
**RECOMMENDING MEASURES TO NEGATE THE CHALLENGES HAMPERING
THE IMPLEMENTATION OF THE DEVELOPED LEADERSHIP SKILLS
FRAMEWORK IN ANAMBRA STATE**

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ABSTRACT

Managing and developing construction managers` leadership skills helps them achieve the organization`s goals, influence positively, and better equip them to lead the organization`s crafts workers to success. This study aims to recommend measures to negate the challenges hampering the implementation of the developed leadership skills framework in the study area. To achieve this , the study developed objectives such as, to: **determine the measures to Ensure Eliminating Factors Hampering the Provision of the identified Leadership, and Motivational , and to identify Measures to Leadership Skills** .Considering the research questionnaires of this study, qualitative data will be required through adopting a descriptive survey design approach. This approach will help in gathering critical data that affords an opportunity to create essential models based on empirical research and to differentiate theory, assumptions, and facts from information gathered from the professionals. The study recommends that when developing construction managers in Anambra State, the human resources team should prioritize communication skills, the ability to plan for the desired outcome, flexibility in decision-making, the ability to take risks, and a focus on the work process rather than the end goal.

Keywords: Construction Industry, Leadership Skills, Development, Construction Managers, Productivity And Motivation.

I. INTRODUCTION

Organizations providing monetary incentives, due recognition; training, and leadership skill development are all means of motivating their construction manager`s team for improved productivity. Managing and developing construction managers` leadership skills helps them achieve the organization`s goals, influence positively, and better equip them to lead the organization`s crafts workers to success. Some observed that the problem of frequent construction operative disengagement and other organization-based issues in Anambra state can be traced to having a construction manager who lacks the requisite leadership skills to handle changing industrial scenarios. The experiences on most construction sites in Anambra state show the prevalence of industrial/ site-based disputes, projects abandonment, subletting of jobs to expatriates, and other scenarios that deviation from what should be in a standard workplace where everyone is fully kitted to know and do what`s expected for project success. These problems have been attributed to a lack of a framework to guide construction managers` progressive leadership development, illiteracy on the necessary leadership skill need as well as the wrong use of managerial tangible motivation instead of social job-based non-financial motivators like leadership skill development. This lacuna provides an interesting reason to develop a framework for construction managers` leadership skills and to recommend measures to ensure adequate implementation of the developed performance-enhancing leadership skills framework as a tool for motivating construction managers in the study area. All the issues earlier itemized have been the core problem necessitating this research, as it will easily curb the problem of having inexperienced construction managers or poorly equipped managers who can`t cope with modern and changing organizational needs. In bridging this gap, there is a need for effective leadership skills development to equip the construction managers in Anambra state with the motivational competence to handle core industrial matters and solve site-based human resource crises/challenges. This study aims to recommend measures to negate the challenges hampering the implementation of the developed leadership skills framework in the study area to improve effective project delivery in Anambra state.

II. LITERATURE REVIEW

2.1 Measures to Ensure Eliminating Factors Hampering the Provision of the identified Leadership, and Motivational Strategies

According to Gold, Thorpe, and Mumford (2010), the triple constant of leadership, management, and organizational development (LMD) are intended to achieve capacity enhancement of any organization, and its construction managers or people, the research asserts that for any system or organization to be effective than its leadership development system must integrate planning, performance management, job selection, reward, and recognition systems, and even mistake systems. The concept of leadership, and management ‘skills gap’, changing external environment, business need, and HR strategy necessitate investing in leadership management and organizational development. One core way construction managers have traditionally developed themselves had been through postgraduate, and short course or executive education as provided by various tertiary institution online and offline. The need for greater modularization, flexibility, work-based learning, informal skills` enhancement through volunteering, and personalized development (such as mentoring, coaching, 360° feedback, project assignments, action learning sets, and team facilitation) etc. is very important. Gold, Thorpe, and Mumford (2010), proposed the need to move from previous traditional trend in leadership development to modern trends as shown in Table 2.2.

Table 2.1 Changing Trends in Leadership Development

Key Trends	From	To
Type of Provision	Prescribed course Standardized Theoretical/academic	Intervention/development programme • Customized • Applied/based on real-life challenges
Time-Frame	One-off • Discrete start & end points	Continual An ongoing development ‘journey’
Format	Didactic: lectures & presentations Abstract/conceptual	Participatory: interactive activities & group work Experiential/reflective
Location	Classroom-based • Off-site	Blended (variety of methods) • Work-based as well as off-site
Focus	Development of individuals • Generic	Development of individuals & groups • Vocational/for a specific purpose
Role of Provider	Supplier • Expert	Partner, collaborator & coach • Co-designer/facilitator
Nature of Support	Limited • Primarily concerned with Accreditation Theoretical/academic	Extensive – relationship management • Primarily concerned with client Experience Coaching/mentoring

Source: West and Jackson (2002)

Kat (2019), while recognizing the tasks expected of a construction manager from timeline/milestone management starts from problem-solving to other logistics that breed successful project delivery; the need to lead as entails in leadership skill development ranked as a factor that makes a project succeed. To improve the construction manager’s ability to manage subordinates will require:

- 1. Going an Extra Mile in Team Understanding:** Helping construction managers understand their team strength, weakness, and motivations, are a foundation stone to effective industrial based communication, of putting a round peg in a round hole. The research by Kat (2019) identified that each construction manager has different motivators, and good communication style will offer the best approach to having a happier and performing team. Such understanding starts with helping them better communicate, and having a discussion schedule for each construction manager or staff for better collaboration.
- 2. Identifying and giving context to project goals:** Kat (2019), further added that every construction manager must understand why they count as regard the work they undertake through an easy-to-understand organization strategy. The more details an organization are, the better in helping their team understand project aim, and able to develop a sense of purpose or fulfilment, every site meeting supposed to be a collaborative, and transparent venture to show how individuals fit into the bigger picture.
- 3. Actively soliciting feedback:** Feedback must be a critical bridge between each project or job, as it offers an opportunity to have insights into what fail or what succeeds in previous projects or programs. Such measure allows construction managers offer their input for better productivity as well as creating an open-door policy which encourages and permits management team to voice out their opinion, and build trust or accountability through collaborative management.
- 4. Leading by example:** This initiative offers the best leadership development pattern, as what's said is invalidated by what's done. Top managers must set the pace for middle managers so that the operatives can see such as an organizational culture.
- 5. Trust:** When top leaders micromanage without allowing team strength to be harnessed, it often gives an impression of not trusting them and that becomes a cancerous culture. Trust is allowing people to act in their capacity while observing afar trusting them to deliver as they deem the work as theirs.

2.2 Measures to Leadership Skills Development

Leadership skills development according to Alexandra (2021), involves identifying and mastering the key skills and characteristics that are required to become a successful leader. According to Mart-Mari, Jacobus, Verster and Benita (2010) on how ignorance and challenges affect Leadership in Construction Project Management, the study found that the current situation of construction losses and insufficiency, that leadership skills are a key factor. The lack of leadership and effective people skills have been found to be responsible for the constant losses, problems and insufficiency in the construction industry. The study like this project utilizes a structured questionnaire administered to group of Architects, Quantity Surveyors, Engineers, Construction/Project Managers, Contractors and Clients. The construction managers ability to address the situations as the eye of the organization highly rest on adopting the following measures.

- 1. Using online training courses to improve leadership skills: In developing and building requisite leadership skills.** Kerrie (2018), recommended adopting online training courses to eliminate the hassle of traditional face-to-face training. Such platform creates a learn at your pace scenario.
- 2. The need to understudy new hires in the workplace:** There are critical skills as regards operations, safety, time management and quality management that are key foundation skill for every new entry construction manager (Kerrie - Anne, 2018).
- 3. Develop a good project leader** by focusing on the team, flex style, learn to facilitate, connect and build relationship as well as get out of the way for team to carry out assigned task. PM podcast (2021). A good project manager is one with clear understanding of the big picture (company, employees, customers, projects, etc.) and how they fit in). There must be a continuous show of care.
- 4. Provide Clear Expectations.** Top managers need to make their construction managers know exactly what they are to do and the result they are to achieve. Weak top managers assume their managers understand what's required without spelling out what is needed for result. A clear expectation will create clear targets and define the exact result you want.
- 5. Provide Regular Recognition and Praise:** Having an ongoing recognition and praise to the construction managers who do the work by thanking them for a job well done job increase their result, makes them effective and strong. Construction managers who receive positive reinforcement and feedback increase their contribution and effort.

2.3 Identification of Literature Gap

Despite the identified studies as reviewed, there is still a gap on sufficient detailed examination of the measures to negate the challenges hampering the implementation of the developed leadership skills framework in Anambra state.

III. METHODOLOGY

Considering the research questionnaires of this study, qualitative data will be required through adopting a descriptive survey design approach. This approach will help in gathering critical data that affords an opportunity to create essential models based on empirical research and to differentiate theory, assumptions, and facts from information gathered from the professionals. The technicalities of this thesis adopted a deductive approach by looking at theory, produces hypothesis from that theory, relates to the focus of the research, and tests that theory. This research is a logic positivist focus is to promote the idea of the experimentation strategy, testing theory to increase the predictability and outcomes. The population of this study was 60 construction operatives, project/human resource managers/coordinators/ engineers, and top managers/company owners from registered Construction Companies in Nnewi, Awka, and Onitsha town, Anambra state.

3.1 Measures to Negate Challenges Hampering the development of a Leadership Skill for construction managers.

Section 3.1 aligned with research question five (5), intends to provide a solution to factors affecting the implementation of the leadership skill tool as a motivational development tool for construction managers to increase performance.

Table 3.1 Measures to Negate Challenge/factors Hampering Implementing identified Construction Leadership Skill

	5	4	3	2	1	Mean	RII	Rank
Going an Extra mile in Team Understanding,	19	16	4	1	0	4.33	0.39	1 st
Actively Soliciting Feedback	17	15	5	3	0	4.15	1.404744	2 nd
Identifying, and giving context to project goals	15	17	7	1	0	4.15	1.551113	2 nd
Leading by Example	14	21	3	1	0	4.13	1.980594	4 th
Trust	25	4	6	2	1	4.10	0.604563	5 th
Average								4.17

1. Where: 5=Strongly agree;4=Agree;3=Slightly Agree;2=Disagree;1=Strongly Disagree

Source: Field Survey (2022)

Table 3.1 provides measures that, once implemented, will negate the challenges hampering the implementation of a developed leadership skill framework for construction managers. This measure also serves to encourage effective motivation among the construction managers in Anambra State. Table 4.1.6 clearly shows that going the extra mile in team understanding (4.33) is a key factor that will enable the organisation's HRM or owners to see the managers motivation as a priority, and that measure will inspire the managers to be committed to enhanced development through the leadership tools. The other measures that will encourage the implementation of the developed leadership model include actively soliciting feedback from the construction managers on the work assigned (4.15) and their own motivation to continue working, identifying and giving context to project goals (4.15) as a mechanism for avoiding over-loading instructions, leading by example (4.13), and absolute trust (4.10), which is a key motivator and a leadership skill initiative.

IV. FINDINGS

The study by Kat (2019) agrees with the reviewed data on measures that, once implemented, will negate the challenges hampering the development of leadership skills for construction managers. Going the extra mile to foster team understanding is a key factor that enables the organisation's human resource managers or owners to overcome the earlier stated challenges. It enables them to see the construction manager's motivation as a

priority. The active solicitation of feedback from the construction managers when implementing the framework will also go a long way toward motivating the managers to continue working. HRM must identify and give context to project goals. They must avoid instruction overload, lead by example, and have absolute trust in their workers.

V. SUMMARY OF KEY FINDINGS

To negate the measures that negate implementing the identified leadership skills framework, the management must go the extra mile in team understanding, actively solicit feedback from the construction managers when work is assigned, identify and give context to project goals, and lead by example with absolute trust. (See Table 3.1).

VI. CONCLUSION

Organisational culture and firm size have hampered leadership skill development; they were also predicted to have an impact on the implementation of the intended leadership skill framework. According to the study, increasing learning and development recognition and value is a critical mitigating measure.

VII. RECOMMENDATIONS

When developing construction managers in Anambra State, the human resources team should prioritize communication skills, the ability to plan for the desired outcome, flexibility in decision-making, the ability to take risks, and a focus on the work process rather than the output

Contribution to Knowledge

The study has opened new literature dimensions in the studies of construction managers' leadership skills development by examining the measures that negate implementing the identified leadership skills framework.

Compliance with Ethical Standards

Conflicts of Interest: The authors declare that there is no conflict of interest regarding the publication of this manuscript.

Ethical Approval: Ethical approval is not required.

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