order to follow the laid down rules and regulations. An environmental compliance consultant can assess your operations for compliance issues and help you create a plan for reaching and maintaining compliance.

Finally, organization/internal development had a mean value of 4.02. An internal consultant is an employee whose role is to help the business improve. They do

this by developing and implementing strategies designed to improve specific parts of the firm. Internal consultants typically have wide range of knowledge about the consulting firms in which they work. Again, organisation can learn from both internal and external sources. Experience of the organisation such as routines which has been adopted by individuals or groups or the organisation. Organisation self-appraisal which examines and solves errors or problems or reflection of failure within the organisation.

Table 4.7 Descriptive Statistics Career Development Strategies within Consulting Firms in Ghana

Factors	Mean	Std. Deviation	Ranking
Resource Management	4.28	.924	1 st
Infrastructure development for large-scale projects (e.g. economic zones, ports) including operating models, business plans and joint venture	4.24	.876	2 nd
Strategic planning to align the organisation (across the entire enterprise) on key priorities	4.20	.802	3 rd
Due diligence and transaction support for investors including infrastructure funds and private equity	4.17	.813	4 th
Products/Services Branding and Packaging	4.16	.957	5 th
People/Staff/Personnel Development	4.14	.951	6 th
Resource and feedstock planning to secure long-term, economical and sustained supply of strategic resources	4.13	.974	7 th
Concentration Management	4.11	1.047	8 th

Capital allocation and portfolio management strategies to return the best value on capital deployed across projects	4.10	.898	9 th
Market Penetration	4.09	1.095	10 th
Environment compliance	4.05	.884	11 th
Organization/Internal Development	4.02	1.004	12 th
Growth strategy in adjacent and new markets	3.98	.940	13 th
Strategic Alliance	3.98	.836	14 th
Financial Partnership	3.90	.851	15 th
Diversification	3.81	.925	16 th
Merger and Acquisition	3.80	.881	17 th

Source: Field Work (2021)

4.2.7 Comparison of Architects' and the Quantity Surveyors' Responses

A two sample t-test and Levene's test were also performed to investigate the significant mean difference between the architects' and the quantity surveyors' responses on the effective career development strategies within consulting firms in Ghana. The study therefore revealed that, there is significant difference in mean ($p > 0.05$) for the factors due diligence and transaction support for investors including infrastructure funds and private equity ($p=0.05$) and diversification ($p=0.002$) between architects' and the quantity surveyors'. However, there is no significant difference in mean ($t < 0.05$) regard with these critical factors; market penetration ($p=0.516$), organization/internal development ($p=0.181$), products/services branding and packaging ($p=0.362$), people/staff/personnel development ($p=0.394$), financial partnership ($p=0.267$), merger and acquisition ($p=0.202$), strategic alliance ($p=0.223$), resource management ($p=0.349$), concentration management ($p=0.771$), growth strategy in adjacent and new markets ($p=0.891$), strategic planning to align the organisation (across the entire enterprise) on key priorities ($p=0.975$), resource and feedstock planning to secure long-term economical and sustained supply of strategic

resources (p=0.369), capital allocation and portfolio management strategies to return the best value on capital deployed across projects (p=0.514), environment compliance (p=0.383) and infrastructure development for large-scale projects (e.g. economic zones, ports) including operating models, business plans and joint venture (p=0.362) in the career development in Ghana by the architects and quantity surveyors. This is because all their t-values are above 0.05 threshold (p<0.05).

Table 4.8 Significance mean difference between architects and quantity surveyors

Factors	F	Sig	T
Market Penetration	0.425	0.516	0.513
Organization/Internal Development	1.816	0.181	1.816
Products/Services Branding and Packaging	0.836	0.362	0.768
People/Staff/Personnel Development	0.731	0.394	0.663
Financial Partnership	1.244	0.267	0.898
Diversification	0.002	0.002	0.966
Merger and Acquisition	1.643	0.202	1.270
Strategic Alliance	1.500	0.223	1.045
Resource Management	0.822	0.349	0.754
Concentration Management	0.085	0.771	0.094

Growth strategy in adjacent and new markets	0.019	0.891	0.017
Strategic planning to align the organisation (across the entire enterprise) on key priorities	0.001	0.975	0.001
Resource and feedstock planning to secure long-term, economical and sustained supply of strategic resources	0.814	0.369	0.773
Capital allocation and portfolio management strategies to return the best value on capital deployed across projects	0.428	0.514	0.347
Environment compliance	0.767	0.383	0.600
Due diligence and transaction support for investors including infrastructure funds and private equity	3.759	0.055	2.430
Infrastructure development for large-scale projects (e.g. economic zones, ports) including operating models, business plans and joint venture	0.837	0.362	0.643

Source: Field Work (2021)

4.3 Assess the Impact of career development practices on the quality of service

4.3.1 Analysis of Associations between Variables

In order to determine if there is an association among the quality of service and career development practices of the respondents, spearman's correlation was deployed for the analyses based on five (5) hypotheses.

4.3.2 Correlation between Career Development Practices and Quality of Services

The study investigated the correlation between career development practices offered by architects and quantity surveyors and quality of service. The investigation

involves test of the five (5) hypotheses using spearman's correlation test at $P \leq 0.05$. The results are presented in Table 4.11. In all, the test had five (5) career development practices against eleven (11) quality of services in Ghanaian construction industry.

Hypothesis I

- H1: There is a significant correlation between the career development practices “assessment” and quality of service.
- Ho: There is no significant correlation between the career development practices “assessment” and quality of service.

The study reveals that, the career development practice “assessment” had handling of complaints (effectiveness) (HC= 0.298, 0.001), telephone inquiries and correspondence (TI; 0.161; 0.042), corporate hospitality (CH; 1.000; 0.023) and supervision (SP;0.192; 0.019) having weak correlation coefficient values and also all their P- values below the bench mark of (0.050), hence the null hypothesis is rejected which states that there is no significant correlation between the career development practice “assessment” and quality of services. In other words, the research hypothesis which states that there is a significant correlation between the career development practice “assessment” and quality of services is valid. The remaining 7 other factors had weak correlation coefficient values and also P- values greater than critical adversary point at (0.050). These seven quality of services are as follows: training of personnel (TP; 0.095; 0.155), speed and reliability of service (SR; 0.063; 0.251), responsiveness to client (RC; 0.031; 0.370), commitment of key persons (active and continuous (CKP; -0.036;0.350), administration work (AW; 0.038; 0.344), environment (political and economic) (E; 0.138; 0.070), systems (quality control, cost control, safety program) (S; -0.101**; 0.140). Therefore, the researcher accepted the null hypothesis which states that there is no significant correlation between standard “assessment” and

7 quality of services. In view of this alternate hypothesis which states that there is a significant correlation is rejected.

Hypothesis II

- H1: There is a significant correlation between the career development practices “options” and quality of service.
- Ho: There is no significant correlation between the career development practices “options” and quality of service.

Furthermore, the career development practice “options” had training of personnel (TP; 0.237; 0.005), commitment of key persons (active and continuous (CKP; 0.156; 0.047), administration work (AW; 1.000; 0.044) and systems (quality control, cost control, safety program) (S; 0.207; 0.013) having weak correlation coefficient values and also all their P- values below the bench mark of (0.050), hence the null hypothesis which states that there is no significant correlation between the career development practices “options” and quality of service was rejected. The alternate hypothesis which states there is significant correlation is valid or accepted. The remaining 7 factors had weak correlation coefficient values and also their P- values greater than the minimum adversary points (0.050) as follows; handling of complaints (effectiveness) (HC= 0.142 0.064), telephone inquiries and correspondence (TI; 0.131; 0.080), speed and reliability of service (SR; 0.051; 0.292), responsiveness to client (RC; 0.026*; 0.390), corporate hospitality (CH; 0.038**; 0.344), environment (political and economic) (E; -0.116; 0.108) and supervision (SP;0.057; 0.272), hence the null hypothesis which states there is no significant correlation between the career development practices “options” and quality of service is accepted. The alternate hypothesis which states there is a significant correlation is rejected.

Hypothesis III

- H1: There is a significant correlation between the career development “job access” and quality of service.
- Ho: There is no significant correlation between the career development “job access” and quality of service.

The test further shows that the P-values for the career development “job access” are as follows: had training of personnel (TP; 0.186; 0.023), handling of complaints (effectiveness) (HC= 0.149 0.056), telephone inquiries and correspondence (TI; 0.319; 0.000), commitment of key persons (active and continuous (CKP; 0.342; 0.000), environment (political and economic) (E; 1.000; 0.004), systems (quality control, cost control, safety program) (S; -0.278; 0.001) and supervision (SP;0.197; 0.017) having weak correlation coefficient values and also all their P- values below the bench mark of (0.050), hence the null hypothesis which states there is no significant correlation between the career development and 6 quality of services is rejected. The alternate hypothesis which states that there is significant correlation is valid. Also, the remaining 5 factors had weak correlation coefficient values and also all their P- values greater than the minimum adversary points (0.050) as follows; speed and reliability of service (SR; -0.082; 0.189), responsiveness to client (RC; -0.034; 0.358), corporate hospitality (CH; 0.138**; 0.070), and administration work (AW; -0.116; 0.108), and hence the null hypothesis which states that there is no significant correlation between the career development and 5 quality of services was accepted. The alternate hypothesis which states that there is significant correlation was untenable.

Hypothesis IV

- H1: There is a significant correlation between the career development “action plan” and quality of service.

- Ho: There is no significant correlation between the career development “action plan” and quality of service.

Again, the test further shows that, the P-values for the career development “action plan” against the 5 quality of services and their coefficient and P-values are as follows: speed and reliability of service (SR; -0.200; 0.015), administration work (AW; -0.207*; 0.031), environment (political and economic) (E; -0.278; 0.001), systems (quality control, cost control, safety program) (S; 1.000; 0.021) and supervision (SP;-0.261; 0.002) had weak correlation coefficient values and all their P-values below the bench mark of (0.050), hence the null hypothesis which states that there is no significant difference between the career development “action plan” and 5 quality of services is rejected and alternate hypothesis which states there is a significant difference is valid. The remaining 6 other factors had weak correlation coefficient values and also all their P- values greater than the minimum adversary points (0.050) as follows; training of personnel (TP; -0.066; 0.241), handling of complaints (effectiveness) (HC= 0.118; 0.103), telephone inquiries and correspondence (TI; -0.058; 0.267), responsiveness to client (RC; -0.010; 0.457), commitment of key persons (active and continuous (CKP; 0.144; 0.062) and corporate hospitality (CH; -0.101; 0.140), hence the null hypothesis which states there is no significant correlation between the career development practice “action plan” and 6 quality of services was accepted and alternate hypothesis which states there is significant correlation was rejected. This implies that there exist significant but weak correlation between the 6 quality of services and the career development practice “action plan”.

Hypothesis V

- H1: There is a significant correlation between the career development practice “skill development” and quality of service.

- Ho: There is no significant correlation between the career development practice “skill development” and quality of service.

Lastly, the P-values for the career development practice “skill development” and quality of services play in Ghanaian construction industry are shown with their coefficient and P-values. They are as follows: training of personnel (TP; 0.292; 0.001), corporate hospitality (CH; 0.192; 0.019), environment (political and economic) (E; 0.197; 0.017), systems (quality control, cost control, safety program) (S; -0.261; 0.002), supervision (SP; 1.000; 0.006) and handling of complaints (effectiveness) (HC= 0.231; 0.006) had weak correlation coefficient values and all their P-values below the benchmark of (0.050), hence the null hypothesis which states that there is no significant difference between the career development “skill development” and 6 quality of services is rejected and alternate hypothesis which states there is a significant difference is tenable. The remaining 5 other factors had weak correlation coefficient values and also all their P- values greater than the minimum adversary points (0.050) as follows; telephone inquiries and correspondence (TI; 0.060; 0.261), responsiveness to client (RC; 0.122; 0.097), commitment of key persons (active and continuous (CKP; 1.000; 0.142), speed and reliability of service (SR; 0.100; 0.142) and administration work (AW; -0.057; 0.272). They all have their P-values greater than the minimum adversary points (0.050) and therefore the researcher accepted the null hypothesis of no significant correlation between the career development practice “skill development” and 5 quality of services and he rejected the alternate hypothesis which states that there is a difference.

Table 4.9 Results of Spearman’s Correlation between Career Development Practices and Quality of Services

TP	HC	TI	SR	RC	CKP	CH	AW	E	S
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SP											
AS	.095 (.155) (.019)	.298* (.001)	.161 (.042)	.063 (.251)	.031 (.370)	-.036 (.350)	1.000 (.023)	.038 (.344)	.138 (.070)	-.101 (.140)	.192
OP	.237 (.005) (.272)	.142 (.064)	.131 (.080)	.051 (.292)	.026** (.390)	.156 (.047)	.038* (.344)	1.000 (.044)	-.116 (.108)	.207** (.013)	.057
JA	-.186* .278 (.023) (.017)	.149 (.056)	.319* (.000)	-.082 (.189)	-.034 (.358)	.342 (.000)	.138 (.070)	-.116 (.108)	1.000 (.004)	- (.001)	
AP	.066** 1.000 (.241) (.002)	.118 (.103)	-.058 (.267)	.200** (.015)	.010 (.457)	.144 (.062)	-.101 (.140)	.207* (.013)	-.278 (.001)		(.021)
SD	.292 1.000 (.001) (.006)	.231 (.006)	.060 (.261)	.100 (.142)	.122 (.097)	.100 (.142)	.192 (.019)	.057 (.272)	.197 (.017)	-.261** (.002)	

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

Source: Field Work (2021)

Interpretation

TP= Training of personnel, HC= Handling of complaints (effectiveness), TI= Telephone inquiries and correspondence, SR= Speed and reliability of service, RC= Responsiveness to client, CKP= Commitment of key persons (active and continuous), AW= Administration work, E= Environment (political and economic), S= Systems (quality control, cost control, safety program), SP=Supervision, AS= Assessment, OP= Options, JA= Job Access, AP= Action plan, SD= Skill Development

4.3.3 Descriptive Statistics of Challenges affecting career development in consulting firms in Ghana

Descriptive statistics were used to measure the elements of career development challenges that confront consultancy firms in Ghana. These challenges were measured by three elements and the results obtained were ranked in descending order as shown in Table 4.12. The four elements have a total of 15 factors. The factors were measured

with mean and standard deviations and the significant mean level was pegged at 3.0. Anything above 3.0 bench mark is considered as strong factors and those below 3.0 cut-off point is rejected and considered as weak.

Among the elements, organization structure element had four factors above the 3.0 bench mark and it was therefore regarded as strong factors. They are as follows; insufficient working capital, bad company organization and policy regulation, lack of managerial development as company grows and lack of diligence in physical records. The rest of the factors had their mean mark below the bench mark.

Organization structure element had a mean value of 3.24 and it is regarded as a strong factor. Organizational structure plays an important role in training and career development of employees in the organization. The organizational structure enables management to identify areas and position within the organization which needs further training and career development. This is in conformity with the assertion made by Beardwell, Holden and Claydon (2014) that rigid organizational structure which provides few job openings impacts negatively on career development after training. Effective organizational structure ensures provide an appropriate career paths and opportunities for promotion and progressions. Again, they stated that due to rapid changes in organization, there is great deal of uncertainty and no clearly progression paths; promotion is no longer automatic based on career development career advancement. Hilton (2013), affirmed that lack of promotion and progression in the organization decreases career development and advancement on the part of employees in the organization.

Secondly, political factors element also had all the factors above 3.0 bench mark and they were therefore accepted as strong factors. They are as follows: bribery and corruption, favouritism, nepotism and ethnicity. The political factors element recorded

the second highest mean score of 3.64. Political factors in most organization have proved to be a hindrance to career advancement and development after training. Nzuve (2011) affirmed that factors such as corruption, ethnicity, nepotism and favouritism affect employee career development after training in various organizations. Thus, managers in organizations sometimes create coalitions to assist, block, protect or hinder some employees. Some organization may have to conceptualize in the larger context of national politics.

Finally, individual factors element had all the factors above 3.0 bench mark and they are therefore considered as strong factors. They are as follows: lack of motivation, poor communication skills and lack of leadership. The individual factors element recorded the highest mean score of 3.64 which suggests that the respondents strongly agree with the challenges. Torrington and Hall (2011) made an assertion that individual employee is mainly responsible for managing their career. They play an important role in facilitating and supporting the career development process. Employee career development needs to be line with the organizational goals and objectives. However, employees who purses training and development which is inconsistent with the organizational set's goals and objectives would not advance in his/her career development.

Table 4.10 Respondents Based on Challenges affecting career development in consulting firms in Ghana

Factors	Mean	Std. Deviation	Ranking
Organization structure	3.24	.935	
Insufficient working capital	3.91	1.057	1
Bad company organization and policy regulation	3.77	.814	2
Lack of Managerial development as company	3.33	1.227	3

grows			
Lack of diligence in physical records	3.27	1.103	4
Positions	2.95	1.554	5
Lack of competition	2.94	1.577	6
Power	2.91	1.396	7
Motives	2.86	1.380	8
Political factors	3.64	.720	
Bribery and corruption	3.82	1.155	1
Favouritism	3.70	.900	2
Nepotism	3.64	.904	3
Ethnicity	3.40	1.122	4
Individual factors	3.86	.599	
Lack of motivation	4.30	.835	1
Poor communication skills	3.64	1.175	2
Lack of leadership	3.45	1.125	3

Field work (2021)

4.3.4 Comparison of Architects' and the Quantity Surveyors' Responses on the Challenges Affecting career development in Consulting Firms in Ghana

A two sample t-test and Levene's test were also performed to investigate the significant mean difference between the architects' and the quantity surveyors' responses on the challenges affecting career development in consulting firms in Ghana. The study therefore revealed that, there is significant difference in mean ($p > 0.05$) for the factors lack of leadership ($p=0.00$), Lack of Managerial development as company grows ($p=0.033$) and poor communication skills ($p=0.018$) between architects' and the quantity surveyors'. However, there is no significant difference in mean ($p < 0.05$) regard with these critical factors; motives ($p=0.200$), power ($p=0.121$), positions ($p=0.463$), lack of competition ($p=0.355$), insufficient working capital ($p=0.755$), lack of diligence in physical records ($p=0.582$), bad company organization and policy regulation ($p=0.413$), bribery and corruption ($p=0.674$), Ethnicity ($p=0.215$), nepotism ($p=0.197$), favouritism ($p=0.420$) and lack of motivation ($p=0.680$) in the career

development in Ghana by the architects and quantity surveyors. This is because all their t-values are above 0.05 threshold ($p < 0.05$).

Table 4.11 Shows the significance mean difference between architects and quantity surveyors

Factors	F	Sig	t
Motives	3.149	0.200	1.662
Power	4.688	0.121	2.433
Positions	1.313	0.463	0.542
Lack of competition	2.147	0.355	0.862
Insufficient working capital	0.110	0.755	0.098
Lack of diligence in physical records	0.373	0.582	0.305
Bad company organization and policy regulation	0.449	0.413	0.675
Lack of Managerial development as company grows	6.777	0.033	4.635
Bribery and corruption	0.239	0.674	0.178
Ethnicity	1.947	0.215	1.555
Nepotism	1.369	0.197	1.685
Favouritism	0.533	0.420	0.656
Lack of leadership	15.198	0.000	13.230
Poor communication skills	7.681	0.018	5.784
Lack of motivation	0.120	0.680	1.171

Source: Field Work (2021)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter provides a summary of the main findings, conclusions and recommendations of this research. The area for further research is also discussed at the end of this chapter. It begins with how it was carried out and then touches on the summary of the main findings of the work.

5.1 Summary of Findings

This section outlines the main findings and outputs of the study. The research objectives are revisited to highlight the extent to which they were accomplished through the various phases of the research. It is divided into three sub-sections to facilitate an appropriate correspondence of the outcomes with the specific objectives enumerated in chapter one.

5.1.1 Effective Career Development Strategies within Consulting Firms in Ghana

Seventeen (17) critical career development strategies were empirically identified, of which twelve of them had their mean value above 4.0 threshold and they are considered as a strong factors. Again, all the factors were ranked in order of importance. The findings indicated that, the 5 most highly ranked influential factors to be considered as effective career development strategies within consulting firms in Ghana are:

- resource management,
- infrastructure development for large-scale projects,
- strategic planning to align the organisation on key priorities,

- due diligence and transaction support for investors including infrastructure funds and private equity,
- products/Services branding and packaging,

Again, two sample t-test and Levene's test were also performed to investigate the significant mean difference between the architects' and the quantity surveyors' responses on the effective career development strategies within consulting firms in Ghana. The results revealed that there is no significant mean difference between architects' and the quantity surveyors' responses, even though there exist one limitation or the other, their impact is minimal.

5.1.2 Impact of Career Development Practices on the Quality of Service

The study investigated the correlation between career development practices offered by architects and quantity surveyors and quality of service. The investigation involves test of the five (5) hypotheses using spearman's correlation test at $P \leq 0.05$.

The study reveals that, the career development practice "assessment" had significant correlation of the factors handling of complaints (effectiveness), telephone inquiries and correspondence, corporate hospitality and supervision as their P- value fell below the bench mark of (0.050), hence the alternate hypothesis is tenable. The remaining 7 other factors had their P- values greater than critical adversary point at (0.050) and hence it is rejected.

Furthermore, the career development practice "options" had training of personnel, commitment of key persons (active and continuous, administration work and systems (quality control, cost control, safety program) having their P- values below the bench mark of (0.050), hence the alternate hypothesis which states that there is

significant correlation between the career development practices “options” and quality of service was tenable. The remaining 7 factors had their P- values greater than the minimum adversary points (0.050) and it was untenable.

The test further shows that the P-values for the career development “job access” are as follows: had training of personnel, handling of complaints (effectiveness), telephone inquiries and correspondence, commitment of key persons (active and continuous, environment (political and economic), systems (quality control, cost control, safety program) and supervision having their P- values below the bench mark of (0.050), hence the alternate hypothesis which states there is significant correlation between the career development and 6 quality of services is tenable. Also, the remaining 5 factors had their P- values greater than the minimum adversary points (0.050) was rejected. The

Again, the test further shows that, the P-values for the career development “action plan” against the 5 quality of services and their coefficient and P-values are as follows: speed and reliability of service, administration work, environment (political and economic), systems (quality control, cost control, safety program) and supervision had their P-values below the bench mark of (0.050), hence the alternate hypothesis which states that there is significant difference between the career development “action plan” and 5 quality of services is valid. The remaining 6 other factors had their P-values greater than the alpha level (0.050) it was rejected. This is not data presentation; it is a summary of what was presented in chapter four.

5.1.3 Challenges affecting Career Development in Consulting Firms in Ghana

In this objective 15 critical challenges affecting career development were empirically identified, of which 11 of them had their mean value above 3.0 threshold

and they are considered as a strong factors. Among factors, the 5 critical challenges that confront career development in consulting firms in Ghana are;

- lack of motivation,
- insufficient working capital,
- bribery and corruption,
- bad company organization and policy regulation,
- favouritism

5.2 Conclusions

Based on the findings of this study, the following conclusions were made:

- From the analysed results, the eight effective career development strategies within consulting firms in Ghana; resource management, infrastructure development for large-scale projects (e.g. economic zones, ports) including operating models, business plans and joint venture, strategic planning to align the organisation (across the entire enterprise) on key priorities, due diligence and transaction support for investors including infrastructure funds and private equity, products/Services branding and packaging, people/staff/personnel development, resource and feedstock planning to secure long-term, economical and sustained supply of strategic resources and concentration management.
- There exist no significant correlation between career development practice and quality of service. However there exists one limitation or the other but their impact is minimal.
- Further, from the analysed results, the 5 most important quality of services provided within consulting firms in Ghana; supervision, systems (quality

control, cost control, safety program), speed and reliability of service, commitment of key persons (active and continuous) and training of personnel.

- Also, from the analysed results it came to bear that the 4 most important career development practices within the consulting firms in Ghana are; skill development, action plan, assessment and job assess.
- Moreover, the study again concludes that, there is no significant relationship between career development practices and quality of services provided by the consulting firms. However there exist one limitation or more but their impact is minimal.
- Similarly, from the analysed results, the 5 key challenges that confront consulting firms in Ghana are; insufficient working capital, bribery and corruption, favouritism, lack of motivation and bad company organization and policy regulation.

5.3 Recommendations

Based on the above conclusions, the researcher recommends that:

- For the consulting firms to flourish, basic strategies like resource management, infrastructure development, strategic planning to align the on key priorities, due diligence and transaction support for investors including infrastructure funds and private equity, products/Services branding and packaging, people/staff/personnel development and others should be put in place.
- Also, the various consulting firms in Ghana should provide better of services for its customers. The study recommends the following quality of services should be implemented by the consulting firms in Ghana; supervision, systems (quality

control, cost control, safety program), speed and reliability of service, commitment of key persons (active and continuous) and training of personnel.

- Furthermore the study recommends that there should be frequent training on the following career development practices; skill development, action plan, assessment and job assess.
- On the part of the working capital, government should assist the various firms get affordable loans from the various financial institution.
- Workers at the various consulting firms should be motivated enough to give their best.
- The study recommends further stiffer punishment should be given to workers found engaging bribery and corruption to serve as deterrent to others.
- To deal with favouritism, the government should strengthen procurement in the country. Contracts should be advertised for qualified applicants to apply.
- The various consulting firms should give proper communication training to their workers.

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Appendix I

Questionnaire for Quantity Surveyors and Architectural Firms

Cover Letter

25th June 2020

Dear Sir/Madam,

My name is Ernest Barima Nana Poku, a postgraduate student of the Department of Technology, University of Education Winneba–Kumasi (UEW-K). I am conducting

this research as part of partial fulfilment of the award of Master of Philosophy Degree in Construction Technology (M.Phil. Construction Technology) Programme. Your organisation has been chosen for a survey. The study is for learning purposes and as such I would appreciate your voluntary cooperation to complete the questionnaire. Your responses will not be disclosed to any person.

If you require clarification and any further information, kindly contact me on my mobile 0243087807.

Thank you for your co-operation.

Yours faithfully,

.....

Ernest Barima Nana Poku

(M.Phil. Construction Technology Student)

SURVEY QUESTIONNAIRE FOR CONSULTANCY SERVICES
TOPIC: THE ROLE OF CAREER DEVELOPMENT IN IMPROVING
QUALITY OF CONSULTANCY SERVICES IN GHANA

Section A: Personal Information

Please enter the name of your company, position and the details of your organization.

All responses will be confidential and will not be disclosed to any person in your organization.

Name of Company.....

Location

Position.....

Postal Address.....

Telephone.....

1. Please, indicate your gender. (*Please tick*) (a) Male [] (b) Female []

2. What is the age category you belong? (*Please tick*)

(a) Under 30 years []; (b) 30 – 39 years []; (c) 40 -49 years []; (d) Above 50 years []

3. What is your highest academic qualification(s)? (*Please tick or write in the space below*)

(a) Ordinary Level [] (b) A' Level [] (c) Senior High School Certificate []

(d) Construction Technician Certificate [] (e) Higher National Diploma []

(f) Bachelor's Degree [] (g) Master's Degree []

(h) Other (s), please state.....

4. What is the number of years you have been working as a staff of your current organisation? (*Please tick*)

(a) Under 5 years [] (b) 5 – 10 years [] (c) Above 10 but less than 15 years []

(d) 15 – 20 years [] (e) Above 20 but less than 25 years []

(f) 25 – 30 years [] (g) Above 30 years []

5. How many employees are there in your company? (*Please enter the numbers*).

	Office staff		Site staff	
	Male	Female	Male	Female
Full time				

Section B - Career development and consultancy firms in Ghana

6. How importance is the following career development strategies within consulting firms in Ghana? Please rate using a scale of 1 to 5 where 1 represents Totally Not Important, 2 represents Not Important, 3 means somehow important, 4 represents Important and 5 Totally Important.

SN	STRATEGIES	1	2	3	4	5
DS1	Market Penetration					
DS2	Organization/Internal Development					
DS3	Products/Services Branding and Packaging					
DS4	People/Staff/Personnel Development					
DS5	Financial Partnership					
DS6	Diversification					
DS7	Merger and Acquisition					
DS8	Strategic Alliance					
DS9	Resource Management					
DS10	Concentration Management					
DS11	Growth strategy in adjacent and new markets					
DS12	Strategic planning to align the organisation (across the entire enterprise) on key priorities					
DS13	Resource and feedstock planning to secure long-term, economical and sustained supply of strategic resources					
DS14	Capital allocation and portfolio management					

	strategies to return the best value on capital deployed across projects					
DS15	Environment compliance					
DS16	Due diligence and transaction support for investors including infrastructure funds and private equity					
DS17	Infrastructure development for large-scale projects (e.g. economic zones, ports) including operating models, business plans and joint venture					

7. To what extent do you agree on the following practices used by consultancy firms to improve quality of service in Ghanaian construction industry? Please rate using a scale of 1 to 5 where 1 represents strongly disagree, 2 represents disagree, 3 means uncertain, 4 represents agree and 5 strongly agree.

SN	PRACTICES	1	2	3	4	5
AS1	Training of personnel					
AS2	Handling of complaints (effectiveness)					

AS3	Telephone inquiries and correspondence					
AS4	Speed and reliability of service					
AS5	Responsiveness to client					
AS6	Commitment of key persons (active and continuous)					
AS7	Corporate hospitality					
AS8	Administration work					
AS9	Environment (political and economic)					
AS10	Systems (quality control, cost control, safety program)					
AS11	Supervision					

8. To what extent do you agree on the following career development practices within consulting firms in Ghana? Please rate using a scale of 1 to 5 where 1 represents strongly disagree, 2 represents disagree, 3 means uncertain, 4 represents agree and 5 strongly agree.

SN	Career development practices	1	2	3	4	5
	Assessment					
CS1	Self-help packages					
CS2	Appraisal					

	Options					
CS3	Development centers					
CS4	Lack of diligence in physical records					
CS5	Job maps					
	Job Access					
CS6	Competences					
CS7	Information interviews					
CS8	Vacancy system					
CS9	Lateral moves					
CS10	Succession					
CS11	Secondments					
	Skill Development					
CS12	Networking					
CS13	Education and training					
CS14	Learning centers					
	Action plan					
CS15	Mentoring					
CS16	Career counseling					
CS17	Career workshops					
CS18	Career appraisal planning courses					

9. To what extent do you agree on the following challenges confronting your firm when implementing career development? Please rate using a scale of 1 to 5 where 1

represents strongly disagree, 2 represents disagree, 3 means uncertain, 4 represents agree and 5 strongly agree.

SN	Factors	1	2	3	4	5
	Organization structure					
BS1	Motives					
BS2	Power					
BS3	Positions					
BS4	Lack of competition					
BS5	Insufficient working capital					
BS6	Lack of diligence in physical records					
BS7	Bad company organization and policy regulation					
BS8	Lack of Managerial development as company grows					
	Political factors					
BS9	Bribery and corruption					
BS10	Ethnicity					
BS11	Nepotism					
BS12	Favouritism					
	Individual factors					
BS13	Lack of leadership					
BS14	Poor communication skills					
BS15	Lack of motivation					