



Research Article

Perception of Some Professionals in Ondo State, Nigeria on the Impact of
Outsourcing in Construction Projects

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Abstract

Nigeria's indigenous construction companies face the problem of poor performance on construction projects in different areas in terms of quality, cost and time. This may be due to the fact that companies do not have good creativity and technology to improve their construction activities and evaluate them. One of the innovations is the outsourcing in construction projects. To this end, this study was carried out to examine the perception of some professionals in Ondo State, Nigeria, of how outsourcing has been used in the construction of projects. A Survey design methodology was used. One hundred and two (102) questionnaires were sent to the respondents (Engineers - 41, Builders - 17, Quantity Surveyors - 18, and Architects - 26). The data gathered was statistically analyzed. The results showed that 30 % and 70 % were female and male respectively and they are all qualified in terms of their academic qualifications. The findings showed that the areas of company outsourcing include substructure, superstructure (18.6%), finishing (27.1%), and materials (34.3%) which were outsourced by 20 percent of respondents. Over forty-two percent (42.9%) of the respondents suggested that their level of outsourcing for companies is exceptionally high. The professionals observed that outsourcing has improved their company efficiency on project construction; cost reduction, delivery time, cost control, quality of project. The independent Kruskal-wallis sample test established the relationship between project success and the level of company outsourcing. Finally, to improve the use of outsourcing, the respondents indicated that organizing seminar; doing your homework; keeping a good clear record; issuing proposal requests; ensuring quality work; buying into management; involving key parties; ensuring a competitive environment are important criteria for improving the performance of contractors on construction projects.

Keywords: Outsourcing, Ondo State, Contractors, Respondents, Engineers, Kruskal-wallis.

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Introduction

The construction industry in Nigeria is facing the challenges of weak contractors' performance on construction projects. In terms of quality, cost and time, which affect their performance. These may be due to the fact that, in order to examine the causes of their poor results, the Nigerian contractors have not taken time to sit down and take a critical look at their organizational climate. Perhaps inventions and good technology do not exist to test their success against the existing norm. Idoro (2011) and Idoro and Okun (2011), claimed that on the one hand, with growing higher consumer requirements, environmental knowledge and limited resources, and high completion for construction company, on the other hand, contractors must be able to enhance their performance continuously. A variety of studies have been carried out to analyze the effect of variables on the success of projects in developing countries. Faridi and El-sayegh (2006) stated that the lack of manpower skills, poor supervision, poor site management and equipment failure, among other things, led to poor performance of contractors in the United Arab Emirate. Alzahrani and Emsley (2013) explored causes of consumer dissatisfaction that are among the variables that can have a negative effect on project efficiency due to bad workmanship and negligence of contractors. Sylvia and Mbetwa (2017), agreed that contractor performance in Zambia is obviously below expectations.

Recently, the preference given to expatriate contractors in the award of contracts in Nigeria has become a topic of general public interest and controversy. Study studies have found that this group of contractors is typically more patronized by clients than their indigenous counterparts (Idoro 2007; Samuel, 1999; Idoro, 2010; Olubunmi and Olukanyin, 2015). It was confirmed that the Expatriate contractors who are few in number carry out over 90 percent of the total value of construction contracts in Nigeria despite the fact their charges are considerably higher than those of their indigenous counterpart (Ministerial committee on cause of high government contracts 1982; Olateju 1991).

The practice remains a concern for stakeholders in the construction industry because it does not facilitate indigenous involvement in the construction industry, capacity building and technological growth, and constitutes an unnecessary drain from the foreign exchange scare of the country. The rationale for rewarding contractors in both the public and private sectors is based on the understanding of the quality of work carried out by the two types of contractors by stakeholders and also by the public.

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The negative report that the Federal Government abandoned all road contracts awarded to indigenous contractors between 1999 and 2003 (Federal Ministry of Works and Housing 2003) and the frequent incidence of collapsed construction (The Guardian, 2007; Lagos State Physical Planning Authority, 2008) raised serious doubts about the ability and integrity of indigenous contractors. In Nigeria, the prevalent construction practice is now that major construction contract is given to expatriate contractors. Until recently, outsourcing to a supplier was seen by many as simply a way of managing a problem operation. Outsourcing, however, has emerged as one of the most researched fields in management studies because of its growing profile as a management technique to boost resource management efficiency and effectiveness (Kakabade and Kakabade, 2001; Ikediashi et al , 2012a and b). It is known that the outsourcing practice in developed countries began outside the health sector, but is now an established model for the delivery of core health services and non-clinical support services. Other areas where outsourcing has a major impact were considered by Shoset and Lavy (2004) to include the management of infrastructure facilities such as land and property, indoor air, structure and fabric, energy supply water and telecommunications management.

This situation that has remained as a challenge to researchers to identify the cause of poor performance of indigenous contractors in Nigeria, which made private and public sectors to patronize their expatriate counterpart and the measure to reverse the situation. This is the problem this research tends to solve. The specific objectives are to: assess the level of understanding of construction firm to the concept of outsourcing; identify and evaluate the various level of outsourcing at present; evaluate the primary reasons for the outsourcing of companies and the barrier; evaluate the impact of outsourcing on project performance; and consider how the use of outsourcing can be enhanced in order to boost the efficiency of companies on construction projects in the field of research.

Materials and Methods

A questionnaire survey approach was adopted for the study and a field survey involving 102 professionals (Engineers, Builders, Quantity Surveyors, and Architects) was conducted. A list of 113 organizations made up of government and organized private establishments was prepared through a preliminary survey conducted in the first quarter of 2017. These organizations were used as the population frame for the study. The study sample was selected from this population by stratified random sampling. In the sampling, the population was classified into public and private organizations thereafter; the respondents were selected from each sector randomly.

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The means of collecting data and information for this research work were questionnaire and interview. The data were collected using structured questionnaires. The instrument was administered to the respondents by hand through personal visits paid to the organizations sampled in mid-2017, surface mail and email. The completed questionnaires were also collected through the same approaches. The questionnaire was divided into six sections based on the objective of the study. Section A comprised of background information about the respondents. The questions were about gender (sex), marital status, years of experience, the professional and academic qualifications of respondents, among others. Section B was about the definition of outsourcing. Each of the items in this section of the questionnaire consist of 7-options ranging from "Extremely Agree to Extremely Disagree". In case of the respondent extremely disagree, he/she can give a definition he feels more appropriate. Section C of the questionnaire was met to express the respondents various level of outsourcing at present. Each of the items in this section of questionnaire consist of 5-options ranging from Extremely High, Very High, Medium, Very Low, and Extremely Low. Section D of the questionnaire addressed towards achieving the third research objective that was target at assessing the main reasons that driven contractors to outsourcing and the barriers. Some of the question contained: To reduce wastage of resources, to concentrate on core business. A 5-point liker T scale rating from Extremely Agree to Extremely Disagree. Section E focused on seeking the opinion of the respondents the effect of outsourcing on project performance. Some the question listed: completion of project to time, completion also scored on a 5-point liker T -type scale with rating ranging from very frequently to never. Section F which was the last section of the questionnaire enable the respondents to express their feeling on how the use of outsourcing can be improved towards enhancing contractors performance in construction projects. This section of the questionnaire scored on a 5-point liker T-type scale with rating ranging from very often to never. The interview consists of a total number of 13questions, which was personally conducted to the professionals in the company. The questions were related to the research objectives.

The extent of use of the two categories of consultants investigated was defined as the percentage of the six selected consultants engaged in-house or outsourced to procure the projects sampled. Time-overrun was defined as the percentage of the difference between actual and initial contract periods divided by initial contract period while cost-overrun was defined as the percentage of the difference between actual and initial contract sums divided

by initial contract sum. The data were analyzed using ANOVA, percentage, Pie chart, mean, Kruskal-wallis test, Dunns test, T-test, and Percentile.

Results and Discussion

Table 1: Response Rate of Respondents to questionnaire

Profession	Questionnaire Number sent out	Number Retrieved	% Retrieved
Engineers	41	25	61
Builders	17	15	88
Quantity surveyors	18	10	56
Architects	26	20	77
	102	70	68.63

The breakdown of the return rate for the questionnaire sent out to the respondents is shown in Table 1. Seventy (70) out of one hundred and two (102) questionnaires sent to all respondents were retrieved, representing a return rate of 68.63 percent. Engineers reported a total return of 61 percent, Builders reported an overall rate of 88 percent, Quantity Surveyors recorded 56 percent, while Architects recorded 77 percent. Figure 1 indicates that most of the respondents were male (70 percent), while 30 percent were female. This suggests that males still dominate the engineering profession. Figure 2 shows that 35.7% of respondents had first degrees (BSc. /BTech. /B.Engr). Twenty-five percent had second degrees (MPhil / MSc. /MTech. /MEngr). While, 22.9% had PhD / BDA / D.Ph. This finding means that most of the respondents are all trained professionals, whom have acquired sufficient expertise in their fields of expertise. The technical credentials of respondents are shown in Figure 3. The results showed that 18.6% of respondents were graduates, 22.9% were probationers, 40.0% were collaborative practitioners, and 18.6% were fellows. This means that all respondents were skilled in different ways, so they are eligible to act as research samples.

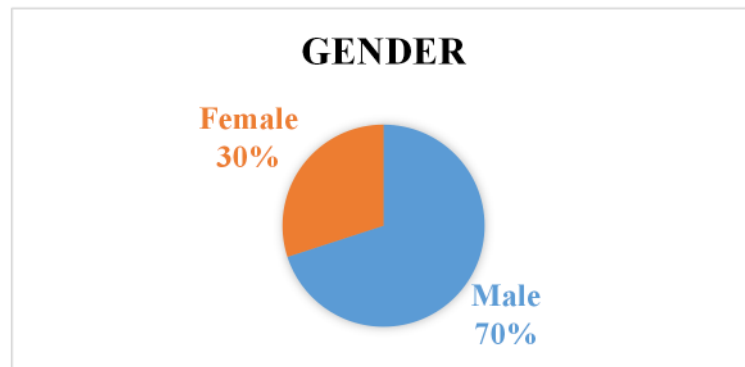


Figure 1: Distribution of Respondents by Gender
Source: Field Survey 2020.

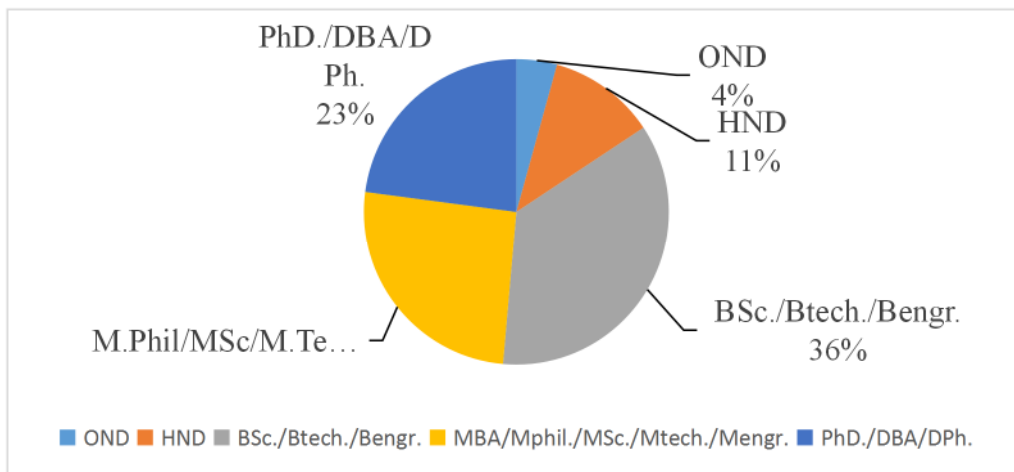


Figure 2: Distribution of Respondents by Academic Qualification
Source: Field Survey, 2020

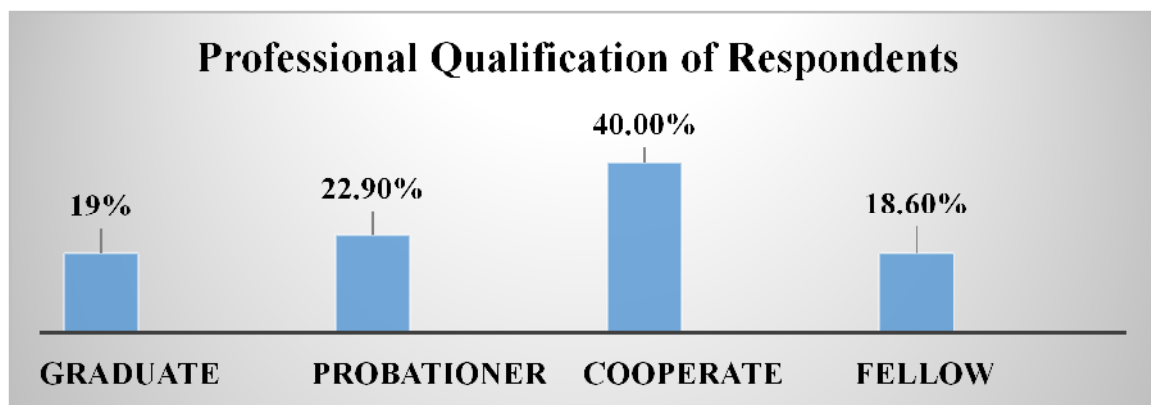


Figure 3: Distribution of Respondents by Professional Qualification.
Source: Field Survey, 2020

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Table 2: Response rate of Years of Experience, Year of Organization and Project Undertaken

Years of Experience	Frequency	Percentage (%)	Mean± SD
1-5	22	31.4	2.5±1.5
5-10	22	31.4	
10-20	6	8.6	
20-30	9	12.9	
30-40	6	8.6	
>40	5	7.1	
Years of Organization			
1-5	18	25.7	2.8±1.6
6-10	19	27.1	
11-20	11	15.7	
21-30	8	11.4	
31-40	8	11.4	
>40	6	8.6	
Project Undertaken			
Building Project	23	32.9	2.9±1.6
Civil Engineering	15	21.4	
Heavy Engineering	16	22.9	
Project			
Electrical Engineering	14	20.0	
Project			
Mechanical Engineering	2	2.9	

Source: Field Survey, 2020.

The outcome in Table 2 indicates that 62.8% of the majority have 1-10 years of work experience. This is an indicator that respondents are broad and well qualified. The table also showed that between 1-5 years, 25.7 percent of the respondent company existed. From 6-10 years, 27.1 per cent lived. For 11-20 years, 15.7 percent, and for more than 20 years, 31.4 percent of the respondent establishment existed. Similarly , the results show that 32.9% of respondents are involved in construction projects, 21.4% are engaged in contracts for civil engineering; Heavy Engineering Project (22.9%); Electrical Engineering Project (20.0%); while only a minority (2.9%) are engaged in projects for mechanical engineering. This ensures that all participants are actively participating in different types of construction ventures. They, therefore, have sufficient outsourcing experience.

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The findings in Table 3 show that most respondents strongly agree that outsourcing is described as contracting outside a service organization that is usually done in-house. This enables the company to focus more efficiently on its core sector, corroborating the statements of Kurdia et al. (2011), who thought that outsourcing makes it possible for the main contractor to be versatile in other operations and projects. In addition, 40.0 percent really agree with the definition. This suggests that the meaning among the respondents is highly in accordance with the mean of 6.3. Hence, their outsourcing level may be greatly influenced by this. The findings also show that 47.1 percent of respondents outsource very often, 35.7 percent outsource often, and 8.6 percent never outsource. This suggested with the mean of 4.1 that outsourcing also reacts. This may be due to the advantages attributed to outsourcing. Research has shown that there are different explanations for the outsourcing of contractors, and mainly because of their beneficial benefits (Ikediashi et al., 2012a).

Likewise, the findings demonstrate the areas of company outsourcing. Findings showed that substructure, superstructure (18.6%), finishing (27.1%), materials (34.3%) were outsourced by 20 percent of respondents. There might be fields where it would be most effective to outsource. This is in line with Suraju and Hamed (2017) report, which claimed that the use of specialists for major construction projects is very popular. Findings showed that 24.3 percent demonstrated that the subcontractor's output level on the construction project is extremely high (EH), 30.0 percent said their output is very high (VH), 10 percent said the performance of the subcontractor is extremely poor (EL). Considering the 3.5 average, this means that subcontractors have a high level of efficiency. This may have contributed to the respondents' high degree of outsourcing of the project. In addition, the majority (88.6%) accepted that outsourcing increases improved performance. This underpins the outsourcing arrangement between the respondents. In addition, job versatility and increased outsourcing efficiency have contributed to project outsourcing frequency (Agburu et al. 2017). This outcome is consistent with the response from the main informant interview, in which all informants replied that their company is outsourcing the project and outsourcing finished works; at a cost range of 1-5 million Naira.

Table 3: Distribution of Respondents by Agreement level with the definition

	EA	QA	SA	N	SD	QD	ED	
	F	F	F	F	F	F	F	Mean
	(%)	(%)	(%)	(%)	(%)	(%)	(%)	
Agreement level with the definition	36 (51.4)	28 (40.0)	3 (4.3)	2 (2.9)	1 (1.4)	0 (0)	0 (0)	6.3
	V.Often	Often	R. Often	V. Rarely	Never			
	F	F	F	F	F			Mean
	(%)	(%)	(%)	(%)	(%)			
Frequency of outsourcing	33 (47.1)	25 (35.7)	5 (7.1)	1 (1.4)	6 (8.6)			4.1
	EL	VL	M	VH	EH			
	F	F	F	F	F			Mean
	(%)	(%)	(%)	(%)	(%)			
Level of performance of subcontractor on construction project	7 (10.0)	4 (5.7)	21 (30.0)	21 (30.0)	17 (24.3)			3.5
	Yes	No						
	F (%)	F (%)						
Has outsourcing enhance better performance.	62 (88.6)	8 (11.4)						

Source: Field Survey, 2020

EA-Extremely Agree, QA-Quite Agree, SA-Slightly Agree, N-Neither, SD-Slightly Disagree, QD-Quite Disagree, ED-Extremely Disagree, EL-Extremely Low, VL-Very Low, M-Medium, VH-Very High, EH- Extremely High

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Table 4: Distribution of Respondents by Various Level of Outsourcing at Present

	Frequency	Percentage (%)	Mean
Rate of Outsourcing			
Very Low	1	1.4	4.2
Medium	12	17.1	
Very High	27	38.6	
Extremely High	30	42.9	
Range of cost			
1-5M	20	28.6	2.8
5-10M	12	17.1	
10-15M	16	22.9	
15-20M	6	8.6	
Above 25M	16	22.9	
Relationship between company and specialist service provider.			
No Relationship	4	5.7	3.0
Medium Term	6	8.6	
Short Term	40	57.1	
Long Term	20	28.6	

Source: Field Survey, 2020 M=Million

Table 4 indicates that 42.9% of respondents suggested that their existing level of outsourcing for companies is exceptionally high. 38.6 percent said they are interested in very high levels of outsourcing. Though only 1.4% suggested very low outsourcing levels. This finding confirms Lindholst et al. (2018) write-up that outsourcing is becoming widespread, as it relieves organizations from physical labor, but instead enables organizations to concentrate on productive service rendering. This outcome is consistent with the interview with respondent professionals in which the majority replied that tasks are most frequently outsourced. In addition, the results of the interview with respondent practitioners revealed that an average of 686 tasks were outsourced by the informant. About 28.6% of the respondents suggested that their outsourcing expense is about 1-5 million Naira. Twenty-eight point six (28.6) percent of the respondents. A comparable number of respondents (22.9 percent) was outsourced by between 10-15 million and 25 million naira above. As a consequence of outsourcing, the high level of investment in outsourcing may be attributable to increased efficiency. The relationship

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between the business of the respondents and the specialist provider is shown in Table 4. Findings also shown that most of the respondents (57.1 percent)

have a short-term partnership with a professional provider. Long-term (28.6 percent) relationship; medium-term (8.6 percent) relationship; while 5.7 percent share no form of relationship with the specialist provider. This result means that during the time of outsourcing, much of the respondent's companies retains a partnership with the specialist provider and is terminated as soon as the project is completed.

The possible drivers and obstacles for contractors to outsource are shown in Table 5. The top five drivers of outsourcing are; strategic transformation; high-quality work; increasing competitiveness by finding external expertise, information and competitors; increasing productivity; focusing on core business; transferring some risks to suppliers; good relationships with subcontractors, based on the relative importance index. This finding shows that strategic change often pushes outsourcing to contractors. This suggests that the more strategic shifts are undergone by companies in their markets, the more they are motivated to outsource projects. This may be the reason why, relative to indigenous contractors, there is a preference for expatriate contractors in Nigeria because of the guarantee of high quality delivery jobs (Olateju 1991; Mayaki 2003; Idoro 2007). The outcome also corroborates the responses of the interview with respondent professionals, which emphasized that professional support, project execution on time and high quality delivery are the factors that push their company to outsource. Table 5 disclosed the obstacles of respondent's business to outsourcing. Based on the Relative Important Index (RII), the outcome shows that the most significant obstacles to outsourcing are: lack of access to reliable service providers; inadequate research and development; organizational image; corporate image protection; outsourcing expense. The answers from the interview with respondent experts also revealed that the challenges faced on the outsourcing route are: delay in operation, failure to comply. This means that the higher the perceived quality of service for the contractor by the subcontractors, the greater the possibility of outsourcing, and vice versa.

Table 5: Distribution of Respondent by the Drivers and Barriers to outsourcing

Drivers to outsource	EA F (%)	QA F (%)	SD F (%)	QD F (%)	ED F (%)	M	RII	Importance
Strategic transformation	69(98.6)	33(46.1)	23(32.9)	8(11.4)	6(8.6)	4.1	0.83	1
High quality job	29(41.4)	23(32.9)	3(4.3)	13(18.6)	2(2.9)	3.9	0.80	2
To increase competitiveness by seeking external skills, knowledge and competitor.	17(20.0)	40(57.1)	9(12.9)	4(5.7)	3(4.3)	3.8	0.80	2
To increase productivity	19(26.1)	37(52.9)	9(12.9)	3(4.3)	2(2.9)	3.9	0.79	3
To concentrate on core business	20(28.6)	31(44.3)	13(18.6)	4(5.7)	2(2.9)	3.9	0.78	4
To shift certain risk on supplier	23(32.9)	27(38.6)	3(4.3)	12(17.1)	5(7.1)	3.7	0.78	4
Good relationship with subcontractor	23(32.9)	24(34.3)	18(25.7)	3(4.3)	2(2.9)	3.9	0.77	5
Barriers to outsourcing								
Lack of access to quality service provider	13 (18.6)	25 (35.7)	28 (40.0)	3 (4.3)	1 (1.4)	3.6	0.73	1
Insufficient research and development	19 (27.1)	19 (27.1)	21 (30.0)	7 (10.0)	4 (5.7)	3.6	0.71	2
Organization Image	14 (20.0)	25 (35.7)	16 (22.9)	10 (14.3)	5 (7.1)	3.4	0.69	3
Protection of company image	6 (8.6)	38 (54.3)	9 (12.9)	12 (17.1)	5 (7.1)	3.4	0.68	4
Cost of outsourcing	8 (11.4)	25 (35.7)	21 (30.0)	12 (17.1)	4 (5.7)	3.3	0.66	5

Source: Field Survey, 2020.

EA-Extremely Agree, QA-Quite Agree, SD-Slightly Agree, QD-Quite Agree, ED-Extremely Disagree, M-Mean, RII-Relative Importance Index, F-Frequency

The significant parameters for project success are shown in Table 6. The top five project performance requirements for the respondents are; efficient team work; project to quality completion; project to time completion; project to cost completion; good skilled partnering. This means that the highest rated criteria that respondents use to rate project success in Nigeria are these criteria. Therefore, any contractor who properly meets these conditions has a higher degree of contract receipt.

Table 7 shows the frequency of how such specified project success requirements are helped by outsourcing. The results showed that outsourcing allows the company of respondents to accomplish the following on the basis of the relative significant index (RII); completion of the project on time; successful collaboration of the project team; effective project leadership; proper practice of site management. This is consistent with the responses of respondent professionals, who observed that outsourcing in the following areas has improved their company efficiency on project construction; cost reduction, delivery time, cost control, quality of project.

Table 6: Distribution of respondents on important criteria for project performance.

Importance of Outsourcing	EI F (%)	VI F (%)	SI F (%)	LI F (%)	NI F (%)	M	RII	Importance
Effective teamwork	26 (37.1)	29(41.4)	13(18.6)	1(1.4)	1(1.4)	4.11	1.00	1
Completion of project to quality	14 (20.0)	27 (38.6)	27 (38.6)	14(1.4)	14 (1.4)	3.74	0.97	2
Completion of project to time	32 (45.7)	24 (34.3)	12 (17.1)	2 (2.9)	0 (0)	4.22	0.84	3
Completion of project to cost	30 (42.9)	33 (47.1)	2 (2.9)	2 (2.9)	3 (4.3)	4.21	0.84	3
Successful professional partnering	14(20.0)	28(40.0)	17(24.3)	2(2.9)	9(12.9)	3.51	0.82	4
Effective project leadership	22(31.4)	34(48.6)	13(18.6)	0(0)	1(1.4)	4.08	0.82	4
Proper site management practice	14(20.0)	26(37.1)	26(37.1)	4(5.7)	0(0)	3.71	0.81	5
Effective claim management	23(32.9)	28(40.0)	14(20.0)	4(5.7)	1(1.4)	3.97	0.81	5

Source: Field Survey, 2020.

EI-Extremely Important, VI-Very Important, SI-Slightly Important, LI-Low Important, NI-Not Important, M-Mean, RII-Relative Importance Index

Table 7: Distribution of Respondents by Frequency of Outsourcing on project performance.

Frequency of Outsourcing	F F (%)	Occ. F (%)	Ave F (%)	Rarely F (%)	Never F (%)	M	RII	Importance
Completion of project to time	32(45.7)	26(37.1)	8(11.4)	3(4.3)	1(1.4)	4.21	0.84	1
Efficient project team coordination	22(31.4)	21(30.0)	18(25.7)	18(11.4)	1(1.4)	3.78	0.81	2
Effective project leadership	26(37.1)	28(40.0)	12(17.1)	2(2.9)	2(2.9)	4.05	0.81	3
Proper site management practice	21(30.0)	31(44.3)	15(21.4)	3(4.3)	0(0)	4.00	0.80	4
Completion of project to quality	18(25.7)	29(41.4)	20(28.6)	3(4.3)	0(0)	3.88	0.77	5
Achievement of value for money	17(24.3)	29(41.4)	22(31.4)	2(2.9)	0(0)	3.87	0.77	5
Project feasibility	17(24.3)	36(51.4)	10(14.3)	6(8.6)	1(1.4)	3.88	0.77	5
Client's satisfaction	25(35.7)	22(31.4)	16(22.9)	3(4.3)	4(5.7)	3.87	0.77	5

Source: Field Survey, 2020

F-Frequency, Occ-Occasionally, Ave-Average, M-Mean, RII-Relative Importance Index

As shown in Table 8, an independent Kruskal-wallis sample test was conducted to establish the relationship between project success and the level of company outsourcing. The outcome of the test study notes that there is no substantial difference between the performance of the project and the outsourcing level of the business. Therefore, the null hypothesis is agreed and we accept the null hypothesis that there is no substantial difference between project efficiency and outsourcing level ($X^2=4.795$, $P=0.570$), business outsourcing cost range ($X^2=10.709$, $P=0.229$), specialist provider relationship ($X^2=9.739$, $P=0.136$) and outsourcing level ≤ 0.05 .

Table 8: Krukal-WallisTest of Difference in Project Performance and the Level of company Outsourcing

Variable	X ²	DF	P-Value	Decision
Rate of company outsourcing	4.795	6	0.570	NS
Range of cost of your company outsourcing	10.709	8	0.229	NS
Relationship with service provider	9.739	6	0.136	NS

Source= Field Survey 2020

Significant at ≤ 0.05

NS= No significant, X²= Chi-square, DF= Degree of Freedom, N= Number of , Respondent

The criteria for improving the use of outsourcing to enhance the performance of contractors on construction projects are shown in Table 9. Based on the Relative Importance Index (RII), the respondents indicated that organizing the seminar; doing your homework; keeping a good clear record; issuing proposal requests; ensuring quality work; buying into management; involving key parties; ensuring a competitive environment ranked as the most important criteria for improving the performance of contractors on construction projects. This also indicates that there is a high level of agreement with the stated performance criteria with an average score > 3 for all the highlighted statements. Until recently, this aligns with Kakabadse (2001) and outsourcing was seen by many organizations as simply a way of handling a supplier's issue. Organization, however, now acknowledges that it can help them drive market transformation more efficiently when used strategically, not that it alone can help boost their performance in terms of quality, cost and time.

Similarly, the outcome in Table 10 shows the level of participation of the respondent in improving the efficiency of the contractor. The highest rated seminar is coordinated (mean= 4.11), followed by management buying into it (mean= 3.90), work training (mean= 3.51), job training (mean= 3.44), merger (mean= 3.15). With the overall mean of 3.61, this suggests that the respondent's business is strongly active in improving the efficiency of the contractor. In addition, the interview with respondent practitioners suggested that by tracking, incentives, establishing good relationships and close supervision, performance enhancement can be accomplished.

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Table 9: Distribution of Respondents by Level of Agreement of Organization to criteria for improving use of outsourcing

Level of Involvement	Very Often F (%)	Often F (%)	R. Often F (%)	Very Rarely F (%)	Never F (%)	M
Organize seminar	30(42.9)	23(32.9)	14(20.0)	1(1.4)	2(2.9)	4.11
Management buying into it	9(12.9)	47(67.1)	13(18.6)	1(1.4)	0(0)	3.90
On job training	11(15.7)	23(32.9)	27(38.6)	2(12.9)	0(0)	3.51
Out job training	5(7.1)	32(45.7)	22(31.4)	10(14.3)	1(1.4)	3.44
Merger	6(8.6)	20(28.6)	29(41.4)	9(12.9)	6(8.6)	3.15
Complete acquisition	8(11.4)	28(40.0)	18(25.7)	16(22.9)	0(0)	3.39
Do your homework	10(14.3)	30(42.9)	27(38.6)	2(2.9)	1(1.4)	3.65

Table 10: Distribution of Respondents by Level of Involvement of Organization to criteria for improving use of outsourcing.

Level of agreement	Very High F (%)	High F (%)	Average F (%)	Low F (%)	Very Low F (%)	Mean	RII	Importance
Organise seminar	29(41.4)	26(37.1)	13(18.6)	2(2.9)	0(0)	4.17	0.83	1
Do your homework	17(24.3)	31(44.3)	18(25.7)	3(4.3)	1(1.4)	3.78	0.78	2
Ensure a skilled a Horney	19(27.1)	27(38.6)	22(31.4)	2(2.9)	0(0)	3.90	0.78	2
Keep good clear record	17(24.3)	32(45.7)	14(20.0)	6(8.6)	1(1.4)	3.82	0.78	2
Issue requests for proposals	17(24.3)	33(47.1)	14(20.0)	6(8.6)	0(0)	3.87	0.77	3
Ensure quality work	15(21.4)	36(51.4)	12(17.1)	5(7.1)	2(2.9)	3.81	0.76	4
Management buying into it	9(12.9)	39(55.7)	19(27.1)	3(4.3)	0(0)	3.77	0.75	5
Involve key parties	15(21.4)	31(44.3)	20(28.6)	2(2.9)	2(2.9)	3.85	0.75	5
Ensure a competitive environment	17(24.3)	28(40.0)	20(28.6)	3(4.3)	2(2.9)	3.78	0.75	5

Source: Field Survey, 2020. F-Frequency, M-mean. Overall Mean-3.61

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Conclusion

To assess outsourcing and its effect on the performance of construction projects in Ondo State, Nigeria, this study evaluated the level of awareness of construction firms about the idea of outsourcing, the current level of outsourcing firms, the key tools driving outsourcing and obstacles for construction firms, the influence of outsourcing on project results, and how the use of outsourcing could be enhanced to increase the performance of firms on construction projects.

The following conclusions were taken on the basis of the results of the research:

1. Respondents have a clear understanding of the outsourcing notion, with most of them very much in agreement with the concept.
2. In their organization, respondents show an exceptionally high rate of outsourcing. This is because these contractors have an incredibly high degree of awareness of the outsourcing concept and all the advantages that it offers.
3. The most significant factor that influences the levels of outsourcing of companies over the numerous years of establishment is experience. Thus, a higher year of establishment raises the company's level of outsourcing.
4. Strategic restructuring and cost savings are the key reason why constructors are motivated to outsource. This is why, more than their indigenous counterparts, public and private organizations patronized skilled contractors because outsourcing lets them focus on their core competence and remove unproductive business, thereby saving some cost.
5. Efficient teamwork; time and quality of job completion, cost of project completion and effective skilled partnering have the greatest impact on results. It is done promptly and on budget when the project is outsourced, which helps businesses to produce the project on time.

In order to maximize the use of outsourcing to boost the efficiency of companies on construction projects, companies can arrange further workshops, convince management to buy into outsourcing, and promote and increase both on and off work training. The organization should track the providers of services, have a good relationship with them through good rewards.

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