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# Exploring Leadership Strategies to Maximize Profitability in the Nigerian Housing Sector

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# Walden University

College of Management and Technology

This is to certify that the doctoral study by

Babatunde Adesiyan

has been found to be complete and satisfactory in all respects,  
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the review committee have been made.

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2016

Abstract

Exploring Leadership Strategies to Maximize Profitability in the Nigerian Housing Sector

by

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MBA, Bayero University, Kano, 2002

Post Graduate Diploma, Bayero University, Kano, 2000

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

April 2016

## Abstract

The collapse of construction companies in the Nigerian housing sector continues unabated, even in the face of 17 million housing deficits. Many construction company leaders believe that lack of business opportunities and the recent world economic decline have been responsible for the collapse. This situation has resulted in limited business activities for 80% of the Nigerian construction companies. This multiple case study explored the strategies used by leaders to maximize profitability in the Nigerian housing sector. The RBV and Porter's model of competition provided the conceptual framework for the study. Findings were based on detailed reviews of the policies and procedures of the companies, coupled with semi-structured face-to-face interviews with 5 leaders of construction companies that have successfully completed and currently involved in several housing projects in 2 southwestern states in Nigeria. The research question examined the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. Four themes representing strategy categories emerged from thematic analysis: planning, human capital development, leadership factor, and organizational location. The key outcomes from the findings include the need to plan with the available resources, employ and invest in competent staff, increase leadership influence, and improve knowledge of the business environment. The implication for social change includes a potential reduction in unemployment in Nigeria. Profitable organizations will construct more affordable housing through collaboration with public authority, and more low-income earners will be able to afford to live in a decent environment, thus reducing the populations of slum dwellers in the country.

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## Dedication

I dedicate the project to my family, especially my wife and the children for giving me the space to do the program. I also want to dedicate my project to the loving memories of my father and mother, Mr. and Mrs. Joseph Adesiyan, who raised five of us to be graduates and qualified professionals in all our various disciplines.

## Acknowledgments

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## Table of Contents

Section 1: Foundation of the Study.....	1
Background of the Problem .....	1
Problem Statement.....	2
Purpose Statement.....	3
Nature of the Study .....	3
Research Question .....	6
Conceptual Framework.....	6
Definition of Terms.....	7
Assumptions, Limitations, and Delimitations.....	9
Assumptions.....	9
Limitations .....	9
Delimitation .....	10
Significance of the Study .....	10
Value of study to business.....	11
Contribution to Business Practice .....	11
Implications for Social Change.....	11
A Review of the Professional and Academic Literature.....	12
Transition and Summary.....	61
Section 2: The Project.....	63
Purpose Statement.....	63
Role of the Researcher .....	64



Participants.....	67
Research Method .....	69
Research Design.....	71
Population and Sampling .....	74
Ethical Research.....	76
Data Collection Instruments .....	78
Data Collection Technique .....	80
Data Organization Techniques.....	83
Data Analysis Technique .....	84
Reliability and Validity.....	88
Dependability .....	88
Credibility .....	89
Transferability.....	91
Confirmability.....	91
Data Saturation .....	92
Transition and Summary.....	93
Section 3: The Project.....	95
Introduction.....	95
Presentation of the Findings.....	96
Theme 1: Planning .....	98
Theme 2: Human Capital Development .....	102
Theme 3: Leadership Factor .....	104

Theme 4: Organizational location.....	105
Application to Professional Practice.....	110
Implications for Social Change.....	111
Recommendations for Action .....	112
Recommendations for Further Study .....	114
Reflections .....	114
Summary and Study Conclusions .....	115
References.....	119
Appendix A: Consent Form.....	163
Appendix B: Protecting Human Research Participants .....	167
Appendix C: Interview Questions.....	168
Appendix D: Participation Qualification .....	169
Appendix E: Letter of Invitation .....	170
Appendix F: Interview Protocol .....	172
Appendix G: Follow Up Email/Phone Script.....	173
Appendix H: Curriculum Vitae.....	174

#### List of Tables

Table 1. Summary of Key Literature.....	13
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## Section 1: Foundation of the Study

Companies in the construction industry encountered decline to their business activities during the recent economic recession of 2006-2009 in Nigeria (Adebamowo, 2011). This decline was similar to that of other business sectors of the Nigerian economy (Daniel & Hunt, 2014). The effects of the recession slowed economic activities in the construction industry, resulting in the folding of some construction companies and retrenchments of staff in many others (Adebamowo, 2011).

The recent influx of foreign construction companies to the sector has served as an indication of economic improvement and the recovery of the construction sector (Babatunde & Low, 2013). However, despite the increasing business activities in the sector, many construction companies in Nigeria continued to suffer from lack of patronage and remain unprofitable (Amao, 2013). Adebamowo (2011) has opined that the absence of leadership and good internal management of resources has been responsible for the unprofitability of construction companies in Nigeria.

### **Background of the Problem**

Construction managers and leaders in the Nigerian housing construction industry have the task of ensuring their organizations are profitable. The two issues of profitability and meeting the demands of clients are challenges construction companies face in Nigeria (Onyegiri, 2011). Carrillo, Ruikar, and Fuller (2013) have posited that construction companies should remain profitable despite clients' high demand for quality services. Irani and Kamal (2014) have observed that the demand for quality services or products by

clients has increased the level of competition in the housing sector. Ability to meet the demands of clients will improve efficiency and determine the profitability of every construction company in the sector (Irani & Kamal, 2014). Construction companies ensure the availability of technical expertise and resources to cope with client demands.

Kolo, Rahimian, and Goulding (2014) have identified the failure to strategize as a key problem that impedes construction companies' abilities to meet the demand of the clients in Nigeria. Kolo et al. (2014) have further identified the unwillingness to develop new business practices and a shortage of skilled labor in the construction sector as other problems affecting the profitable performance of the construction companies. The ability of the construction companies in Nigeria to remain in business and be profitable is essential for their development.

### **Problem Statement**

The continuous business decline of indigenous construction companies in Nigeria persists despite the influx of foreign construction companies (Babatunde & Low, 2013). Eighty percent of the indigenous construction companies in Nigeria engage in limited business activities in spite of the huge deficit in infrastructure (Odediran, Adeyinka, Opatunji, & Morakinyo, 2012). The absence of initiatives to maximize business opportunities in the construction industry marks the absence of creativity and strategic planning by construction company leaders (Daniel & Hunt, 2014). The general business problem is the failure of construction company leaders in Nigeria to develop their businesses in the housing sector. The specific business problem is that some construction

company leaders have limited knowledge of strategies for maximizing the profitability of their companies in the Nigerian housing sector.

### **Purpose Statement**

The purpose of this qualitative multiple case study was to discover the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. Researchers use the multiple case study design to repeatedly and logically carry out many inquiries with different participants (Scholz & Tietje, 2013). The participants for this study were five leaders of profitable construction companies from two southwestern states in Nigeria. A methodological triangulation process which uses more than one source allows for the cross checking of interpretations (Petty, Thomson, & Stew, 2012). I used methodological triangulation by checking the participants' responses from the interviews against the policies and procedures of the companies. My study's implications for positive social change included the potential for construction companies to generate employment opportunities, increase affordable housing productions, and reduce the number of slum dwellers.

### **Nature of the Study**

I used a qualitative research method to discover the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. Qualitative research methodology helps researchers study the meanings individuals or groups make of phenomena. Erlingsson and Brysiewicz (2012) stated that researchers use qualitative methodology to determine how individuals or groups draw conclusions about social or human phenomena. Other research methods that would not have fully met the

needs of this study include quantitative and mixed methods research. Researchers use the quantitative method to analyze controlled environments, measure variables, and re-examine theories of others (Guta, 2013). In addition, the quantitative research method works with statistics and numbers; hence, it has fixed options of responses. I did not analyze controlled environments, measure variables, or re-examine the theories of others, and I was not seeking fixed responses. Daigneault (2014) posited that the absence of stakeholders' participation in the findings of quantitative research method was a disadvantage. Therefore, a quantitative research method was not suitable for my study. I did not use the mixed methods for the study because of time constraints and the intense data collection process. Mixed methods research requires extensive data collection and analysis because it combines quantitative and qualitative research methods in a single study. The mixed method focuses on understanding a phenomenon using both qualitative research and quantitative research perspectives (Bernard, 2013).

I used a qualitative case study design because it creates an inquiry, and requires that the researcher actively participates in the study. Yin (2012) has stated that the case study design provides an in-depth study of a single instance or description of some social phenomena. I used the multiple case study design to discover the strategies construction company leaders use to maximize profitability in the Nigerian housing sector. Yin (2012) considered multiple case study design as a replication process for addressing a study's research questions. The replication process may lead to similar or contrasting results (literal or theoretical replication). The replication process of this multiply case study revealed a similarity of findings.

I did not use phenomenological research technique for the study because researchers use this technique to explore and investigate lived experience of participants (Reiter, Stewart, & Bruce, 2011), but I was seeking to understand business strategies and not the lived experiences of my study's participants. I similarly determined that other notable qualitative research designs were not suitable for my research including narrative, ethnographic, and grounded theory designs. Petty, Thomson, and Stew (2012) stated that the narrative design involves telling the story of the participants. The narrative design was not appropriate for this study because the focus of the study was not to tell a story but to discover the strategies construction company leaders use to maximize profitability in the Nigerian housing sector. Ethnographic research design is the study or close observation of a people in a particular setting over a period (Liberati et al., 2015). I did not intend to study the culture of the people, but rather to discover the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. Thus, I also decided against using an ethnographic method. Likewise, I determined that a grounded research design was not suitable for my study. Smith, Leslie, and Wynaden (2015) posited that grounded research design provides the discovery and development of a theory by the participants generated from research data. I did not use the grounded theory design for my study because I did not intend to develop a theory.

### **Research Questions**

The research question for this study exploring leadership strategies to maximize profitability in the Nigerian housing sector was: What strategies do construction company leaders use to maximize profitability in the Nigerian housing sector. To answer this question, I devised the following interview questions to ask the study's participants.

#### **Interview Questions**

1. What strategies do construction company leaders implement to maximize the profitability of their companies in the Nigerian housing sector?
2. What strategies did you implement to maximize the profitability of your company?
3. What did you do to contribute to the profitability of your organization?
4. What resources are essential to enhance organizational profitability?
5. What are the external factors affecting the profitability of your organization?
6. What other additional information would you like to add about strategies construction company leaders can use for maximizing profitability?

#### **Conceptual Framework**

To ground this study exploring the strategies applied by construction company leaders for maximizing profitability of their companies in the Nigerian housing sector, I used the RBV theory as the conceptual framework developed in 1959 by Edith Penrose. The theory explained the internal resources of a firm as its core strength for developing environmental opportunities. The internal resources are the owned assets of an organization including management capabilities, skills, knowledge, and information



abilities, which help to neutralize any external and internal threats to competition and resource management respectively. The RBV theory enables an organization to have a competitive advantage and profitability. The key constructs underlying RBV theory are (a) business strategy, (b) internal best practices, and (c) external factors.

I used the model of competition developed in 1980 by Michael E. Porter to support the RBV framework for the study. Porter's model of competition illustrated five competitive forces against businesses in their environments (Garrido, Gomez, Maicas, & Orcos, 2014). Porter (2008) identified five forces as (a) threats of new entrants, (b) bargaining power of buyers, (c) bargaining power of suppliers, (d) threats of substitutes and (e) competitive rivalry. Porter (2008) posited that the awareness of the five forces by firms ensures the formulation of a strategy to maximize profits. Thus, Porter's model provides an industry-based view firms can use to reduce areas of challenges by competitors (Garrido et al., 2014). I expected the propositions from the conceptual framework to help construction company leaders learn strategies to maximize the profitability of their companies in the Nigerian housing sector.

### **Operational Definitions**

*Construction industry:* A sector of the economy that deals with the erection of new buildings or repairs to existing commercial, industrial, and domestic buildings or structures fixed to the ground wholly or partially (Babatunde & Low, 2013).

*Construction innovation:* A process, which drives solution to complex construction projects through construction technology and engineering by the use of

alternative methods. The solution covers the use of new materials and design concepts beyond standard construction practice (Guo, Chang-Richards, Wilkinson, & Li, 2013).

*Economic recession:* A downward slide in economic performance, which runs continuously for a period (Adebamowo, 2011). Economic depression is a prolonged period of low resource utilization, especially during a period of decline in the current spending on homebuilding and consumer durables (Hall, 2011).

*Housing sector:* A combination of development, construction, and sales of homes as a business circle. The sector is comprised of building residential companies, mortgage financiers and insurers, suppliers of building materials, and labor unions (Babatunde & Low, 2013).

*Innovation:* The implementation of new and combined interventions in the fields of work organization, human resource management, and supportive technologies (Bate, 2011). Innovation is a core value organizations hold most valuable (Pots, 2011).

*Leadership strategies:* Strategies that measure the future gains through leadership decision for creativity and change. The type of leadership strategies in an organization determines the level of progress and creative ideas the organization will implement (Chevalier-Roignant, Flath, Huchzermeier, & Trigeorgis, 2011).

*Organizational performance:* The ability to attain pre-defined goals with available resources efficiently and effectively. Organizations base their level of performance for a period by imitating the practices of the dominant organization in the industry (Parast & Adams, 2012).

*Organizational profitability:* The long-term economic success of an organization. Productivity is the most significant determinant of profitability (Yazdanfar, 2013).

*Research and development:* Activities that increase the performance of organizations when the absorptive capacity of the organization is high (Chen, Qiao, & Lee, 2013). The absorptive capabilities indicate the efforts and abilities to learn a new technology by a group.

### **Assumptions, Limitations, and Delimitations**

#### **Assumptions**

Assumptions are things researchers accept as true without substantial proof or questioning (Jansson, 2013). My primary assumption in the study was that participants would provide truthful and candid responses to the interview questions. The second assumption was that the study participants' responses represented the beliefs (or experiences) of the population. Third, I assumed that the participants had enough experiences in the construction industry to provide meaningful answers to the research questions. Fourth, I assumed the people interviewed were leaders of their construction companies fully involved in formulating strategies for their organizational profitability. Finally, I assumed that my study would be accurate, interpretation would be ethical, and the analysis of the research data would be unbiased.

#### **Limitations**

A limitation is an element in a study over which the researchers have no control and which may become a threat to internal validity (Denscombe, 2013). My position as a cost engineer in the field of housing construction may have unwittingly contributed a bias

towards the type of answers I expected from the respondents. Second, the sample was by convenience and not randomized. Therefore, findings from this study are suggestive, and may not be applicable to the population as a whole. Third, the participants may not have provided information on strategic policies of their companies out of a concern for confidentiality. I did not take into considerations companies from the other five geopolitical areas of Nigeria.

### **Delimitation**

Delimitations are the boundaries researchers set for their studies (Denscombe, 2013). The researchers stipulate the things that will not feature in order to determine the scope of the study. The primary delimitation for my study was using a multiple case study and limiting the interview responses to five participants in two southwest states in Nigeria. Scholz and Tietje (2013) stated researchers use the multiple case study repeatedly and logically to carry out many inquiries of different participants. The focus of the study was to discover the strategies successful construction company leaders used to maximize profitability in the Nigerian housing sector.

### **Significance of the Study**

This study is significant in three ways. The first is its value to business. The second is its contribution to business practice by determining the short and long terms effects of the study. The third is its implication for social change, which may impact the improvement of business practice. These three parts reflect the relevance of the study and contribute to larger conversations taking place in the study of business growth. This

research was aimed at adding value to business by providing information to housing sector leaders, thus making their organizations profitable.

### **Value of the Study to Business**

This study may be valuable to leaders of struggling construction companies in Nigeria, and may provide a platform for profitability. The findings from my study may enable construction firms to become financially stable and attract more investors. Increased profitability may enable domestic firms to acquire equipment and technology to better compete with foreign firms.

### **Contribution to Business Practice**

The purpose of my qualitative study was to discover the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. To achieve this purpose, I used a multiple case study design. Participants responded to interview questions based on their experiences and background. Leaders of unsuccessful companies who read results of this study may understand what the successful construction company leaders did to promote the profitability of their organizations. The research findings may also help construction company leaders develop the strategies required to overcome industry challenges that affect efficient performance.

### **Implications for Social Change**

The capacity for expansion in the housing sector contributes to national income and employment generation (Giang & Pheng, 2011). There may be a reduction in crime rate in a society with more employment generated by the increased activities of the housing sector (Adebamowo, 2011). This study may also positively affect society

through the application of its findings by leaders in the construction sector. I intended to use the results of the study to increase leadership knowledge of the housing sector. The findings from the study may lead to financial benefits resulting from the use of strategies to maximize profitability that may translate into affordable low-income housing.

Additionally, the knowledge from the study may create an awareness of the available domestic alternative to housing delivery in Nigeria, and it may also create social interest in the minds of the housing sector leaders and Nigerians to reduce the levels of slum dwellers in the country.

### **Review of the Professional and Academic Literature**

The purpose of this qualitative research method utilizing the multiple case study design was to discover the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. I used the problem statement as the focus for the study while developing the literature review through the conceptual framework of the study. I arranged the literature review in a format that leads to the understanding of the study. I started the literature review with a preview of the impact of the global economic recession on the construction industry in Nigeria. I previewed the value of construction companies to the national economies. The contribution of construction companies to the economic growth of countries depends on the strength of the each country's economy. The literature review also included the importance of the conceptual framework to construction companies. The RBV and the Porter's model of competition formed the conceptual framework for the proposed study. I illustrated the RBV and the Porter's

model of competition in details in the literature review. Finally, I reviewed existing studies on construction companies and industry in Nigeria.

I used peer- reviewed journals and other scholarly sources for the literature review. The literature review included peer-reviewed articles from the databases such as Business Source Complete, ABI/INFORMS Complete, Emerald Management, ScienceDirect, and SAGE Premier. Further searches on the Google scholar website within and outside the Walden Library website also provided sources for peer-reviewed articles. I used the following keywords as my primary search terms: *construction companies, construction company strategies, construction industry, RBV, Porter's five forces, innovation and technology, and leadership factor*. Others keywords included: *human resources, financial resources, marketing resources, business strategies, customers' relations, and external business factors*. I reviewed over 185 articles, 85% of which were published within the past five years. Table 1 shows resources used for the literature research, by the researcher.

Table 1  
*Summary of Key Literature*

Topic	Peer-reviewed journal articles	Peer-reviewed journal articles more than the last five years	Peer-reviewed journal articles in the last five years	Total
Conceptual Theories	2	-	-	2
Literature Review Section	-	22	156	178
<b>Actual total</b>	<b>2</b>	<b>22</b>	<b>156</b>	<b>180</b>

### **Impact of the Global Economic Recession on the Nigerian Construction Industry**

The economic boom of the late 1990s started when housing increasingly came to be used as an investment (Bryant & Kohn, 2013). The profits in the housing sector were comparable to other business investments globally. The rising prices of housing became attractive to investors (Herrero, Escavy, & Bustillo, 2013). The United States housing business growth influenced by attractive interest rates and the increased global wealth influenced the global economic boom (Adebamowo, 2011). This boom ended in 2007-2009 because of the collapse in both financial and housing sectors (Sherman, 2011).

Many economic experts and writers have adduced a variety of reasons for this last global economic recession. Kemme and Roy (2012) pointed out the universal economic recession caused extensive personal and institutional bankruptcies. Hendershott and Villani (2012) put the blame of the global economic crisis on politicians for undermining market discipline and further posited that market discipline was undermined by political authorities' collective neglect to monitor the operations of the financial organizations. Starr (2012) stated that professional economists' placing of personal interests above professional standards caused the collapse. However, Bryant and Kohn (2013) viewed the collapse of the housing markets to be resultant from the activities of the U.S. Federal Reserve in the late 1990s namely, its lowering of interest rates which made investments in housing the next boom while housing prices were rising.

Construction activities are one of the major factors of the economy because they measure the economic performances of countries in time of economic boom and bust. Construction activities improve during the time of economic growth with massive



financial expenditures. In the time of economic depression, the opposite is the case, as there is little activity in the areas of construction of new buildings and services works, and maintenance. Therefore, organizations need to develop strategies for survival to remain in business during the period of economic depression.

The ability to survive during the economic depression depends on individual characteristics within a given business. Li and Ling (2012) stated that some construction companies adopted internal reorganization by using the period of the depression to accumulate unique resources and knowledge to give competitive advantages in the marketplace. Marhani, Jaapar, Bari, and Zawawi (2013) posited that eliminating waste while achieving a balance in the use of labor, materials, and resources gives competitive advantage. Some construction companies went into bankruptcy because they could not carry out their activities during the period of the recession (Horta & Camanho, 2013), while other construction companies retrenched their staff to cut expenditures and reduce overhead costs.

Growth in the other sectors of the economy slowed down during the housing recession. Kemme and Roy (2012) posited that evidence of imminent collapse had appeared in the banking sector three years in advance with enough indication that the business sector should have gone to re-appraise their projects in the United States, Britain, Ireland, and Spain. Schwartz (2011) observed that there was a cash liquidity problem between United Kingdom and the United States during this period on subsidized low-income housing. He concluded that the United Kingdom responded better than the United States to economy recovery after the crisis.

On the other hand, countries like Poland, and the Asian continent experienced economic developments during the economic recession. Leven (2012) observed that the foreign direct investment (FDI) in Poland grew during global economic recession. The FDI grew in 2009 at 4.7 percent (the highest rate in Europe), 2010 at 3.9 percent and 2011 at 4.3 percent after the recession due to the increased investments in the financial sectors and housing markets (Leven, 2012). Teng, Chang, and Chau (2012) stated that the recession brought large economic resources into the Asian housing markets, making housing prices increase in Taipei, Hong Kong, Beijing, and Shanghai. Hegedu, Lux, and Sunega (2011) observed that in the Czech Republic and Hungary, monetary policies, inflation, interest rates, fiscal policy, and credit supply regulations were the key factors affecting mortgage and housing markets.

In Nigeria, the universal economic and financial recession in the financial sector resulted in the slow growth of the housing construction industry (Onyegiri, 2011). Adebomowo (2011) stated that the lack of financial assistance made construction companies collapse, thus making housing construction expensive in Nigeria. Odunjo (2013) suggested a robust financial policy to construction companies to allow access to funds. Lack of government economic policy may hamper the financial assistance of the housing sector in Nigeria. The growth of the housing sector may lead to economic recovery. Therefore, stakeholders in the housing sector need to formulate strategy to alleviate the current situation.

## **The Value of Construction Companies to the National Economies**

Construction companies deal with the erection of new, or repairs to existing, commercial, industrial, and domestic buildings or any structure fixed to the ground wholly or partially (Babatunde & Low, 2013). Construction companies contribute to the economic growth of their countries while depending on the strength of the country's economy. Economic growth also depends on the construction of infrastructure in which construction companies play important roles. Infrastructure like roads, bridges, dams, and hospitals support economic growth (Giang & Low, 2011).

Construction companies contribute to the economic activities of a country. Kargi (2013) pointed out that the construction industry activities reflects on the gross domestic product (GDP) because fluctuations in the GDP and the construction industry overlap. Alzahrani and Emsley (2012) stated that the contribution of the construction companies is in terms of gross product and employment. While Giang and Low (2011) stated that governments use the construction industry and companies as investment tools to stabilize the economy. The construction industry creates direct and indirect employment in building production (Kargi, 2013). Construction companies play different roles in the national economies of both developed and developing world. Globally, construction companies contribute an estimated output of 13.4% to 14.6% of the economy (Babatunde & Low, 2013).

Despite its contribution to national economies, the construction industry has its negative side. Adnan, Hashim, Yusuwan, and Ahmad (2012) stated that the construction industry is the most corrupt industry worldwide because of its involvements in many

unethical practices. Fulford and Standing (2013) have pointed at the existence of laggards in the construction industry productivity and efficiency improvements. Addressing the negative impact of the industry on the economy, Carrillo, Ruikar, and Fuller (2013) suggested that resisting pressures from clients and increasing knowledge management and organizational learning would reduce corruption in the sector. Using and improving on the lessons learned in construction industry practices will help leaders develop competitive advantages over other businesses (Carrillo et al., 2013). Likewise, Yusof and Abu-bakar (2012) suggested that every construction industry stakeholder should ensure a level playing field because of the impact of the industry on the nation's other business sectors.

### **The Importance of the Conceptual Framework to Construction Companies**

The business successes of construction companies come from the ability to manage multiple specialized teams with varied competencies on site (Gudienė, Banaitis, Banaitienė, & Lopes, 2013). Alzahrani and Emsley (2013) discovered that some critical factors for the profitability and success of construction companies included management experience, technical aspects, and organizational resources. Gudienė, Banaitis, Banaitienė, and Lopes (2013) posited that management of the critical success factors by construction companies would allow profitability despite the increasing construction project complexity. Therefore, construction company leaders need to evaluate the strategies and resources required for their competitiveness and profitability.

The importance of the RBV and the Porter's model of competition as conceptual framework become imperative for consideration. Both RBV and the Porter's model of

competition are management tools to formulate competitive and profitable strategies for organizations. The focus of the RBV strategists is how to use the internal resources within an organization to an advantage. Jang (2013) posited that the RBV increases organizational performances. The Porter's model of competition is looking at the external forces and threats of an organization's business industry.

Hassan et al. (2014) further explained the RBV as using the internal resources of an organization as the strength of the body against any competitions. Naor, Jones, Bernades, and Goldstein (2014) referred to these internal resources as the internal culture, which an organization develops. The internal resources are thus not the same for all organizations because of management and how internal cultures grow (Chae, Yang, Olson, Sheusuch, 2014). Lin and Wu (2014) argued that the differences in performance of organizations in the same industry are reflective of the type of RBV of each group. However, they also suggested combining internal based valuable, rare, inimitable, and non-substitutable resources (VRIN) to improve performance and enhance competition.

Internal resources are assets the organization possesses including management capabilities, skills, knowledge, and information abilities (Hassan, Yaacob, & Abdullatiff, 2014). Other assets include the organization's use of raw materials, proximity to customers, manufacturing technique, and flexibility of operations (Hasnelly & Sari, 2012). Hasnelly and Sari (2012) have further suggested that employees' skills, product quality, customer quality, and efficiency in production costs are part of the RBV assets of organizations. These scholars have linked the internal RBV to organizations' abilities to satisfy customers by increasing the quality of service. However, critics of the RBV stated

that it was an overenthusiastic approach, which lacked the criteria for generalizability and included definitional problems (Almarri & Gardiner, 2014). The RBV theory applies to all organizations from entrepreneurial start-ups to multinational enterprises because it is about sustainability and competitiveness (Cecchini, Leitch, & Strobel, 2013). Lin and Wu (2014) have called for the combination of the RBV and the organizational dynamic capabilities as a way to improve precision in resource allocation. The key constructs underlying RBV theory are (a) internal best practices, (b) business strategy, and (c) external factors. I sub-divided the literature review according to these constructs.

The need to ensure an industry-based view (of environmental factors) led me to include Porter's model of competition as the second part of the conceptual framework for this study. Porter analyzed five forces as important to determining the effect of the industry structure on participants. The intense or benign competitive forces in an industry determine the level of profitability. Intense competitive forces mean less profitability, while benign competitive forces lead to more profit (Porter, 2008). Providing a framework for anticipated competition in an industry means that organizations should understand the level of profitability using competitive forces as a metric (Porter, 2008). The type of industry structure drives competition and determines profitability. The Porter's five forces of competition provide a platform to study industry structure and he delineates the five forces as (a) threats of new entrants, (b) bargaining power of buyers, (c) bargaining power of suppliers, (d) threats of substitutes and (e) competitive rivalry.

The threats of new entrants when high mean the new organization can compete with the existing organizations. Similarly, when the threats of new entrants are low, the

new entrants have no ability to affect the profit of the current organizations. Existence of barriers limits new organizations from joining the industry but may increase the rivalry among existing organizations. Porter (2008) posited that existing organizations should strategize to deter the new organizations through price reduction when the threat of entrance is high. Alternatively, the existing organization (incumbent) may increase investments in the industry to retain the market share. The potentials of the new entrants to the industry determine the threat levels and profitability of the existing organizations.

Bargaining power of buyers is another threat to the Porter's model of competition. Porter (2008) opined that buyers influence the profitability in an industry when the buyers possess high bargaining power. Such buyers are few and have the ability to purchase in large volumes. In instances where industry products have standards, the buyers', may want to force down prices by the threats of switching. Porter (2008) stated that organizations should work out strategies to reach consumers directly, which reduces the influences of buyers. Buyers in the industry influence the growth and profitability or otherwise of the organizations.

The bargaining power of suppliers is the opposite side of the bargaining power of buyers in the Porter's model of competition. When the suppliers are more powerful than the industry, the suppliers affect profit in the industry. Suppliers dictate the profitability in the industry when the suppliers have a monopoly of the products in the industry. Size and number of the suppliers determine their influences in the industry and the organizations. Industries with concentrated, organized and few suppliers are likely to have high bargaining power of suppliers. Suppliers in such industry determine prices of

their raw materials without industrial and organizational consideration. Organizations in such industries may need to reduce the influence of the suppliers in order to be profitable by forming a cartel to agree on the prices of raw materials from their suppliers.

The threats of substitutes of the products in an industry determine the levels of profitability. Porter (2008) posited that when product substitutes perform similar functions the profit level drops in the industry. Industries that have close substitutes of their products or supplies may not be as profitable like the industry without close or easy substitutes of their products or supplies. When the price of switching to close substitutes is low then the threats of substitutes are high, thereby affecting profitability of the organizations. Organization should develop strategies to monitor changes within and outside industries to become attractive alternatives (Porter, 2008).

Competitive rivalry covers areas like price, discounting, product innovation, and advertisements (Porter, 2008). Competitive rivalry drives the profitability of an industry and when the competition is intense, the profitability drops. On the other hand, the competition is positive when there is market segmentation by rivals within the same industry. Porter (2008) posited that market segmentation could increase profitability and drives expansion within the industry. Industry with high competitive rivalry influences the profitability of the industry. Likewise, when competition in prices in an industry is high among organizations with equal capacities and size, consumers will benefit but organizations will be less profitable.

The alignment of the conceptual framework in the following texts helps to analyze the current state of the construction companies in Nigeria with global



construction companies. The objective of the study was exploring leadership strategies to maximize profitability in the housing sector. Additionally, I wanted to understand the strategies used by the construction companies with the resources available based on their RBV features and examine the industry with an outside-inward view. I looked at the construction companies in Nigeria and how the RBV and the Porter's model of competition fitted into their operations. Using the conceptual framework to analyze the operations of the construction companies in Nigeria revealed the existing practices and shortfalls.

### **Comparing Internal Best Practices of Nigerian Construction Companies with Global Practices**

The internal best practices are the ways organizations acquire, develop, and use their assets to become competitive and sustainable (Hassan et al., 2014). Internal best practices are the rare and dynamic resources organizations use to satisfy customers (Hasnelly, 2012). The internal best practices are assets organizations possess (Hassan et al., 2014), especially against competitors. The areas organizations should have as assets in their internal best practices are in the development of innovation and technology (Krishnaswamy, Mathirajan, & Bala Subrahmanya, 2014). Others assets of internal best practices are in the quality development of leadership knowledge and skills (Hassan et al., 2014). Quality human resources management (Buller & McEvoy, 2012), financial resources management, and marketing resources management form other core assets of organizational internal best practices. I align the internal best practices of the construction companies in Nigeria with global practices using the following subtopics.

**Innovation and technology.** It is a task to change companies' concepts of operations especially when such have resulted in gains. Hassan et al. (2014) found innovation and technology essential in small manufacturing organizations, despite the lack of modern equipment. Horta and Camanho (2013) considered innovation important in the construction industry due to the competition of the sector. Innovation and technology ensure cohesion between all the internal dynamics of the organizations for a reinvention of the companies' business activities and sustainability (Ogbazi, 2013). Getting employees to be part of the innovation and technology shift entails maximization and utilization of the RBV theory. It is by cultivating shared value initiatives and leveraging on organizational capabilities strategically across all boundaries. Organizational capacity is crucial for consistency in the creation of shareholders' values and social values, cultivated beyond the organization (Maltz & Schein, 2012). The organizations through shared value initiatives think of long-term successes in value creations. Value creation optimizes shareholder's values and the larger environment of operations (Maltz & Schein, 2012).

Innovation in the workplace according to Pots (2011) was the implementation of new and combined interventions in the fields of work organization, human resource management, and supportive technologies. Innovation leads to successful new product development, which increases the competitive advantages of the organization (Chen et al., 2013). There is resistance to change in organizations. Pots (2011) stated that to overcome the negative resistance; workplace development should be encouraged in the areas of enhanced labor productivity. Technology works through proper organization and

workplace innovation to ensure development and utilization of the skills and competencies of the workforce (Pots, 2011). Organizational development (OD), leadership model, trends and innovation, sustainability and corporate social responsibility (CSR) go together (Krishnaswamy et al., 2014). The success and future existence of organizations rest on how much the organizations have learned the innovative principles and applied to their businesses (Krishnaswamy et al., 2014). Innovation improves the strategic positioning and competitive advantage of organizations (Rothmann & Koch, 2014).

Companies balance the demand for meeting their shareholders' returns on investments with the need to focus on sustainable business successes (Fontaine, 2013). Organizations want to satisfy shareholders without compromising their objectives toward profitability. Reframing organizational identity and cultural model are the two stages, for profitability, and the two factors should be continuous processes (Eccles, Perkins, & Serafeim, 2012). Fontaine (2013) called ensuring shareholders' return as a self-regulating mechanism, ensuring monitoring and compliance with the law, ethical standards, and international norms. Ideas emerge whether through divergent or convergent behaviors form an importance for innovation. The ideas are either on other prevailing views (divergent) or problem solving to problem finding, which is a convergent behavior (Gundry, Ofstein, & Kickul, 2014). A relationship between the creation of value and the satisfaction of the customers receiving the value is necessary for organizational development. Leaders and managers ensure the innovation and value created tally with the customers' perceived value (O'Cass & Sok, 2013). Pellicer, Correa, Yepes, and

Alarcón (2012) examined the drivers, success factors, benefits, and barriers to innovation in a medium size construction firm with a standardized innovation management system in Spain. Pellicer et al. (2012) found standardized innovation management leads to organizational development. The development facilitates organizational problem solving on a regular basis, increasing technical capabilities, knowledge management, business profit, and client satisfaction. Vessey, Barrett, Mumford, Johnson, and Litwiller (2014) stated that the absence of creativity and innovation has affected many organizations and the organizations' business fortunes. The need to be creative and innovative becomes necessary due to the negative growth in the global economic from 2006-2009 (Adebamowo, 2011). The recession increased the global competition for goods and services (Gundry et al., 2014), an indication of the absence of creative and innovative ideas.

The place of research and development (R&D) activities is critical to organizational performance. R&D activities increase the performance of organizations when the absorptive capacity of the body is high (Chen et al., 2013). The absorptive capabilities indicate the efforts and abilities to learn a new technology by a group. One of the leadership factors is to influence R&D activities, implementation of creative ideas leading to innovations by ensuring job satisfaction to the group (Chen, Qiao, & Lee, 2014). Job satisfaction is the higher form of safe working conditions in organizations (Chen et al., 2013), which enhances organizational performance. Organizations, which survived the recent economic crisis, are attracting the interest of researchers (Özsahin,

Zehir, & Acar, 2011) as the organizations continue the creativity and the innovative ideas.

Horta and Camanho (2013) stated that innovation ensures the financial achievements of the business move to a better level than previous years. Innovation ensures the business is profitable while engaging in research and development practices (R&D) (Horta & Camanho, 2013). Horta and Camanho (2013) found the construction companies in Portugal experienced performance improvement in the 1990s. The development slowed down in the late 2000s because the housing companies failed to define their strategies for improvement and growth. Thus, innovation is a continuous process, which a business organization should develop primarily for financial benefits. Innovations have the potentials to place an organization at an advantage in the world where marketplace competitions are daily occurrences. According to Nalcaci and Yagci (2014), such gains come from the strategy of changing from a product-oriented approach to market-oriented policy. The quality of the innovations adds to the share of the market the organization possesses. Although some researchers sometimes believe, quality hinders innovation (Zeng, Phan, & Matsui, 2014).

Getting businesses to think of the innovation concepts is an internal best practice. The primary concern of housing organizations in Nigeria is to evolve through sustainability, organizational change, and innovation related principles (Onyegiri, 2011). Identifying the structure for better performance and profiting is mandatory. The need to introduce new concepts in the housing sector is critical, especially in Nigeria. Onyegiri (2011) identified the lack of use of domestic or local building materials and intermediate

technology in the sector as areas, which needed innovation in Nigeria. Lubango (2015) posited that the lack of competitive behavior affected the innovative drive in Nigeria. Lubango (2015) found the innovative process in Nigeria as the weakness among three other countries, Egypt, South Africa, and Nigeria. The small financial investment accounted for the poor innovative process in Nigeria (Lubango, 2015). However, Amao (2013) stated that there is an encouragement for the development and use of appropriate technology to support local ideas and resources by stakeholders in the housing sector, which promotes innovation. Technology application covers all aspects of the housing construction industry, plant and equipment, tools, and material production. The need to extract, process and transport housing construction materials require some form of technology input (Cabeza, Barreneche, Miro, Martinez, Fernandez, & Urge-Vorsatz, 2013).

**Quality development of leadership knowledge and skills.** Leadership skills, which are equal to leadership qualities, are important aspects of the best internal practices. Leadership skills are competitiveness and implementation of creative ideas of the organization (Deeboonmee & Ariratana, 2014). Leadership or leadership ability is the successful execution of strategic initiatives (Mapetere, Mavhiki, Nyamwanza, Sikomwe, & Mhonde, 2012). The leadership abilities serve as a binding force for coordination, organization of the collective human, and social capacities of the organization (Murase, Carter, DeChurch, & Marks, 2014). Chassagnon and Haned (2014) stated that in the leadership style of seeking opportunities for proactive investment to improve

organization fortunes. Internal best practices geared toward creative and innovative leadership or management boost the fortunes of organizations.

Leadership skills and creative abilities determine the qualities of leadership (Zhang, Tsui, & Wang, 2011). There are complications when influencing at group levels because of the need to co-ordinate individual members to the organizational goal (Zhang et al., 2011). Dansereau, Seitz, Chiu, Shaughnessy, and Yammarino (2014) called it capturing leadership identity at a traditional level. Influence comes from willingness by the followers and not by compulsion from the organizational leadership. Although, O’Kane and Cunningham (2014) stated that the modern leadership concept has replaced leadership skills and the ability to influence followers. Leadership or management is not a single directional focus of top to bottom, but the collection of different views in the organization. The control of management is in two directions of top-down and bottom-up. The expansion of leadership power across all the levels of the organization improves organizational fortunes (Dinh, Lord, Gardner, Meuser, Liden, & Hu, 2014).

Carefully planned creative ideas enhance the leadership innovative abilities especially when all the parameters and information are accurate. Innovation improves the competitive positioning of businesses. Therefore, leaders should define their organizational positioning by comparing performances with industry's benchmark companies (Horta & Camanho, 2013). Horta and Camanho (2013) in their study of competitive positioning and performance assessment in the construction industry revealed the formation of a natural grouping of Portuguese construction companies helped the companies deliver on their core areas of specialization. Organizational

leadership, which concentrates on creativity and innovation for future financial performance tend to neglect the place of offering value for their customers. The leadership of such organizations ends up creating more problems for their organizations because the creation of superior value should equal offering customers' satisfaction (O'Cass & Sok, 2013). Therefore, organizational leadership should not trade off quality for innovation because the existence of both will improve the fortune of the organizations (Zeng et al., 2014).

The business advancement of foreign construction companies in the Nigerian construction sector is a result of the quality of leadership development (Babatunde & Low, 2013). Babatunde and Low (2013) posited that the negotiating and personal skills of the Chinese construction company leaders ensure continuous advantage. Quality development of leadership knowledge and skills need to become a priority for firms aiming to compete. Capacity enhancement and training of all the leaders in management and executive positions will increase their qualities and effectiveness. The leadership of the construction companies may need to motivate and influence their staff for maximum efficiency by allowing them access to benefits in terms of training, promotion, and insurance policies.

**Quality human resource management.** Human resource management (HRM) is the channelization of resource to develop or refine ways of managing employees to have a competitive advantage (Martin-Rios, 2014). HRM implements strategy, which ensures workforce, understands the goals of the organization towards innovation and excellence. Martin-Rios (2014) stated the RBV concept stated that human resource when used



strategically gives organizations competitive advantages. Coetzer and Sitlington (2014) stated that the achievement of competitive advantage was through the alignment of HRM with the business strategy of the organization. Effective human resource management contributes to the operational and financial improvement of organizations (Sikora & Ferris, 2014). It allows recruitment, development, and deployment of the human resource fit for the job to meet internal and external organizational services (Hafeez, 2013). Organizations consider human resource management crucial to the success of their operations (Sikora & Ferris, 2014). Achieving operational success is through a teaching and learning process (Hafeez, 2013).

The development and refinement of core organizational values becomes a corporate culture, which is a primary source of competitive advantage (Naor, Jones, Bernades, & Goldstein, 2014). Buller and McEvoy (2012) stated that human resource affects the performance of organizations, and Amalou-Dopke and Suß (2014) argued for a powerful human resource department supported by the top management in organizations. Somsuk and Laosirihongthong (2014) opined that human resource gave the best competitive edge out of the four RBV categories of organizational, financial, technological, and human. The strategy to teach and learn in an organization is by a combination of primarily case-based and problem-based approaches (Coetzer & Sitlington, 2014). However, Martin-Rios (2014) stated that learning process takes place inside the organization from the management either to the employees or outside the organizations, between two different businesses interests. Human resource management

(HRM) knowledge networks are a link between the RBV of the organization and the inter-firm human (Martin-Rios, 2014).

Human resource management involves training and recruiting competent employees at a disclosed cost to ensure the competitiveness of an organization (Samudhram, Stewart, Wickramanayake, & Sinnakkannu, 2014). Fagan and Ployhart (2014) stated recruiting intelligent employees adds to the competitive advantage of an organization. Cohen and Olsen (2013) also stressed the importance of proper working environment and tools, such as information technology. The role of managers in the human resource management sector is crucial in the development of strategic human resource practice implementation (Sikora & Ferris, 2014). The roles of the managers help the corporate and business strategies of their organizations (Buller & McEvoy, 2012). Human resource management is important for all organizations aiming at outperforming competitors (Naor et al., 2014).

Human resource management practices are still at the infancy level in Nigeria thus the lack of professionalism and specialization of many organizations (Fajana, Owoyemi, & Elegbede, 2011). Fajana, Owoyemi, and Elegbede (2011) posited that human resource management practices in Nigeria suffer from the absence of internal work force for assigned roles. Ihionkhan & Aigbomian (2014) advised for the review of human resource management practices in Nigeria to include employees' welfare. Construction companies like other business organizations in Nigeria do not pay attention to the important role of their human resource management (Fajana et al., 2011). Ihionkhan and Aigbomian (2014) stated that company leaders do not maximize the

innovative contributions of their employees to their organizations in Nigeria. Buller and McEvoy (2012) stated the alignment of strategy with human resource management practices creates both human and social capital thus making organizations outperforms competitors.

**Quality financial resource management.** Finance is one of the important resources of an organization for growth (Yartey, 2011). Business or organizational growth is the result of the deepening capital, improvements in labor or human resources quality, and the impact of new technology (Wachtel, 2011). RBV researchers assess the internal financial resource of organizations to meet external competition. Environmental performance, which is one of the external competitors of the organization, has a link with the organizational, financial performance (Qi et al., 2014). Hence, quality financial resource management is essential for organizational profitability.

In financing, organizations do not only rely on the internal financial resources for investment, but also on the possibility of sourcing external funding (Yartey, 2011). Firms assess alternative means of generating financial resource to enable growth including external sources (Allen, Chakrabarti, De, Qian, & Qian, 2012). Organizations are placing close attention to monitoring the external inflow of financial resources because of the consequences of bad management or lack of intellectual capacity (Sydler, Haeflinger, & Pruksa, 2014). High debt profile has crippled organizational growth especially small businesses (Yartey, 2011), although small businesses and emerging markets relied on their internal strengths when obtaining debt (Nuno, 2011).

Apart from the internal resources of financing, organizations look towards non-banking finance options. Such arrangements are possible in the atmosphere of good reputation, relationships, and trust (Allen., 2012). However, bank-based theorists stated that in the importance of promoting growth while the market-based theorists pointed out the market as the permanent source of capital for businesses (Ujunwa, Ekumankama, Umar, & Adamu, 2012). Allen. (2012) called for alternative finance option outside the bank-based and market-based theorists. The alternative finance backed by alternative mechanisms in place of the legally binding bank and market finance (Allen., 2012).

Opportunities are available in the capital markets for companies to raise funds in Nigeria Ocheni and Adah (2014). The bank financial supports are the main sources of financial assistance available to companies in Nigeria. Most construction companies in Nigeria cannot raise funds from the capital markets because they are not public quoted companies but limited liabilities. Funds required to acquire necessary technical tools are not available due to cash crunch. In addition, lack of access to foreign or overseas financial assistance may hamper the business growth of construction companies in Nigeria.

**Quality marketing resource management.** Marketing allows organizations to connect with the need of their customers and clients. Marketing creates and manages market-based assets to drive shareholders' values (Sacuia & Dumitru, 2014). In the increasing competitive global business, organizations have changed strategies from the product-oriented strategy to adopt market-oriented strategy by differentiation (Nalcaci & Yagci, 2014). The aim of organizational marketing is to improve the profitability level.

The RBV of marketing focuses on the relationship with other capacities of the organization to bring high efficiency to the organization. Yu et al. (2014) found efficiency on operations and retail capabilities were the result of marketing capability. Ahmed, Kristal, and Pagell (2014) though stated that both marketing and operational capabilities improve performance, operational capability was more important during an economic downturn. Despite the positive impact of marketing, organizations, which embark on sustainable marketing have a lasting impression on customers (Richey Jr., Musgrove, Gillison, & Gabler, 2014).

Organizations are evolving ways and methods to develop competitive advantage through fulfilling the needs of the customers. Some marketing strategies developed by marketing analysts exist to increase the market share of organizations. The analysts use technology and models to help an organization determine an approach to harness customer to improve marketing decisions (Germann, Lilien, & Rangaswamy, 2013). A long-term relationship is inevitable when marketing paradigm evolves, thus creating a customer lifetime value (Kahreh, Tive, Babania, & Hesani, 2014). Alternatively, Krush, Agnihotri, Trainor, and Nowlin (2013) considered the effect of marketing resources on firm performance as sense making. Krush et al. (2013) reiterated that sense making involved sales capabilities and performance monitoring through marketing dashboards. Innovations and improvement in technology provide the platform for organizations to be active and competitive. The required strategic process is to launch new products by knowing the right timing (Rodríguez-Pinto, Rodríguez-Escudero, & Gutiérrez-Cillaín, 2012). Rodríguez-Pinto et al. (2012) called the entry pattern a U-shaped curve, where

firms of different competitive strength used it to their advantage. Collaboration and feedbacks from customers help to define a strategy for effective marketing (Line, & Runyan, 2014). Chen, Li, and Arnold (2013) reiterated that superior performance of organizations came from collaborative communication with the customers, which led to developing market capabilities and knowledge. In addition, intelligence gathering helps organizations to plan marketing strategies (Javalgi, Hall, & Cavusgil, 2014).

In conclusion, internal best practices include the combination of organizational capabilities with strategic actions. Understanding the importance of sustainability is essential to the survival of organizations. The internal best practices of an organization start from the top management level. At the top management level, the strategic formulation takes place because strategic planning of the internal resources improves the organizational performance (Molina-Azorín, 2014). The identity of an organization is from their culture (Cheung, Wong, & Wu, 2011), describing the internal best practices of the organization. Vanags and Butane (2013) stated sustainable construction culture enables the housing sector to fulfill goals and satisfy environmental requirements while ensuring the usage of a high-efficiency resource. Dinh, Lord, Gardner, Jeremy, Meuser, Liden, and Hu (2014) stated the ability to implement changes, through organizational vision, and culture are critical factors of success. Naor et al. (2014) called the top management people as culture formulators. Well-groomed internal culture helps in the survival of organizations.

Kauppila (2013) argued for alliance management, by collaborating with other organizations to enhance competitive advantages. Alliance management is a clear

departure from the internal best practices. Alliance management according to Kauppila (2013) allowed co-exploration and co-exploitation, which increases the potential value of the organization. Construction companies in Nigeria do not practice alliance management. They sign joint venture agreements for contracts to pull resources together and terminate such agreements after the duration of the contracts.

The internal best practices of organizations improve their competitiveness and profitability. Yazdanfar (2013) stated profitability of a firm rested on the level of productivity of the firm. Productivity is an essential part of an organizational performance, which measures the ratio between output and input (Jaaskelainen & Sillanpaa, 2013). Organizations aiming for profitability consider the quality of their organizational products and their competitors. They also consider the quality of innovation and technology, leadership knowledge and skills, human resource management, financial resource management, and marketing resource management.

### **Comparing the Business Strategy of Nigerian Construction Companies with Global Practices**

Business strategy is the methodological planning of achieving organizational business goals (Acquaah, 2013). Organizations have different ways of achieving business goals and objectives, either short term or long term. Some organizations assess the aspect of doing business to maximize shareholders' profit while others want to have a competitive edge in their industry (Nalcaci & Yagci, 2014). RBV theory believes the internal resources are the strength of an organization against external threats. Therefore, business strategy formulated within the organization has a critical effect on building

competitive advantages. The objective is to be in business in the future and possess the four attributes of the RBV view of the value, rarity, inimitability, and non-substitutability (Wu & Chiu, 2014). Acquah (2013) posited that business strategy was cost leadership strategy while Mirchandani and Ikerd (2012) considered sustainability as a business strategy to remain competitive in the future. DaSilva and Trkman (2013) posited that the combination of RBV and transaction cost economics (TCE) theories increased organizational sustainability.

RBV awareness remains ideal if not nurtured to deliver full benefits to the organizations. Internal resources capabilities alone of organizations do not bring advantages to organizations, but transactions made with the resources (DaSilva & Trkman, 2013). Acquah (2013) argued for a real management control system to achieve the competitive business strategy and performance. Karabag and Berggren (2014) took a different approach to an organizational quest to remain competitive in the future to the environment of the firm. Karabag and Berggren (2014) stated that the business strategy in a developed economy should be different from the strategies in the developing economies. Organizations may adopt the business strategy that suits their operations.

The measurement of organizational performance comes from industry structure, business group membership and state support (Karabag & Berggren, 2014). The business strategy of the RBV considers effective marketing of the products of the organization significant. Yu, Ramanathan, and Nath (2014) stated marketing and operations capabilities, and financial performance add competitive advantages to an organization. I have organized the business strategy section into subsections of customer relations, price,



and delivery for understanding. The comparison of each subsection will reveal the position of the construction companies in Nigeria with global best practices

**Customer relations.** Understanding the best ways to serve the customers' needs will increase the profitability and help organization performance. Kim, Cavusgil, and Cavusgil (2013) referred to the best ways as the customer value creation strategy. Responding to customers' needs require the development of customized products or services to meet the demands of various customers (Chang, Wong, & Fang, 2014). Enjoying good relationship between manufacturers or suppliers and customers require a certain level of attraction, which becomes a bond and interpersonal relationship. Rocca, Caruana, and Snehota (2012) stated that attraction could be from both sides (manufacturers-customers) leading to superior loyalty and performance in the relationship. Abdullateef, Muktar, Yusoff, and Ahmad (2014) stated that organizational customers are both internal and external environment. Friend and Johnson (2014) called for a selective relationship because of the risks and cost involved, although Gamboa and Goncalves (2014) stated that relationships matter more to customers of the firm than non-customers do. Consideration of the available resources is necessary to determine the relationships to emphasize with the main account customers (Friend & Johnson, 2014).

Baxter (2012) analyzed the different perspective on developing customers' relationship. Baxter (2012) argued customer attractiveness comes from products, which take into consideration the financial performance of the customers. Shou, Feng, Zheng, Wang, and Yeboah (2013) opined that gaining customers' collaboration leads to better relationships. The internal resources and managerial capabilities help to achieve

attraction by innovation and products enhancements. In their findings, Shou et al. (2013) stressed the importance of innovation to create power in control of its market. Creating a control (channel and operations) requires the utilization of resources such as financial, human, and organizational (Shou et al., 2013). Baxter (2012) suggested regular meetings between organizations and customers, and exchange of information on both sides, which requires stable human resources on both sides.

Increasing customer participation helps in the creation of wealth and value in both organizations and customers. Ngo and O'Cass (2013) advised organizations to involve customers' participation in their innovation capabilities because it helped to increase the performance of the organization. An increase in customers' satisfaction and the organizational profitability is the products of excellent customer relationships (Maiga, Nilsson, & Jacobs, 2013). On the other hand, Abdullateef et al. (2014) suggested the proper integration of customer relationship management (CRM) to enhance customers' satisfaction. Customer relationship management is the process of using the internal resources of the organization, people, and technology to create, develop, and sustain long-term customer relationship (Abdullateef et al., 2014). The presence of customer loyalty, trust, customer satisfaction, perceived value, and commitment are essential to the financial performance of the organization (Gamboa & Goncalves, 2014). Ensuring the firm remains competitive and maintaining customer loyalty, Gamboa and Goncalves (2014) advocated the use of social networks for cultivating customers and importantly the Facebook. Ghapanchi, Wohlin, and Aurum (2014) stated the importance of internal organizational communication, which allows a link among all cadres of staff of the

organization. Khalid (2013) stated that system dynamics helped organizations to hire, develop competent skills to meet customers' desire, and service level targets. Critical to the development of any products is the input of customers. Voice of customers by direct and indirect means allows the consumers' input into product development (Aguwa, Monplaisir, & Turgut, 2012).

Lai, Wong, and Lun (2014) stated that extended producer responsibility (EPR) was important because of its environmental focus. Cassia, Ugolini, Bonfanti, and Cappellari (2012) considered the customer-company-territory interaction (CCTI) theory a better strategy for quality customers' satisfaction. Apart from the environment considerations, the customer-company-territory interaction (CCTI) theory enhances trust between producers and customers (Cassia et al., 2012). Aguwa et al. (2012) reiterated that a new measure of improving customer satisfaction ratio (CSR) including the cost implication of fixing customer complaints/issues. Aguwa et al. (2012) pointed out critical to quality (CTQ) factors as the focus for an organization using the voice of the customer strategy. Advantages of the critical to quality are the reduction in things gone wrong ratio and improvements in engineering (Aguwa et al., 2012). Lai et al. (2014) found sustainability-focused organizations, especially on the eco-system with different market performances among organizations practicing extended producer responsibility (EPR). In their study of the Indian mobile network business, Chakraborty and Sengupta (2014) found customers' satisfaction in flexibility, price, and the combination of product quality, and perceived value.

Ramadan and ElMaraghy (2014) advised automotive manufacturers to note three areas of interests, which may be applicable to the construction industry. Product diversification, increase market share globally and domestically, and reduce design and manufacturing cost (Ramadan & ElMaraghy, 2014). Producers who render repair and additional service treatment to their products maintain a competitive edge. Construction companies should undertake maintenance of their products after possession by the owners. Li and Jiang (2013) opined that such treatment was the product-service system. It is a system where a company offers a mix of products and services to maintain a competitive edge (Li & Jiang, 2013).

Construction companies need referrals to other customers for continuous business existence. Fontaine (2013) advised companies to balance customers' satisfaction with the need to focus on sustainable business successes. Consumers are important to the sustainability of housing companies. Thus, housing companies should maintain regular communication with users on cost, and ensure the quality of products at the best level. (Hassan et al., 2014). Good customer relationships may help in sustaining organizations and increase the level of their business activities.

**Price.** Pricing is vital when developing organizational strategies (Iveroth, Westelius, Petri, Olve, Coöster, & Nilsson, 2013). Organizations fix prices for their products according to different circumstances through strategic or operational matters, and production, and demand perspectives (Narangajavana, Garrigos-Simon, García, & Forgas-Coll, 2014). The formula for fixing prices of a product by organizations is adding up the total cost of production (Narangajavana et al., 2014). The cost of whole production

consists of direct and indirect cost. The direct cost is the cost of the raw materials and labor used to create the goods or services (Hassan et al., 2014). The indirect cost is the cost of overhead not directly reflected in the value, but computed as a general item. Therefore, fixing prices of a product is the total sums of both direct and indirect costs and the level of quality of the product (Hassan et al., 2014). Pricing of a product helps to command brand loyalty from customers. Fixing of prices requires promotion by the firm to enhance loyalty (Allender & Richards, 2012).

Hassan et al. (2014) posited that organizations must offer reasonable prices for competitiveness. The willingness to pay for the products by customers is an indication of good pricing. Liozu and Hinterhuber (2013) pointed out three important aspects of price considerations for organizations. The price considerations are customer perspective, competitor perspective, and company perspective (Liozu & Hinterhuber, 2013). Gupta and Pathak (2014) referred to the concept of the three pricing highlighted by Liozu and Hinterhuber (2013) as a dynamic pricing process. It is the process of re-pricing a product, according to the price of competitors. Prices to increase and decrease during high and low demand respectively (Gupta & Pathak, 2014). Hinterhuber and Liozu (2014) advocated that product innovation as the best way of competitive advantage. Product innovation enhances new strategies to pricing, pricing tactics, customers' satisfaction, and organizational profits (Hinterhuber & Liozu, 2014). Iveroth et al. (2013) developed an SBIFT model an acronym for scope, base, influence, formula, and temporal rights for strategic pricing.

Housing companies are careful when fixing the prices of their products because of competition and the income of the customers (Suhaida et al., 2011). Pricing strategy for housing companies ensures the concepts of affordability as primary criteria (Suhaida et al., 2011). Tsai (2013) carried out a study on housing affordability, self-occupancy housing demand, and housing price dynamics in Taiwan. Tsai (2013) found that when housing prices rose; housing affordability decreased. Suhaida et al. (2011) opined that housing affordability exists when 30 percent of the gross income of the customers is sufficient to purchase a house.

**Delivery.** A flexible process of product delivery enhances the image of the organization and increases the confidence of the customers (Yu, Subramanian, Ning, & Edwards, 2014). Firms in the manufacturing line consider the timing of production and commitment to customers crucial. For organizations involved in service delivery, Khalid (2013) stated companies always thought of the strategies to meet the high demand from customers. The strategies sometimes called experience, especially in fields such as travel, restaurants, hotels, and the arts determines customers' predispositions (Dong & Siu, 2013). Bushuev and Guiffrida (2012) described the delivery performance of a company as the ability to meet customers fixed due date. The fixed due date is important to both customers' and firm because it is a form of contract. Customers' rank delivery in the context of being early, on-time, and late (Bushuev & Guiffrida, 2012). The ranking and position of delivery capabilities is critical to the organizational business strategic plan.

Timely delivery of products to the customers may be a good business strategy, because the customer may have a program for the products. Bushuev and Guiffrida

(2012) reiterated that the importance of delivery to customers' on firms' profitability because both early and late delivery introduces excess cost. To minimize the cost of delivery, Sternbeck and Kuhn (2014) pointed to the use of particular delivery methods through organizational distribution centers (DCs). The distribution centers according to Low, Chang, Li, and Huang (2014) are points where timely delivery of customers' orders takes place, which promotes competition. Sternbeck and Kuhn (2014) suggested firms should have their delivery plans, especially retail companies. The delivery methods enable organizations to identify the number of customers and the points where the customers will receive services.

In the housing industry, delivery is important to both the clients or customers, and the organizations to avoid disputes. Housing delivery delays are common reasons for the loss of profits, costly, and risky problems, which lead to lawsuits (Cristóba, 2014). Housing delivery to time is a major issue in the housing industry hence the insertion of a work program and completion period in housing contracts (Cristóba, 2014). There are penalties for delay deliveries in the housing industry. Construction companies that continue to pay penalties for late deliveries may be losing clients gradually.

Due to the technical requirements, human, and capital resources demands, delivery failures have become issues in the housing industry with only competent companies surviving in the end. Kolo, Rahimian, and Goulding (2014) stated housing delivery was a global problem, especially in the developing countries. Kolo et al. (2014) reiterated that the housing delivery problem in Nigeria as the shortage of necessary skills and disintegrated supply chain. In Singapore, the problems with housing delivery are the

lack of good site management, coordination, and human resources (Hwang, Zhao, & Ng, 2013). Hwang et al. (2013) stated the importance of the decision-making process of the construction company leaders toward delivery. Kolo et al. (2014) suggested the use of off-site manufacturing system to increase efficiency in the housing delivery in Nigeria.

### **External Factors**

External environments are the activities, and factors outside organizations, which make organizations adjust their approaches to competitions, opportunities, and risks (Camison & Fores, 2015). Zardo, Collie, and Livingstone (2014) stated that external factors also affect the decision-making policies and programs of organizations. Proper handling of the external environment leads to organizational survival, a better relationship with stakeholders, and organizational performance (Wang, Chen, & Chen, 2012). The objective is to evolve interests to match changing, and evolving external factors surrounding the organizations. Whether an organization can prevent risk from external competition depends on how the organizations mobilize their internal resources. Building strong internal resources based on the RBV theory implies the organization has the resources or capacities for competition.

El-Gohary (2012) described some of the external factors as the macro environmental factor. The factors were competitive pressure, government influences and policies, and economic trend. External factors according to Porter (2008) are the threat of new entrants, bargaining power of buyers, bargaining power of sellers, the threat of substitute products, and services and competitive rivalry. To examine the external factors for the study, I organized the external factors section into subsections for understanding.



The subsections are government influences and policies, economic trends, the threat of new entrants, bargaining power of buyers, bargaining power of sellers, the threat of substitute products and services, and competitive rivalry.

**Government influences and policies.** The plans and activities of government to control and regulate the activities in a certain environment come through their policies. The aim of government policies is to stimulate national economic growth and promote innovation (Guana & Yam, 2015). The other aim of government influences and policies is to foster joint problem solving by all actors in the industry concerned (Kivimaa, 2014). Government policies may fail to promote the desired positive development. Guana and Yam (2015) stated that the Chinese government policies on financial incentives failed to initiate the desired technological progress in the 1990s. Onyegiri (2011) stated that government land policies were responsible for the slow growth in the housing industry in Nigeria. The process of acquiring land in Nigeria takes a long period because of the protocol involved with the government officials. Daniel and Hunt (2014) stated housing shortage persists in Nigeria despite many changes to policies, strategies, actions, and instruments.

For government policies to become implementable, the policies should address specific expectations. It is ideal for each policy to undergo a trial period before implementation to test acceptability. Cirone and Urpelainen (2013) saw the imperfection of government policies as the lack of information, commitment, and other strategic issues. Government influences and policies suffer from pressure group interests. The pressure from government and civil societies has affected the operations of organizations

(Doh, Lawton, Rajwani, & Paroutis, 2014). Cirone and Urpelainen (2013) referred to the government policies and influences as political markets. The political market pressure cuts across all industries due to the absence of well-designed strategy or structure by organizations (Doh et al., 2014).

Government policies on housing and land use promote housing sustainability in many countries (Yakob, Yusof, & Hamdan, 2012). In Malaysia, the land use planning of government aligns with the commitment to sustainable development (Yakob et al., 2012). The policy on land use in Nigeria is a significant externalities factor (Onyegiri, 2011). Growth in the housing sector comes from the type of government policies and their implementation procedure. In Africa, Obeng-Odoom (2013) stated that policies on housing construction and business will reduce the growing inequality in the cities. Understanding the external strength of government policies on the housing industry by construction company leaders may ensure the competitiveness of their businesses.

**Economic trends.** Strategy formulation comes from understanding the trends in the economic environment. The economic environment includes capital cost, purchasing power of both the organizations and consumers of the goods and services (Brakaj & Kume, 2013). In addition, the economic environment involves factors like changes in the inflation rates, interest rates, exchange rates, trading regulation, and excise duties (Team FME, 2013). The inflationary trend of the economy affects both the prices and the buying power of the consumers for a product. In the housing sector, the high inflation rate affects the profit of the companies in the industry (Das, Gupta, & Kanda, 2011). Besides, there

will be a reduction in the sales of the products due to the low buying power of the consumers (Team FME, 2013).

In Albania, Brakaj and Kume (2013) found five factors affecting the economic environment of the construction companies. The five factors included (a) the fluctuations of inputs in prices of both materials and labor; (b) changes in demand, in both prices and other economic factors; (c) increase in interest rate; (d) future growth and resale value of housing; and (e) informality of economy and labor trade. The presence of any of the factors could negatively affect the performance of companies. Organizations understand external factors and build up resistance to prevent negatives effects on their transactions (Cabral, Quelin, & Maia, 2014). Team FME (2013) stated that organizations should consider the current cost of living and availability of lines of credit or finance before investment. Consideration of the current cost of living and availability of lines may make organizations survive competitions, thereby enhancing profitability.

**Threats of new entrants.** Porter (2008) stated that new entrants into a business encourage strategic thinking from the existing organizations. The threats from new entrants will put pressure on the current market shares, prices of products, and profits (Porter, 2008). Existing organizations may build up barriers against the new entrants when the threats are high. The barriers are in the form of supply-side economies of scale, demand side benefits of scale and promoting restrictive government policy (Porter, 2008). When the threats of entry are low, the existing organizations do not raise such a resistance because of safe market share positions.

In the Nigeria housing sector, competition is robust and high. The population and the residential need of the people are the reasons for the increasing competition in the area of housing. The entrance of Chinese construction companies into the housing business in Nigeria is an indication of the huge market potentials (Babatunde & Low, 2013). Babatunde and Low (2013) stated the Chinese investment in the housing sector in Nigeria rose from US\$ 6 billion in 2009 to US\$ 8 billion in 2010. The government patronage of the foreign construction companies has reduced the market shares of the indigenous Nigerian housing construction companies. Finance and availability of modern technology are the advantages of foreign companies over the local construction companies in Nigeria.

**Bargaining power of buyers.** Buyers play a significant role in determining prices of a product. The powerful buyers drive prices up or down in a way to suit the buyers. Porter (2008) stated buyers are powerful when the buyers possess negotiating power in the industry. Buyers' attention to prices of products depends on the quality of such products. However, in some instances, functionality of the products matter more to buyers rather than prices (Ahmetoglu, Furnham, & Fagan, 2014).

In the housing sector, the bargaining power of the buyers in the industry rests on their income (Plantinga, Détang-Dessendre, Hunt, & Piguet, 2013). The income of the buyers will influence the choice of housing the buyers buy. Low and middle-income earners do some shopping around for good housing deals (de Wit, Englund, & Francke, 2013). Ingaramo and Sabatino (2011) stated the bargaining powers of housing buyers in Italy are on the increase forcing construction companies to develop affordable housing

units. Porter (2008) stated buyers are sensitive when a product represents a large proportion of their cost structure.

**Bargaining power of suppliers.** The roles of suppliers are significant, especially when the suppliers control the supply of materials, and labor to the industry (Porter, 2008). The lack of opportunity to pass on the cost of additional charges from the suppliers directly to the consumers affects the industry (Chu, 2012). Porter (2008) posited that the bargaining power of the suppliers is high when there is a monopoly in the supply to an industry. The high bargaining power stems from the inability of the industry to switch suppliers and lack of substitutes for their products (Porter, 2008). This is a direct opposite to the bargaining power of buyers where the size and number of the suppliers determine their influences in the industry.

Onyegiri (2011) stated that the lack of local building materials in Nigeria had contributed to the high cost of building materials in the housing sector. Onyegiri (2011) identified cement as a primary component of housing construction in Nigeria with an importation of 70.5%. Thus, an increase in the cost of cement will affect the cost of housing, which cannot be borne by the consumers directly. The rising costs of imported material supplies have influenced housing construction activity costs. The cost of the imported building materials raises the overall expenditures of businesses and organizations about 25% in Nigeria (Jafaria & Rodchua, 2014). Construction companies buy building materials at prices determined by suppliers.

**Threats of substitutes.** Porter (2008) stated a threat occurs when a substitute to industry products plays the same roles as the product of the industry. Porter (2008) confirmed the existence of substitutes to a product as an external threat, which will affect the profitability of it. When a product does not play the same role with an existing product, it does not constitute an external threat. Porter (2008) reiterated that the effect on the profitability of the existing products with low cost of switching to a substitute product. The threat of substitutes in the housing industry is low in Nigeria. In the Nigerian housing sector, there is a similarity in the construction method and style. House constructed of sandcrete blocks are popular, common while modular construction, and mobile homes are not familiar (Ibem, 2011).

**Competitive rivalry.** Competitive rivalry is the intensive competition faced by an organization directly from other organizations in the same industry (Altuntas, Semercioz, & Noyan, 2013). Competition for market share is the major reason for rivalry among organizations in the same industry (Altuntas et al., 2013). Competitive rivalry is an external force affecting organizations positively and negatively. The effects depend on the number of competitors, the rate of industry growth, and technology impact (Altuntas et al., 2013). Nilssen, Bertheussen, and Dreyer (2015) stated a company with competitive advantages is more profitable than the company without. Competitive advantage should be sustainable (Altuntaş et al., 2014). Organizations seek the best strategies by turning competitive rivalry to competitive advantages, doing the most good and less harm (Altuntaş et al., 2014). Altuntaş et al. (2014) found organizations use cost leadership, and differentiation strategies to take advantage of competition in the same industry. Lee and

Wong (2012) posited that competitive rivalry gets to organizations lacking innovation and technology. Organizations with a lower market segment, lower profits, and lack of dominant market leadership will also feel the competitive rivalry (Lee & Wong, 2012). There is less profit for companies without competitive advantages (Nilssen, Bertheussen, & Dreyer, 2015).

Price discounts, the introduction of new products, advertisements, and improvement in services bring high rivalry limiting the profits of an organization (Altuntaş et al., 2014). Altuntas et al. (2014) stated that an organization with good prices and unique products are leaders in their industry. Price discounts could affect the market share positively if the products receive acceptance from the customers. Fixing prices for products is part of the strategy for getting market share. Graf, Konig, Enders, and Hungenberg (2012) pointed out organizations allow profits losses to benefit from the market shares. The idea of trading profits for market share is to damage the competitors' profits (Graf, Konig, Enders, & Hungenberg, 2012). Graf et al. (2012) saw trading profits strategy as competitive irrationality. Competitive irrationality as a strategy may backfire in the future against the organization if it fails to meet the objective of getting enough market share.

Treatment of competitive rivalry starts from organizational awareness to environmental changes and uncertainties in their industries (Li, & Liu, 2014). Yang and Meyer (2014) described the speed of action as the solution to a competitive rivalry, especially in a volatile competitive market environment. Yang and Meyer (2014) reiterated that speed of action confers a competitive advantage on firms. Furthermore,

Altuntas et al. (2014) advised organizations to develop cost leadership strategies, which involve lowering prices to get increased market share. Nevertheless, Liozu and Hinterhuber (2013) advised effective pricing method be on value-base when organizations are thinking of competitive rivalry. Pricing should not affect the profits of organizations despite the desire to be competitive. Altuntas et al. (2014) stated differentiation supported by good research in product design is another way of treating competitive rivalry. There are three types of strategies related to differentiation: (a) brand image strategy, (b) human resources strategy, and (c) information technology strategy. Altuntas et al. (2014) found brand image strategy related strongly to differentiation and advised flexibility of operation.

The success of an organization for the handling of competition in the industry comes from the industry leaders (Mahdia, & Almsafir, 2014). It is important for leaders of an organization to monitor development and changes in the industry and ensure a strategic plan for improvement (Altuntas et al., 2014). Altuntas et al. (2014) further argued organizational leadership provides a quick response to barriers, limitations, and opportunities for growth. In the Nigeria housing sector, competition is robust and high. The population and the residential need of the people are the reasons for the increasing competition in the housing sector. The competitive rivalry is a direct result of the influx of foreign construction companies (Babatunde & Low, 2013).



### **Alignment of Internal Resources and External Environment**

Organizations face competition when there is a lack of alignment between the organizations' internal resources and the external environments (Camison & Fores, 2015). The theory of entrainment comes into the process, which is the use of organizational RBV internal resources to achieve performance benefits despite external environments. Dibrell, Fairclough, and Davis (2015) stated that the entrainment theory brought positives benefits to organizations resulting in high competitiveness. Dibrell et al. (2015) discovered the interaction between external and internal resources helped in the innovativeness of any organization, leading to profitability. Cabral, Quelin, and Maia (2014) stated that organizations should anticipate trends around their business interests. The reactions or strategies to balance the influence of the external trends on the profitability of the organization become important. Cabal et al. (2014) stated organizations shape to the direct influence of the external factors or react by a commitment to changes within the organizations. Cabal et al. (2014) stressed further the need for reintegration because the bandwagon behavior of addressing external threats has failed.

High performing organizations are organizations who understand the mix between organizational behavior, strategy, financial performance, and their external environments (Akbar, Németh, & Niemeier, 2014). Akbar et al. stated permanent failing organization did not necessarily plan to fail but failed due to factors unintended. The factors are organizational internal, external activities, and practices, which affect the performance of the organization. Mostly, the external factors are difficult to control, but organizations

only ensure the reduction of the negative effect of policies and decisions. Akbar et al. advised external stakeholders, especially the government to reflect on their policies, which fosters permanent failure. Policies and regulations are external factors Bjornalia and Ellingsen (2014) considered as a hindrance to the innovation of organizations in the clean-tech industry. Bjornalia and Ellingsen (2014) advised venture capital as government policy to assist a company in the clean-tech industry due to the capital intensiveness of the industry.

### **Contrasting Theories**

Peng, Sun, Pinkham, and Chen (2009) described the institution-based view developed by Mike, W. Peng (2002) as a better business strategy. The institution-based view differs from the RBV and the Porter's model of competition. The institution-based view highlights the rise of institutionalism as an important strategic concern. The institution-based strategy is developing strategies against institutional forces in the business environment. The institution-based view is the strategy for firms' competitiveness against institutional rules, laws, culture, and norms. Peng et al. (2009) referred to the institution-based view as knowing the rules of the game for good performance. Institutional forces provide an answer to differences in organizational performance (Peng et al., 2009). The institutional forces run contrary to the RBV of using internal core resources to develop. Peng et al. (2009) stated the drawback of the Porter's model of performance is the focus on firm performance by remaining competitive in the industry. Another drawback is the reactive nature of the Porter's model during a short market change due to reliance on existing resources (Lillis & Sweeney, 2013). Peng et al.

(2009) stated that competition is learning, adapting to the rules, and laws governing the industry as the competition emerges. Garrido et al. (2014) and Peng et al. (2009) stated the Porter's model of competition is the industry-based view. Lillis and Sweeney (2013) stated the disadvantage of the RBV is the reliance on the advance imaginative capabilities of managers. Garrido et al. (2014) argued the institution-based view suits both international and domestic business environments. The RBV and Porter's model of competition center on the internal core resources and the degree of competition respectively. Garrido et al. (2014) pointed the lack of attention to individual macro-contextual aspects promotes the development of the institution-based view theory.

Another contrasting model to the RBV and the Porter's model of competition was the Hayes and Wheelwright four-stage model (1984). The Hayes and Wheelwright four-stage model (1984) described by Lillis and Sweeney (2013) was operational effectiveness to enhance firms' competition. Hum (2000) highlighted the four-stage model as the level of effectiveness and parity with the rest of the industry. Others are the level of manufacturing effectiveness and ability to withstand external competition. Hayes and Wheelwright four-stage model (1980) stated firms, which satisfy the Stage 4 requirement must pass some tests. The test is the extent of innovation and improvement taking place in the organization (Hum, 2000). Hum (2000) identified other tests as the degree of development of own system and technologies, attention paid to structure, and infrastructure. Others are the link between product design and service delivery (Hum, 2000). The Hayes and Wheelwright (1984) model is attaining competitive edge through

the strategic performance of similar or different activities from competitors (Lillis & Sweeney, 2013).

The RBV and Porter's model of competition fell short of articulating steps to follow to develop a strategy for competitiveness. According to Lillis and Sweeney (2013), the criticism of the Porter's model of competition is the fixed method of adopting the strategy. The Porter's model of reactionary behaviors to short-term changes also make the model less effective to the Hayes and Wheelwright (1984) model (Lillis & Sweeney, 2013). The inability of the RBV to explain the strategy to transform resources to withstand competition is a drawback (Lillis and Sweeney (2013). Despite the importance of the Porter's model to strategic management, some areas of the model need useful adjustments. Namaki (2012) posited that some assumptions made by Porter's model are not valid in areas like relationships and interactions. The assumption of lack of relationship with buyers, competitors, and suppliers by the Porter's model is not justifiable (Namaki, 2012). The marginal attention on the impact of the capital markets to competition and profitability is a flaw in the Porter's model (2012).

However, Recklies (2012) opined that some of the Porter's model is valid in every competition-based economy. Recklies (2012) stated that since organization produces goods, services, and offer incentives to attract customers, the Porter's model is still well founded. By contrast, the Porter's model lacks the influence it used to have because of the emergence of other management tools (Recklies, 2012). The Porter's macro-economy view may not be sufficient for many organizations. Recklies (2012) stated the Downes' three new forces (digitalization, globalization, and the deregulation) offer a

micro-level assessment and profit strategies in the global markets competitions.

### **Review of Existing Studies on Construction Industry**

Studies on housing and construction cut across topics like housing quality, housing affordability, and housing investment. Other studies include housing cost, finance and materials, construction companies, and effect of housing in economic recession periods. I intended to use the proposed study to explore leadership strategies to maximize profitability in the Nigerian housing sector. Herrin, Amaral, and Balihuta (2013) traced the poor health conditions of Ugandans to the quality of housing. Herrin et al. (2013) stated that the improvement in the quality of housing and general condition of the construction will guide the health plan implementation of the government. Gulyani and Talukdar (2008) pointed out the quality of housing in Nairobi was responsible for the increase in slum dwellers. Guljani and Talukdar (2008) further stated the absence of monitoring construction companies' activities was responsible for the high cost of the housing. However, Rizzo (2014) traced the problem of housing quality to the lack of adherence to the city planning in Qatar. Filali (2012) considered the quantity and quality of housing in Tunisia a mismatch between the rural and urban areas. Rizzo (2014) advised for a synergy between the planning and implementation of urban development guidelines. The gap of the studies was the failure to analyze the business strategies of construction companies.

Other existing studies in the construction industry are on housing affordability. Housing affordability studies highlight the various strategies deployed to ensure all strata of the society have access to housing. Suhaida et al. (2011) stated that housing

affordability as a key measure to determine the socio-economy stability of a country. Income plays a major role in determining housing affordability, especially in Malaysia (Suhaida et al., 2011). Worthington (2012) stated that using income to determine mortgage qualification for buyers was wrong to determine affordability. Housing affordability should extend to buyers with income but have no means of achieving home ownership (Worthington, 2012). Consumers sometimes force affordability pressure on housing developers because of the increase in their bargaining power (Ingaramo, & Sabatino, 2011).

Housing investment studies revealed different findings and conclusions globally. Harrington and Voehl (2012) stated there was a lack of interest to invest in the construction industry in the United States. Harrington and Voehl (2012) attributed the lack of investment to the absence of the total quality management (TQM) technique in the construction industry. The construction industry quality control was a onetime process and slow compared to the steady-state process of the manufacturing process (Harrington & Voehl, 2012). However, Ibrahim, Roy, and Ahmed (2010) stated that there was an increased interest in the Malaysian construction industry. Ibrahim et al. (2010) stated the factor responsible for the interest was the improvement in production quality and techniques in construction project management. Nnanna (2010) stated the construction industry in Nigeria was not interesting and lacked homegrown construction companies to withstand international competition. Nnanna (2010) advised construction companies to embrace the concept of merger and acquisition to harness their resources. Onyegiri (2011) attributed the housing crisis in Nigeria to the lack of financial support,

the high cost of building materials, and cost of land. The reviews of previous studies identified problems and prospects in the housing sector, which stem from the leadership and management competencies. The proposed study focused on strategies construction company leaders used to maximize profitability in the Nigerian housing sector. In the proposed study, I concentrated on using the RBV and Porter's model framework to research into how construction company leaders used strategies to maximize profitability in the Nigerian housing sector.

### **Transition**

Section 1 contained an overview of how construction company leaders used strategies to maximize profitability of their companies in the Nigerian housing sector. The section also included the foundation to the study, background to the problem, problem statement, and the purpose statement. Another important element in Section 1 was the nature of the study, indicating my preference of the qualitative research method and the multiple case study design for the study. The research questions element of the study was to enable the exploration of the strategies applied by the participants. RBV and Porters model of competition were the conceptual frameworks for the study, and the lens to view the study. The key words element would help readers to understand the study. In additions, I explained the assumptions, limitations, and delimitations, which were the facts, weaknesses, and the bounds of the study. Another element in Section 1 for overview was the significance of the study, which helped to explain the value of study to business, contribution to business practice, and implications for social change. The literature review elements, contained topics relating to construction industry, RBV,

porter's model of competition and an alignment with the construction industry in Nigeria and global organizational concepts.

Section 2 contained research methodology and design of my study. The section was a restatement of the purpose statement, the role of the researcher, the participants, research method, research design, population sampling, and ethical research. In addition, Section 2 had data collection instruments, data collection technique, data organization techniques, data analysis, and their reliability and validity.



## Section 2: The Project

In Section 2 I detail my research processes and the aspects of the research I used to carry out my research design. I used a multiple case study design because it creates an inquiry and involved my active participation. I sought to discover the strategies construction company leaders used to maximize the profitability of their companies in the Nigerian housing sector, and I adopted the RBV theory and Porter's model of competition for the framework. Researchers use the RBV to considering how the internal resources of an organization provide it strength against competition (Hassan et al., 2014).

Section 2 includes a rearticulation of the purpose statement, a discussion of my role as researcher in the data collection processes, and a description of the study's participants. This section also includes a description of the selection processes I used to find and recruit participants, and a justification of my research method and design. Finally, this section presents the sampling method, ethical research practices, data collection instruments, data collection technique, data organization technique, data analysis procedures, and the data's reliability and validity.

### **Purpose Statement**

The purpose of this qualitative multiple case study was to discover the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. Researchers use the multiple case study design to repeatedly and logically carry out many inquiries with different participants (Scholz & Tietje, 2013). The participants for this study were five leaders of profitable construction companies from two southwestern states in Nigeria. A methodological triangulation process which uses more

than one source allows for the cross checking of interpretations (Petty, Thomson, & Stew, 2012). I used methodological triangulation by checking the participants' responses from the interviews against the policies and procedures of the companies. My study's implications for positive social change included the potential for construction companies to generate employment opportunities, increase affordable housing productions, and reduce the number of slum dwellers.

### **Role of the Researcher**

The role of a qualitative researcher is to collect, analyze, interpret, and understand data to make meaning of a phenomenon (Kornhaber, de Jong, & McLean, 2015).

Researchers use qualitative case study design to offer an in-depth investigation that allows for the review of multiple perspectives regarding the issues (De Massis & Kotlar, 2014). Yin (2012) stated that qualitative case study design involves the researcher's participation as the data collection instrument (Leedy & Ormrod, 2013). Likewise, Ho (2012) stated that besides being the primary instruments for data collection, qualitative researchers interpret data through their personal lens. My role in the research study included conducting open-ended interviews of the participants in order to discover the strategies construction company leaders used to maximize the profitability of their companies in the Nigerian housing sector.

I am a construction cost engineer and have worked as a consultant since 1990 in the housing sector and heavy engineering projects. Part of my professional expertise and work is project cost control and project management. The participants for the study were construction company leaders from two southwest states in Nigeria. During the data

collection process, I ensured that my professional ideas did not influence the answers provided by the participants. White and Drew (2011) have insisted that research participants should have the liberty to respond to questions without any coercion. I did not use organizations associated with my employment and carried out member checking to mitigate bias. I relied only on the information from the data collection process, and I carried out member checking by giving the participants the opportunity to review the transcripts. The reviews allowed the participants to confirm the data, or to challenge an error in the transcribed information.

I ensured that the participants knew the risks of participation, how I would work to mitigate those risks, and the benefits of participation. I observed standard research ethics and protocol for the study, and adhered to the Belmont report's (1979) ethical principles and guidelines for research involving human subjects. The Belmont report outlined ethical principles including (a) respect to persons, (b) beneficence, and (c) justice. The Belmont report also identified boundaries between biomedical and behavioral research, and accepted and routine practices for research. The report also indicated the need for risk assessment and appropriateness of human research subjects, definition, and informed consent.

I gave participants consent forms, which described their rights, the protections built into the study, and the study's voluntary nature. I maintained ethical principles by respecting all the study participants, protecting their identities by assigning private codes to them, and granting the participants autonomy. I respected the considered opinions of the participants without obstruction. Snelgrove (2014) reiterated that researchers should

establish trust with the participants, which I sought in each interview. I ensured no harm came to the participants and did not take advantage of their positions.

I mitigated against biases to the responses from the participants by applying member checking throughout the data collection process. I gave the participants the opportunities to review the transcripts for conformity and accuracy with their intended opinions. Hammersley (2013) opined that researchers should ensure the independence of participants when providing information. I ensured the participants were free to express their opinions during the interview process by not asking leading questions. I respected the contribution of the participants while maintaining transparency in the findings.

Interviewing participants in qualitative studies allow researchers to collect data for their studies (Adedokun, Ogunsemi, Aje, Awodele, & Dairo, 2013). I conducted semistructured interviews with open-ended questions in places chosen by the participants. Rowley (2012) had suggested that open-ended questions are effective ways for gathering information from participants. The interview questions emerged from the conceptual framework and the line of inquiry I had established for the study. I opened by asking the questions and listened attentively to the answers to remain neutral. Frich, Røthing, and Berge (2014) have marked the importance of interview guides to ensure researchers cover the research questions and topics. I used an interview guide, and ensured during the interview sessions that my questions were not leading the participants to draw conclusions from my body language. Researchers should provide adequate time for participants to respond to questions (White & Drew, 2011). I did not rush the questions, and allowed the participants the opportunity to express their opinions. Thereafter, I

carried out document reviews of the company of each participant to corroborate the responses from the interviews questions. The documents reviewed included the policies and procedures of the companies. I also noted information from external auditors to determine the companies' levels of profitability in the last 5 years.

### **Participants**

Researchers ensure eligibility of research participants to make findings applicable to the study group. Each researcher establishes standard ethical criteria, which define the eligibility of the participants (Heimer, 2013). Eligibility criteria are specific to each study (He, Carini, Sim, & Weng, 2015). Qu and Dumay (2011) have claimed that participants' experience with the study topic is an important eligibility criterion. The participants for my research were construction company leaders in the housing sector from two southwestern states in Nigeria. The participants were from successful companies in the housing sector. Specifically, all participants were chief executives of their companies for at least five years.

Gaining access to research participants is an ethical and trust issue, which needs proper handling, without harming the participants (Halse & Honey, 2014). Ruivo, Santos, and Oliveira (2014) noted that researchers should respect participants' privacy during the collection of data. Likewise, Irvine, Drew, and Sainsbury (2012) have suggested that gaining access to participants allows for a focused, collaborative, and comprehensible interview. I used contact information from the public list of contractors published by the Federation of Construction Industry in Nigeria (FOCI) to gain access to the participants. I sent letters of invitation (see Appendix E) to 12 prospective participants through e-mail.

The letters of invitation contained the research details, objectives, participation criteria, assurances of confidentiality, and my contact address.

I sent consent forms (see Appendix A) by e-mail to the participants that responded to the letter of invitation. I introduced the research topic and sought their consent to participate in the study by signing electronically with an “I consent” reply to the e-mail. I explained that their participation was voluntary, and that they could withdraw from the study at any time without prior notice. I selected five construction company leaders from the list of participants who replied to the consent form. I also sent follow up e-mails (see Appendix G) to the potential participants to confirm the day, date, and time of the scheduled interviews.

I allowed the participants’ the opportunity to withdraw by sending me an electronic mail at any time they no longer wish to be part of the study. Researchers should demonstrate commitments to building relationships with participants, which is part of ethic reviews (Guta, Nixon, & Wilson, 2013). Hanson, Balmer and Giardino (2011) noted that relationships exist in formality and structure between researchers and participants. A formality relationship is when researchers and participants agree on how to explore study topics, while the structure vary from the type of interviews that suits the participants (Hanson, et al., 2011). I established a working relationship with the participants based on trust by explaining to them the objective of the study. As Gogarty (2013) pointed out, establishing relationship starts from winning the confidence of the participants by creating a welcoming atmosphere of openness and interaction. I explained to the participants the purpose and benefits of this study to the housing sector. I ensured

confidentiality of the process, participants' interests, and the recording in order to encourage participants to divulge information without regret (Hammersley, 2013).

### **Research Method**

I used a qualitative research method to discover the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. Carroll and Rosa (2016) stated that qualitative research method is a descriptive research type (text) that seeks to understand how, who, and what of phenomena. Additionally, Suß and Sayah (2013) stated that researchers use qualitative research method to study individual cases with an absence of general regularities in social contexts. As Erlingsson and Brysiewicz (2012) pointed out, a qualitative research method helps to determine how individuals or groups draw conclusions about social or human experiences. Nyaribo (2013) noted that the qualitative research method is flexible because it gives room to the researcher to amend the interview as it progresses, and Blum (2013) has insisted that the qualitative method allows researchers to incorporate unexpected findings that aid in understanding the research problem. Qualitative research methodology adopts unstructured or semistructured questions in order to elicit conversation about the lived experiences of the participants. I chose to conduct qualitative research because it allowed me to participate first-hand in the data collection process. Further, the qualitative research method is suitable for events where the number and type of observations available do not readily lend themselves to consistent measurement and statistical analysis.

Quantitative research method uses hypotheses, statistics, and numbers (Guta, 2013). The quantitative research method is a deductive style of research with hypotheses

for data collection while the qualitative research method is an induction style of research (Guta, 2013). Stakeholders' participation is absent in the findings of a quantitative research method (Daigneault, 2014). Quantitative research method works with statistics and numbers; hence, it has fixed options of responses. The researchers' focus on quantitative research method is narrow unlike the wider and complex research focus of the qualitative researcher (Guta, 2013). The quantitative method is appropriate in a domain where previous research existed, variables are measurable in a reliable way, and adequate literature exists to support statements of hypotheses. The quantitative method was not suitable for my study because I did not intend to measure variables or test hypotheses. The qualitative research method was suitable for my research on the strategies construction company leaders used to maximize profitability of their companies in the Nigerian housing sector.

The mixed method focuses on understanding a phenomenon using both qualitative research and quantitative research perspectives (Bernard, 2013). However, Parker (2014) stated that combining quantitative and qualitative methods in a single research enhances and validates research findings. The combination challenges the underlying assumptions of the two paradigms. Researchers go for the mixed methods when one methodology fails to provide the information required. I did not use the mixed methods due to the time constraints for my study.



## Research Design

Notably in qualitative research method are five qualitative research designs: - case study, phenomenological, ethnography, grounded theory, and narrative (Petty, Thomson, & Stew, 2012). Researchers use any of the qualitative research design to justify the purpose of the study. Researchers use the case study to study in-depth on a phenomenon. According to Radley & Chamberlain (2012), participants in case study research are those with in-depth knowledge of the phenomena. Yin (2012) described the case study design as a study of how and why a phenomenon occurs. Tsang (2014) posited that case study researchers collect data from the natural set up of the events. Researchers use the case study design for an in-depth analysis at a phenomenon in a real life context (De Massis & Kotlar, 2014). Case study research design involves the researcher participating, investigating, and observing the subject. Case study exposes phenomenon and researcher to each other in a way other research methods fail to do (Deodhar, Saxena, Gupta, & Ruohonen, 2012). I used a case study design because it creates an inquiry involving the researcher participating in the study. Using case study design for my study to discover the strategies for maximizing profitability in the Nigerian housing sector increased the opportunity for in-depth information from participants during data collection process.

Yin (2012) described the two designs of a case study as (a) single case study, and (b) multiple case study. The two case study designs have variants of either holistic or embedded. According to Yin (2012), the choice of the case designs with their variants depends on the specific phenomenon and the research questions. I used the multiple case study with the holistic variant for the research to enable an in-depth view of the study.

The multiple case study is robust and provides stronger generalization than the single case study (Tsang, 2014). Ketokivi and Choi (2014) stated multiple case study allows cross-case analysis through case comparisons for measurable characteristics. Multiple case study design enables researchers to replicate research questions leading to similar or contrasting findings (Yin, 2012). Kotula, Ho, Dey, and Lee (2014) reiterated that the multiple study design allows comparative analysis of strategic practices across various fields of interests. I used the case study on the strategies construction company leaders used to maximize profitability of their companies in the Nigerian housing sector. The multiple case study enabled me compare and contrast strategies used by the participants' companies.

Reiter, Stewart, and Bruce (2011) stated that researchers use the phenomenological research design to explore and investigate lived experience of participants. Phenomenology removes presuppositions (Conklin, 2014) but it rationalizes, interprets, and makes sense of what the participants perceived of their environments (Tufford & Newman, 2012). Although, the phenomenological research design maybe appropriate for monitoring the lived experience of company leaders. I used the case study to discover the strategies construction company leaders applied to enhance the profitability of their organizations.

The ethnography research design is the study of the culture of a group of people over a period. The concept of ethnography apart from encompassing the culture of the people includes the everyday activities and things, which dwell in the environment (Yanow, 2012). Ethnography design includes people, organizations, politics, and

education, which reflect the culture of the people (Yanow, 2012). Ethnography design involves the study of the culture of the subjects. Although the construction industry has a specific culture guiding it, the scope of my study covers how construction company leaders use strategies to maximize the profitability of their companies, which involved my participation.

The grounded theory research design develops data into a theory from the perspective of the participants (Thornberg, 2012). Researchers use the grounded theory to describe the actions and words of their participants and turn into meaningful descriptions (Cho & Lee, 2014). Researchers use the grounded theory to explain a phenomenon or process (Thomso, Petty, & Scholes, 2013). The ground theory is not suitable for an in-depth description and analytical approach like the case study. Therefore, I will not use the grounded theory for my study because the study was not to generate a theory.

The narrative research design is telling the story of the participants for a study (Petty et al., 2012). In narrative research design, researchers become learners in the attempts to gather stories through instruments like interviews with open-ended questions (Paschena & Ison, 2014). Paschena and Ison (2014) stated that the narrative design was a form of participatory learning. The narrative research design was not appropriate for my proposed study. The focus of the proposed study was not to tell a story of the research but to discover how a phenomenon evolves, and involves the researcher in the study.

Qualitative researchers ensure the attainment of data saturation before making a decision to end data collection processes. Hanson et al. (2011) stated that making the decision is possible if researchers analyze data during the process of collection until

themes repeat. O'Reilly and Parker (2013) reported data saturation occurs when there are similar answers and prevalent repetitions of themes. Trotter II (2012) observed data saturation is interviewing to redundancy. I held multiple interviews with all the participants to reach data saturation for this study. I analyzed data during the data collection process until there were repetitions of answers and themes.

### **Population and Sampling**

A population is a group contributing information to research, which affects the population through a coordinated method (Ritchie, Lewis, Nicholls, & Ormsto, 2013). The selection process of the population group is daunting (Rowley, 2012). Trotter II (2012) stated population is the larger group where researchers make use of samples within for their studies. The housing sector is broadly ranging from residential, multi-family, and healthcare, environmental, commercial institutional to heavy civil engineering. The population for the research was leaders of successful construction companies in the housing sector from two southwest states in Nigeria.

Sampling allows for the selection of a small unit of experts to represent the views of the total population on a particular subject. The use of sampling is cost and time-saving (Strnad Sr., 2013). Trotter II (2012) stated that qualitative sampling enables researchers to confirm consensus and systematic variation from consensus. Conclusions reached by a sample of experts will go a long way to represent the opinion of the total population on the same study (Strnad Sr., 2013). I used the purposeful sampling to select participants on the phenomenon under study. Hanson et al. (2011) stated that qualitative researchers use purposeful sampling through participants or documents to realize a

particular purpose. Purposeful sampling is using selected participants from the population fit for the study only (Daniel, 2012). My knowledge as a construction cost engineering consultant helped in the selection of the participants. The purposeful sampling is a non-probabilistic sampling procedure. I identified five participants from the public list of contractors by the Federation of Construction Industry (FOCI) in the two southwest states in Nigeria. I sent an electronic mail to each of the selected participants and introduced the research topic including the consent form (see Appendix A). Molenberghs et al. (2014) stated that a small number of participants' is acceptable in case study design. A sample of five participants coupled with methodological triangulation, member checking and multiple interviews ensured data saturation for this study. Besides, this study was a qualitative research method. Yin (2014) emphasized that the selection of small sample size is appropriate for both single and multi-case study. Leedy and Ormrod (2013) further confirmed the number of participants in qualitative research method to reach 28.

Data saturation is the point where a researcher obtains all relevant information on a phenomenon. O'Reilly and Parker (2013) defined data saturation as a point where the same answer keeps appearing with little or no variation in many interviews. Galvin (2014) further stated that data saturation was the point of absence of new and relevant information even if more people participated in the interview. The use of five participants coupled with methodological triangulation and member checking enhanced data saturation for this study. Besides, I held multiple interviews with all the participants to reach data saturation for this study. Heslehurst et al. (2013) stated that data saturation was a point of non-identification of new constructs within themes.

Participants should satisfy standard ethical criteria for eligibility (Heimer, 2013). The use of the criteria is to ensure all the participants contributing to the research have the experience. The criteria for selecting participants for this study included, being a leader of a successful company, working as a chief executive of your company for the past 5 years, your organization has been operating for a minimum period of five years, and your organization office is in two southwest states in Nigeria. The participants were leaders of construction companies. Leaders play an important role in respect of making strategic decisions (Hutzschenreuter, Kleindienst, & Greger, 2012).

A quiet environment will enable the researcher to obtain holistic information from the participants on a phenomenon. I conducted face-to-face interviews during the lunch break of participants at conducive, and designated places chosen by the participants. Yin (2014) stated that interview settings should be in quiet and conducive environments without distractions. White and Drew (2011) posited that the role environments play to enable participant share their views without bias. Participants should have inputs in the interview settings in a transparent manner, which will foster trusts and confidence in the process (Byrne, Brugha, Clarke, Lavelle, & McGarvey, 2015). Interview settings should be interesting, enjoyable, thus allowing free response from the interviewees (Scheibe, Reichelt, Bellmann, & Kirch, 2015).

### **Ethical Research**

The Walden University IRB approved this study to ensure the research fulfills the university's ethical standards. Walden University's approval number for this study was 11-25-15-0354005, and it expires on November 24, 2016. The participants received

letters of invitation, and consent forms to those who responded about their availability to the letters of invitation. Each participants responded by I consent electronically to the consent forms I sent to them. Returned and signed consent forms were evidence of an agreement by participants to a study (Heimer, 2012). Cox and McDonald (2013) advised participants to sign the consent forms prior to interviews. I informed the participants before and during the interview process of their rights to withdraw from the study. None of the participants withdrew from the study at any stage of the research process. Participants voluntarily agreed to partake in the completion of the study by signing the consent form with I consent electronically (Appendix A).

Incentives play a significant role in the willingness of study participants due to the increasing demand of research protocols (Chen, Lei, Li, Huang, & Mu, 2014). Incentives come in different forms such as cash, gifts, and shopping cards. Some research works do not need any form of incentives due to the financial constraints of the researcher and ethical concerns (Chen et al., 2014). I did not give any incentives to the participants for the research work but wrote letters of appreciation at the end of the study to the participants. In addition, I shared the research findings with the participants.

Researchers ensure the protection of the participants is important when doing research studies. Hanson et al. (2011) reiterated that the need for researchers to comply with ethical issues and rights of the participants. It is important to build trust in the minds of the participants by protecting and respecting their rights and seeking to enjoy their trusts. I protected the identities of the participants by assigning private codes to them, and granted the participants autonomy. I labelled the participants as participants A to E. I

respected the considered opinions of the participants without obstruction. Shao, Bian, and Zhang (2013) stated that storing data enables later access and usage to the information. I transferred the data to both a hard drive and a flash drive after the completion of the research, and locked them in a designated safe at my house. I will store the data for five years and destroy it after five years.

Mitchell and Wellings (2013) posited that confidentiality of participants is important in any study. Apart from protecting the names of the participants by allocating coded names to them (Participants A to E). I also ensured nobody had access to the participants' identities apart from me. I gave identification numbers to differentiate interviews answers of each participant. I removed any trace or reference to demography in the interview questions to avoid disclosure of the participants' identities.

### **Data Collection Instruments**

The researchers and the interview questions are the tools used for the gathering and processing data for information on the study. Data collection instruments depend on the type and the subject of study (Yin, 2012). One of the distinctive differences between qualitative and quantitative research methods is the instrument for data collection (Thomson, Petty, Ramage, & Moore, 2011). The researchers and the interview questions are the data collection instruments in qualitative research (Hanson et al., 2011). In the quantitative researchers, the researchers are not the instruments (Thomson et al., 2011).

In the case study research design, researchers collect data with interviews to prevent against bias (De Massis & Kotlar, 2014). Johnson and Bibbo (2014) pointed out the need for interviews, which serve as frameworks to allow a participant to speak freely



of their thoughts and experiences. The data collection technique in my proposed research study was the semistructured interviews with open-ended questions. Semistructured interview according to Anyan (2013) offers a flexible medium of communication between the researchers and the participants.

The answers to the interview questions and company document review were the data, which formed the information for the study. Hanson et al. (2011) stated the need for variation of interview questions as the research proceeds incorporating understandings from earlier interviews. I ensured the interview questions (see Appendix C) were open-ended by following insights and prompts from answers of the participants. I adhered to the interview protocol (see Appendix F) developed for this study.

I enhanced reliability and validity of the data collection instruments by ensuring participants answered similar interview questions. Few errors occur when interview questions or protocols are similar (Rubin & Rubin, 2011). The process for assessment of reliability and validity in qualitative research starts from member checking. (Hanson et al., 2011). Harper and Cole (2012) opined that member checking is a way of authenticating researchers' interpretations of the participants' responses after the data collection process. Researchers improve the reliability and validity of the research findings through member checking (Myburgh, 2014). Member checking allows participants the opportunity to review their statements for conformity, accuracy and to validate findings (Brandburg, Symes, Mastel-Smith, Hersch, & Walsh, 2013). I carried out member checking by participants to ensure I accurately captured their answers. I gave each participant the copy of their transcripts for review to confirm their acceptance or

otherwise by electronic mail. I also allowed individual participants the opportunity to review the preliminary theme results during the follow up interviews. The interview questions for the study are in Appendix C. I used the face-to-face, semistructured interviews and the developed interview protocol in Appendix F for this study. Yin (2014) observed the importance of an interview protocol in a case study to help researchers focus on topic thus ensuring reliability.

### **Data Collection Technique**

The research question for the study in exploring leadership strategies to maximize profitability in the Nigerian housing sector: What strategies do construction company leaders use to maximize profitability in the Nigerian housing sector? Yin (2012) identified six sources used to collect data for case studies as documentation, archival records, interviews, direct observations, participant-observation and physical artifacts. In the opinion of Yin (2012), any of the six sources of the data collection method is appropriate for a case study design. Using more than one source to collect data increase information basis, diversity of data and reduction of biases (Battistella, 2014). I used the interviews and company documents as the primary sources of data collection.

I used the face-to-face, semistructured interviews following the developed interview protocol in Appendix F for this study. Semistructured interview is a flexible medium of communication, which allows the participants to talk freely on the topic with the researcher (Anyan, 2013). In addition, I used supported responses from the interviews with the policies and procedures of the companies. Using more than one source is a methodological triangulation process. The methodological triangulation process ensures

the confirmation of findings to increase the reliability and validity ratings of the study (Denzin & Lincoln, 2011). Bekhet and Zauszniewski (2012) reiterated that using more than one kind of method to study a phenomenon is a methodological triangulation process that enhances internal validity. Petty et al. (2012) described triangulation as a process of multiple data collection from many sources for crosschecking interpretations.

I sent follow up electronic mails (see Appendix G) and all the participants responded by confirming the day, date, and time of the scheduled interviews. The interviews took place at the designated places chosen by the participants. Prior to the interview sessions, I handed participants a copy of their electronically signed consent form and printed copies of the questions (see Appendix C). I asked the participants questions for 30 minutes or less and they responded to the same six open-ended questions (see Appendix C). Few errors occur when interview questions or protocols are similar (Rubin & Rubin, 2011). I collected the company documents after interviews with the participants. Afterwards, I e-mailed transcribed interview answers to the participants and asked each participant to confirm or review the accuracy of the transcripts. Qualitative study researchers use transcript review and member checking to assess reliability and validity of their work (Hanson et al., 2011). All of the participants agreed to the transcript as accurate and I proceeded to data analysis stage.

Yin (2012) stressed the advantages of the semistructured interview data collection for the focus on the case study topics. The semistructured interviews are opportunities and abilities to ask targeted and insightful questions, which will enrich a study by allowing freedom of expression of the participants. Semistructured interviews are

insightful (Yin, 2012) and help establish confidentiality with the participants (Sean, Smith, Sellars, Greenlees, & Knight, 2016). The interviewers take advantage of the semistructured interviews to clarify responses from the participants. De Massis and Kotlar (2014) stated that interviews help to make a study insightful and meaningful to collect efficient and rich data.

The disadvantage of the interviews data collection technique is the lack of control over the participants on the need to divulge actual opinions (Yin, 2012). The problem with the interview technique is the failure to eliminate biases in the interview questions, and poorly articulated questions by the researchers (Yin, 2012; De Massis & Kotlar, 2014). De Massis and Kotlar (2014) stated that the problem further as the response or personal interpretation bias from the researchers. The solution is using many different and well-informed interviewees with diverse perspectives of the phenomenon (De Massis & Kotlar, 2014).

Harper and Cole (2012) stated that member checking provides a therapeutic benefit to the participants. The therapeutic benefit is the sense of relief the participants enjoy because of the validation of their contributions by others (Harper & Cole, 2012). Goldblatt, Karnieli-Miller, and Neumann (2011) stated that the member checking procedure allows the participants to review their contributions in the research findings to either confirm or include any missing information. Member checking eliminates distortion thus encouraging truth worthiness and credibility (Goldblatt, Karnieli-Miller, & Neumann, 2011). I ensured participants got copies of the interview data and preliminary theme results for critical analysis and making contributions or comments during follow

up interviews. The exercise was to allow validation of the participants opinions or otherwise on the topic. Member checking is to allow participants to make corrections to perceived errors in the data collection process (Brandburg et al., 2015). The process for assessment of reliability and validity in qualitative research starts from member checking or transcript review (Hanson et al., 2011).

### **Data Organization Techniques**

Research works do suffer from missing data especially in survey-based research studies (Karanja, Zaveri, & Ahmed, 2013). Therefore, it is imperative to prevent data losses to the essential elements of research studies in such areas as the research method and design, population and sampling, ethical research, and data collection. The research logs methods of data organization allow researchers to develop search patterns, tools, and time (Yin, 2014). The necessary ingredients in research logs, which include search date, time, and resource materials obtained and used help researchers to develop and organize a research study (Nyaribo, 2013). I used the research logs data organizing technique to record, collect, and track all interviews. I also used the reflective journal to record my captured thoughts in notebooks or notepads from the participants' interviews. Nyaribo (2013) stated that a reflective journal helps to capture thoughts in notebooks during an interview process. In addition, I labelled the participants as participants A to E for easy identification of the participants. I organized the data by searching for themes for coding, by importing all information and literature into NVivo10.

I safely stored the data collected from the case study. I transferred the data to both a hard drive and a flash drive after the completion of the research. Security of data

depends on the type of data collected and whether to store using local, remote or transfer systems of storage (Ruivo et al., 2014). I protected the data in the hard and flash drive with a password and kept it in a locked container at my house. Ruivo et al. (2014) advised researchers on the confidentiality of passwords. I will store the collected data for five years as required by the Walden University. I will delete from the computer memory and in a temporary storage facilities and shred all papers and physical data.

### **Data Analysis**

Hanson et al. (2011) stated that qualitative data analysis as making sense of the data collected after an iterative process of immersion. Whereas Leech and Onwuegbuzie (2011) stated that analyzing data in qualitative research covers talk, observations, and text. Marshall and Rossman (2011) described data analysis as the transformation of data into themes process. Data analysis is an all-encompassing method of the design, data collection, and analysis techniques (Yin, 2012). Nyaribo (2013) stated that data analysis is a continuous trend of researchers moving data. Petty et al. (2012) stated that the data analysis process of the qualitative research method is both time-consuming and laborious. The essence of data analysis is to reveal key themes from the data collection process (Houghton, Casey, Shaw, & Murphy, 2012). Marshall and Rossman (2011) posited that data analysis in qualitative research method is a process of transforming data into categories and themes.

I used the methodological triangulation strategy by supporting the semistructured interviews responses with policies and procedures of the companies. I also noted information from the external auditors to determine the level of profitability in the last 5

years. Denzin and Lincoln (2011) identified four types of triangulation for a qualitative case study as data triangulation, investigator triangulation, theoretical triangulation, and methodological triangulation. The methodological triangulation is using more than one data collection method (Denzin & Lincoln, 2011). The use of more than one data collection method allows cross checking of interpretations (Petty et al., 2012). The methodological triangulation process ensures the confirmation of findings to increase the reliability and validity ratings of the study (Denzin & Lincoln, 2011). Triangulation increases confidence in the validity of the outcome of a study and help to mitigate bias (Dierckx de Casterlé, Gastmans, Bryon, & Denier, 2012).

I carried out a logical and sequential process to analyze the data after conducting the interviews. The interview questions are in Appendix C of the study. I used the five steps of Yin (2012) data analysis for the study. The five steps include: (a) transcribing interviews and notes, and (b) reading the transcribing notes for meaning of the data. Others are (c) coding the data, (d) arranging it into manageable themes, and (e) interpreting the meaning of the case study.

### **Transcribing Interviews and Notes**

I transcribed the interviews by using dialog or script form for proper understanding of the thoughts, and minds of the participants. Myers and Lampropoulou (2012) posited that researchers use the transcribed format for their works and give participants the content for confirmation. I provided transcripts for participants to review (member checking) to ensure accuracy. Member checking enables participants to review

their contributions in a research study for accuracy (Goldblatt et al., 2011). Accuracy, editing skill, and patience are essential ingredients for researchers when transcribing.

### **Reading Transcribed Notes**

I read the transcribed note severally to gain adequate knowledge and an overview meaning of the data. The reading severally of the notes will produce an empirically based tested framework essential for the coding (Goethals, Dierckx de Casterle, & Gastmans, 2013). I observed and recorded the reading key words emphasized by the participants. The data from the documents reviewed formed part of the coding for the study.

### **Coding the Data**

I gave codes to each sentence and keyword, before arranging the sentence and keyword into themes. Petty et al. (2012) described coding as identities or labels attached to sentences, paragraphs, and lines. Hanson et al. (2011) posited that codes are the original data emerging from the interviews, clustered to form themes. Yin (2014) identified three types of coding (a) pre-determined codes, (b) post-determined codes, and (c) combination of the two codes. I identified post- determined codes during the coding of the data before the arrangement into themes.

### **Arranging Codes into Themes**

I arranged the codes into manageable and emerging themes for proper analysis. Kapoulas and Mitic (2012) posited that data grouping is placing data into categories based on emerging themes from the analysis. Petty et al. (2012) stressed relationships between themes help creates a thematic map. Thematic analysis is a way of relating the participants' responses to the conceptual framework (Ruivo et al., 2014). However, Petty



et al. (2012) stated that thematic analysis enables researchers' group codes to form themes for analysis. Grouping codes into themes helps researchers to understand the issues in the data set. I also grouped the codes into themes for interpretation.

### **Interpreting Meaning of the Themes**

I finally interpreted the meaning of the themes in relation to the research purpose. The aim was to fit the conceptually based interview questions with the interview data or answers. I started the interpretation process of the case study to ensure the themes lead to the proposed study analysis. I used the NVivo10™, which was an electronic device for qualitative research method to analyze the data. Strnad Sr. (2013) stated that NVivo10™ supported the collection, organization and analyzing for content using the search, query, and visualization tools. Leech and Onwuegbuzie (2011) stated that the computer-aided research packages help to capture emerging theories and relationship in the data. Nyaribo (2013) stated that the QSR NVivo was for coding, referencing, counting, sorting, and displaying of data collected from participants. The aim of the NVivo10™ for the analysis is to assist researchers to measure the concept of the literature.

I focused on the key themes based on the answers to the interview questions. The interview questions focused on exploring strategies construction company leaders used in Nigeria to maximize profitability. The findings covered the perspective of the participants entirely without my input. Qu and Dumay (2011) posited that the neutrality of the researchers from influencing the data collected. The theme focused on the statements relevant to strategies for developing the profitability of organizations. Other themes were

the business strategy, internal best practices, and external factors. The validity of the outcome of a study increases with triangulation (Dierckx de Casterlé et al., 2012).

Triangulation ensures the cross-checking of interpretations by using multiple sources of data collection (Petty et al., 2012). Barusch, George, and Gringeri (2011) stated that establishing various viewpoints are the role of triangulation. I compared my findings from the analysis of interviews with the policies and procedures of the companies. In addition, I tied my findings with results of recent studies for new information on the conceptual framework and existing literature on effective business practice. I used the Walden University library to search for recent studies on the conceptual framework for comparison.

### **Reliability and Validity**

The concepts of reliability and validity relate better to a quantitative research method than with a qualitative research method (Kadioglu & Sisman, 2012). To support reliability and validity in the context of qualitative research method, researchers ensure the quality of the findings are dependable, creditable, transferable, and confirmable (Noble & Smith, 2015). Member checking and transcript reviews address reliability in the proposed study. I examined validity from the point of creditability, transferability, and confirmability of a study.

### **Dependability**

Dependability is an external validation process, which ensures the accuracy of the research findings when other researchers follow the pattern used by a researcher (Elo et al., 2014). Researchers should detail the procedure of the research starting from the

selection of participants, data collection to the data analysis and presentation of findings (Elo et al.). I reported detail procedures of the study to let readers know the findings conform to research practices. Dependability indicates consistency and repetition of the process to obtain same results (Thomson et al., 2011). Dependability ensures future researchers repeating the same research procedure will get the similar result.

I carried out member checking and transcript review to ensure participants review their contributions for conformity and accuracy with their intended opinions. Goldblatt et al. (2011) stated that the member checking procedure allows the participants to review their contributions in the research findings to either agree or include any missing information. Member checking eliminates distortion thus encouraging truth worthiness and credibility (Goldblatt et al., 2011).

### **Creditability**

Credibility is an internal validation process that establishes the trustworthiness of research findings. Thomson et al. (2011) described credibility as the aim of providing confidence in the research process. Credibility will enhance confidence in the findings of the report in the minds of the readers. Researchers seek to achieve the credibility of their findings through strategies such as triangulation and member checking (Hanson et al., 2011). I ensured creditability of the research findings by accurate interpretation and communication of the participants' responses.

Hanson et al. (2011) described triangulation as a process whereby researchers gather more than one data source or observer for the research study. Triangulation is a creditability concept that supports the validity, which is the gathering of multiple data

sources and finding consistency or congruence of ideas. Triangulation helps to establish various viewpoints on a phenomenon (Barusch et al., 2011). Petty et al., (2012) described triangulation as a process of multiple data collection from many sources for crosschecking interpretations.

I used the semistructured interview and supported responses from the interviews with the policies and procedures of the companies. Denzin and Lincoln (2011) stated that the use of two data collection sources would enrich the triangulation process. I limited my personal opinions and biases while respecting the opinions of the participants. Lumsden (2012) stated that social researchers cannot be free from biases though researchers do not admit so. For the proposed doctoral study, I had disclosed any researcher bias.

Thomson et al. (2011) reiterated that member checking is a process where participants review the preliminary findings of their transcripts. Thomson et al. (2011) further stressed the participants also get an opportunity to make amendments if necessary. Researchers use member checking strategy to reduce the incidence of incorrect data intake and interpretation (Harper, & Cole, 2012). I called up each participant to review the interview data, the analysis, interpretations, and conclusions. I conducted member checking through follow up interviews with all the participants. To use member checking is to follow up with the participants through interviews to acknowledge the accuracy of the findings. Participants use the opportunity of the follow-up interviews to reflect on the accuracy of their initial data and build trust in the process with participants (Thomson, Petty, & Moore, 2014). Besides, I carried out another round of document reviews to

validate participants' responses. The use of the member checking, document review, and triangulation to test the credibility will improve the validity of the study.

### **Transferability**

In qualitative research method, transferability refers to the extent of generalization of research findings to other settings (Hanson et al., 2011). Transferability is to ensure results of findings are available for use by others interested in doing a similar study (Hanson et al., 2011). Transferability is the responsibility of the person doing the generalization. The thorough description of research content and the assumptions central to the research by the researcher enhance transferability. In addition, Thomson et al. (2011) argued transferability ensures the availability of good and detailed description of the research procedure. I ensured rich descriptions of the research contents to enable references by other future researchers. Future researchers in the field of housing construction in Nigeria should have adequate information to help in their findings when referring to the research. Although, Petty et al. (2012) stated that qualitative findings are context specific, thus difficult to generalize.

### **Confirmability**

Confirmability is a documented process where another researcher confirms research findings for accuracy (Hanson et al., 2011). Hanson et al. (2011) stated that documenting the procedure for checking and rechecking the data throughout the study is a strategy of confirmability. Confirmability gives the result a form of a collective agreement by the participants, and eliminates the opinions, or biases of the researcher (Petty et al., 2012). Houghton, Casey, Shaw, and Murphy (2013) stated that

confirmability means research finding must be consistent with industry specification and standard. The researcher can actively search for and describe different findings, which contradict prior observations. I complied with the confirmability code of the research by ensuring the detailed description of the data collection instruments. I allowed the absence of my personal interest from influencing the result of the research by making the findings be the products of the research. I ensured my interactions and relationships with the participants did not affect the opinions expressed in the study. I carried out transcript review and member checking to check the accuracy of the procedure used to obtain data for validity.

### **Data Saturation**

Data saturation is the point where a researcher obtains all relevant information on a phenomenon. Researchers reach the point of data saturation when there is a lack of emergence of new ideas, themes, and concepts after many interviews (O'Reilly & Parker (2013). Data saturation point is when there is an absence of new and relevant information after an increase in the number of participants (Galvin, 2014). Moreover, data saturation point is when researchers do not identify new constructs within themes after subsequent interviews (Heslehurst et al., 2013). Data saturation ensures there is no missing information, which will affect the quality of the data for research work. After the first round of interviews, I held multiple follow up interviews with all the five participants to reach data saturation.

### **Transition and Summary**

In Section 2 of my qualitative case study design, I revealed the continuation of the style and pattern shaping the research. Section 2 had the purpose statement, which was a reminder of the initial purpose statement of the study. I also spelt out my role as a researcher in the study and the need to maintain ethical standards in the entire research study procedure. Section 2 contained the technique of gaining access to the participants, pointing out the voluntary nature of the exercise. I also included a discussion of the consent form each participant signed, which guaranteed protection, anonymity, and opportunity to withdraw from the study at any time. I included the research method and design, which were qualitative research method and case study design in the section. The population was the leaders of successful construction companies from two southwest states in Nigeria. The sample size of the research was five participants, who were construction company leaders. I used the purposive sampling method for the study. Ethical consideration, such as the consenting process, participants' rights, and the safety of the data protecting the identities of the participants were my focus for the study. The procedure for data collection indicating the instrumentation, data collection technique, and data organization techniques, the data analysis technique, reliability, and validity method made up the concluding part of Section 2.

Section 3 contains the overview of the study, presentation of the findings, applications to professional practice and the implication for social change. Other things in the section are the recommendation for action and my recommendations for further study and reflections of my experience with the research process. The conclusion of section 3

includes a clear statement, which would make readers understand the essence of the study.



### Section 3: Application to Professional Practice and Implications for Change

The focus of this qualitative multiple case study was to discover the strategies construction company leaders used to maximize profitability in the Nigerian housing sector. In this section, I present the findings of the report and its applicability to professional practice implications for social change, and I offer recommendations for action and further research. Specifically, I include recommendations for strategies construction company leaders can use to maximize profitability. I also include my self-assessment of the research process in this section.

#### **Introduction**

The purpose of this qualitative multiple case study was to explore the strategies leaders used to maximize profitability in the Nigerian housing sector. The case study method, apart from helping researchers create an inquiry, also involves the researcher's participation in the study. I gathered information from five construction company leaders in two southwestern states of Nigeria. I conducted face-to-face semistructured interviews with open-ended questions and reviewed documents of each participant's company. The document I reviewed included the policies and procedures of the five companies located in two southwestern states of Nigeria.

I used both my phone and a digital recorder to record the interview sessions in order to avoid loss of information. I asked direct questions based on the sample questions already sent to the participants in the consent letter (see Appendix A). The interviews flowed from the conceptual framework and the line of inquiry of the study (see Appendix C). Goethals et al. (2013) have indicated that several readings and reviews of transcripts

are needed to help determine a framework for coding. I reviewed the transcripts of the interviews several times, and entered the materials into NVivo10, a program for qualitative data analysis. I identified keywords from the responses of the participants and gave codes to each sentence. Codes are identities or labels attached to sentences, paragraphs, and lines (Petty et al., 2012). I used the codes to identify clusters, which pointed to themes that emerged from the interviews (Hanson et al., 2011). The codes and themes helped me form the basis for understanding the strategies construction leaders used to maximize profitability in the Nigerian housing sector. Using thematic analysis, I identified four themes representing categories of strategies: (a) planning (b) human capital development, (c) leadership factor, and (d) organizational location.

### **Presentation of Findings**

The overarching question of the study was: What strategies do construction company leaders use to maximize profitability in the Nigerian housing sector? I conducted face-to-face semistructured interviews with open-ended questions, and I reviewed documents from the company of each participant. The documents I reviewed included the policies and procedures of the companies of each of the five construction company leaders.

I used a purposive sample, a non-probabilistic sample type, to identify participants from the population fit for the study. Participant selection for a study is non-probabilistic when they are chosen because of their knowledge of the research topic (Trotter, 2012). Selection of participants started from their responses to the initial letters of invitation I sent to all prospective participants (see Appendix A). I selected the

participants from the public list of contractors published by the Federation of Construction Industry in Nigeria (FOCI). The letters of invitation contained the research details, objectives, participation criteria, assurances of confidentiality, and my contact address. I sent consent forms to all prospective participants who responded, and sought their consent to participate in the study by signing electronically with an “I consent” reply to the e-mail. I explained by e-mail that their participation was voluntary, and that they could withdraw from the study at any time without prior notice. I selected five construction company leaders from those who replied to the consent form, and sent follow up e-mails (see Appendix G) to the potential participants to confirm the day, date, and time of the scheduled interviews.

I achieved data saturation from the data collection sources by holding multiple interviews of individual participants until no new information emerged. Data saturation is a point where the same answer keeps appearing with little or no variation in many interviews (O'Reilly & Parker, 2013). There is data saturation when data gathering comes to a point of diminishing return and non-identification of new constructs within themes (Heslehurst et al., 2013). Afterwards, I imported the information into NVivo10.

I used the RBV and Porter's five forces of competition as the conceptual framework for the study. Using thematic analysis, I identified four themes representing categories of strategies: (a) planning (b) human capital development, (c) leadership factor, and (d) organizational location.

### **Emergent Theme 1: Planning**

The first theme to emerge was the importance of planning to organizations. All five participants spoke about the role of planning to the success of their organizations. Participants stated that they used the available internal resources of their organizations to achieve goals or objectives. All participants reiterated that planning needs to take place prior to any business engagement. The participants stated that planning helps to resolve all unforeseen issues prior to construction activities, and that it should take place from the design stage, checking the available designs and drawings, and site location (Participants, A, B, C, D, and E). Planning allows the organizations to gain time on projects or construction activities and avoid delays, which are expensive and affect the profitability of organizations (Participant A). Four supporting categories emerged from the first emergent theme (planning), including (a) personnel recruitment planning, (b) credit/financial facilities planning, (c) site management (setup) planning, and (d) construction materials purchase planning. All the participants indicated the important role of planning to the profitability of their organizations.

**Personnel recruitment planning.** Recruiting appropriate personnel (staff) for each construction project is important to the smooth operation of the project and contributes to profitability. Skills, knowledge, and behavior were noted as common attributes that all the participants checked prior to hiring. Recruiting competent staff enhances the retention of experienced employees and guides performance management, talent review, and professional development for staff in an organization (Peregrin, 2014). Researchers found hiring high-skilled and well-trained staff will adapt to all stages of

operations (Adejumo, 2013) and adds competitive advantage (Fagan & Ployhart, 2014). All the five participants reiterated that they use qualified staff and personnel for each project. The participants also reported recruiting temporary skilled personnel to complement the personnel in their organizations, when required. Participant B posited that possessing the right skills ranks most important to the organization. Participants A and E stated that they usually hire two competent technical staff for the same post because of the high rate of staff turnover in the industry.

Effective human resources management attracts qualified applicants (Duarte, Gomes, & das Neves, 2014). The human resources departments of organizations handle the issue of personnel recruitment, development, and deployment (Hafeez, 2013). The strategic use of human resources gives an organization competitive advantages (Martin-Rios, 2014). All the participants stated that the recruitment of qualified personnel reduces waste, maximizes time, and improves profitability. Organizations should reduce staff turnovers because they are costly, attracts losses of revenue, and reduce the morale of the employees (Kalugina, & Shvydun, 2014).

The qualities of the personnel include the abilities to understand the designs, drawings, scope of work, and planning (Participants A, and B). Participants B, C, D, and E stated that they outsource the recruitment of qualified personnel by engaging external organizations. Organizations may gain in the long term from outsourcing human resources management, and maximize capabilities at a strategic level (Zitkiene, & Blusyte, 2015).

**Credit/financial facilities planning.** The participants marked the importance of credit and financial facilities to the success of their organizations. Participants A, B, C stressed that they used the advanced payment amount received from clients to move to the construction sites instead of buying construction materials. All the participants stated that they sourced their funds from credit organizations such as banks and other financial institutions. External sources are alternative means of accessing credit/financial facilities (Allen, Chakrabarti, De, Qian, & Qian, 2012). Organizations with good management and intellectual capabilities keep record of companies that give credit facilities with favorable conditions (Sydler, Haeflinger, & Prukša, 2014).

Obtaining enough credit/facilities to ensure smooth business operation during an economic crunch requires strategy (Participants A, B, D, and E). The participants stressed that they allowed financial institutions to handle all financial transactions on their projects. Another strategy for getting credit/financial facilities was to issue local purchasing orders to all suppliers (Participant A, B, C, D, and E). The strategy allows optimization of working capital through differing payments to creditors, turning over inventories quickly, and quickly collecting on account receivables (Enqvist, Graham, Nikkinen, 2014).

**Site management (setup) planning.** The participants considered the issue of site management (site setup), and location important to the profitability of their organizations. Allocating the necessary resources to start construction projects takes a lot of planning (Participants A, B, C, D, and E). Arranging the necessary tools, equipment, personnel, and technical support prior to the commencement of construction work lead to projects'

successes (Participant A). Site management planning takes place prior to the commencement of operations due to the complexity of construction sites (Participant E). The environments of the construction sites form part of the planning details (Gangoellis, Casals, Forcada, & Macarulla, 2014). All the participants opined that proper site management planning curbs delay on sites, which may lead to cost overruns.

Site location is important to the management and planning of a project (Participants A, B, C, E). The closer the project site to the head office of the organization, the more control the head office has of the site (Participant D). All the participants agreed that the location of sites and the degree of risks determine the type of resources deployed. Sidawi and Al-Sudairi (2014) suggested that undertaking design and pre-planning activities will reveal risks in remote site locations. The differences in risk estimation require management to plan for each site (Sidawi & Al-Sudairi, 2014). All the participants stated that they carry out detailed planning for projects sites in remotes and hostile communities.

**Construction materials purchase planning.** The participants all agreed the sources of materials for the construction work are important to the profitability of the organizations. The proximity and easy access to the construction materials, which form 60% of the cost of the projects are priorities (Participant A, B, and C). Participants A, D, and E stated that one of the advantages of their organizations over competitors was the ownership of quarries. The quarries produce granite stones for their various projects scattered all over the country. Participants B and C reiterated that they have no quarries or material production companies, but they have strong ties with suppliers.

The cost of the construction materials apart from access to them also affects the profitability of each project. Some of the participants stated that planning getting competitively priced construction materials is their priority (Participants A, B, and E). Participant A stated that they do a material schedule format prior to the commencement of their projects. The schedule will help the organization to determine the quantities of different materials needed for the entire projects. Participants D and E stated that they used the advance /mobilization money from the clients to purchase materials for the early stage of work. Whereas, the other participants confirmed they used same money for purely mobilization to sites (Participants A, B, and C).

### **Emergent Theme 2: Human Capital Development**

The second theme to emerge was the importance of human capital or staffing development. All the five participants indicated getting the people in the right places helps to achieve success in the construction industry in Nigeria. However, there is still no exploration of the effect of the human capital development on businesses in Nigeria (Adejumo, Olomola, & Adejumo, 2013). Participant A, B, and C stated that human capital development improves the profitability of the organizations. Recruiting competent technical and administrative staff, and training are essential. They opined that construction companies need both highly trained staff in the technical and administrative sections of operations (Participants A, B, and C). Human capital development is investing in one of the assets of an organization by increasing the knowledge, skill, and abilities of the staff. In addition, Business development rests on the pivotal role of human capital



development (Adejumo, Olomola, & Adejumo, 2013). All the participants stated that the investments in staff in their organizations were pre-planned.

Competition and globalization make every organization to embark on training of their employees in order to meet demands. Thus, increasing the quality of employees is important. Participants A and E stated that they conduct a pre-employment training in form of induction for their employees. All participants agreed training was expensive, but important to the competitiveness of their organizations. Competitive advantage comes because of quality employee training, which improves employee performance (Dhar, 2015). Participants stated that they have basic training programs in their organizations, developed to suit different job specification. All the participants stated that on-site training as the best form of training for all their technical staff.

The training on site exposes the staff to firsthand experience of how work takes place. Participants A, C, D, and E stated that they bring technical experts to the office periodically to train staff. Participant B stated that all members of staff especially senior management and middle level have received some level of training in project management. Training of recruited skilled employees takes place with their job specification (Participant B). All the participants stated that they allow their staff to attend workshops organized by manufacturers on the use of their products. Participant A stated that despite the high income rate, and movements of staff, they approve foreign trainings for their staff. All the participants reiterated that the importance of continuing professional development training for all technical staff. The participants posited on spending extra to develop their personnel as a good strategy and important for

organizational competitiveness. The training involves attending seminars, clinics, and workshops of relevant professional bodies. Management should motivate employees to attend training, and allow incentives for the participants (Mpofu, & Hlatywayo, 2015). Participants B, C, and E stated that promotion and increased wages were some of the incentives staff receives after training. Participants A, and D stated that other than the financial incentives, staff get promotion to the management level in the organizations. Investing in the human capital development improves profitability of the organizations (Participants A, B, and C).

### **Emergent Theme 3: Leadership Factor**

The major concern of housing construction organizations is to evolve through sustainability and to be profitable. The participants stated that leadership factor was important to the success, and profitability of their organizations. Leadership factor influences the coordination, and organization of the collective human and social capacities of an organization (Murase, et al., 2014). The participants adopted various leadership styles for the success of their organizations. Although, determining the leadership style in the construction industry is difficult. The reason is the uniqueness of construction projects with different distinct critical factors (Randeree, & Chaudhry, 2012). Participants A, B, and D posited that they used strategic leadership in their organizations. The participants stated that as leaders they formulate the organizational policies/goals, and deploy the human resources to actualize them. Strategic leaders formulate long-term organizational directions, and guide the organizations through important decision processes for the achievement of aims (Dimitrios, Sakas, & Vlachos,

2013). Participants C and E stated that there was no leadership style that works best in their industry. They lead by encouraging and inspiring staff to attain goals of the organization (Participant C, and E). Participant B emphasized the projects the organization handled in recent past were completed due to personal and social interactions with the clients. Participant B stated that due to the economic decline in Nigeria, construction companies have limited business opportunities. Thus, proactive leadership was essential, whereby leaders advice prospective clients on financing projects. Proactive leadership improves organization fortunes (Chassagnon & Haned, 2014). Business organizations adopt leadership style suitable to their culture (Randeree & Chaudhry, 2012).

#### **Emergent Theme 4: Organizational Location**

The participants stated that organizational location contributed greatly to the profitability of their organizations. Locations play a vital role in the performances of an organization. Access to workforce and, proximity to infrastructure, goods, and services are considerations for locating an organization (Buczowska, & de Lapparent, 2014). Furthermore, the characteristics of the location coupled with characteristics of neighboring zones are selection factors for organizational location (Buczowska, & de Lapparent, 2014). The participants confirmed the present locations of their organizations were important to their business successes. Participant A indicated the present choice of the firm has allowed them access to raw materials. Enhancing strategic and operational performance of organizations come from low cost factors and resource availability and the existing local networks (Caniato, Elia, Luzzini, Piscitello, & Ronchi, 2015).

Participants B and C opined that business environments determined their choice of locations. They stated that majority of the projects they handled in the past 5 years were within their business locality. Participants A, C, and E pointed at the culture and social behaviors of the environments as other location factors. Cost of labor, human and technological resources and tax regimes play significant roles in the choice of their business locations (Participants A, B, C, D, and E). Opportunities to network with suppliers, manufacturers, and clients formed the basis of choices of locations. Participant C stated that they handle projects in every part of the country because of the nature of their location. Participant C stated that they made use of both the sea and airports for movement of resources.

### **Comparing Findings with Other Peer Reviewed Studies**

The findings from this study confirmed the importance of strategic formulation to the competitiveness of organizations. Four themes representing categories of strategies emerged: (a) planning (b) human capital development, (c) leadership factor, and (d) organizational location. A previous study by Hasnelly and Sari (2012) revealed strategies like improving employees' skills, product quality, customer quality, and efficiency in production costs helped in profitability. Marhani, et al. (2013) found eliminating waste and achieving a balance in the use of labor, materials, and resources as strategies that allow competitive advantage and profitability. Another study by Lubango (2015) found lack of financial investment was responsible for the poor performance of the construction company toward innovation in Nigeria. However, the study findings revealed the successful organizations understood the importance of credit and financial planning for

competitiveness and profitability. In contrast, Amao (2013) found innovation and technology in areas of housing construction industry, plant and equipment, important to the profitability of the Nigerian housing sector. The findings of the research revealed the important role of leadership, which confirmed other research findings. Babatunde and Low (2013) found the negotiating and personal skills of the Chinese construction company leaders in Nigeria improved their organizational fortunes and profitability. However, the findings from this study have extended the knowledge by adding strategic organizational location factor as other strategy to profitability.

### **Findings Tied to the Conceptual Framework**

The emergent themes align with the conceptual framework for this study. The conceptual framework for this study was the RBV theory developed in 1959 by Edith Penrose. The RBV theory states the basis of competition and profitability as the internal resources of an organization (Hassan, Yaacob, & Abdullatiff, 2014). The other conceptual framework for the study is the five forces of competition developed in 1980 by Michael E. Porter. The five forces of competition by Porter are: (a) threats of new entrants, and (b) bargaining power of buyers, (c) bargaining power of suppliers, (d) threats of substitutes and (e) competitive rivalry.

The internal resources are the assets organizations possess as their core strengths in the face of competition and profitability (Hassan, Yaacob, & Abdullatiff, 2014). The findings tied with the RBV theory because three of the emergent themes from the study are internal assets of organizations. Planning, human capital development and leadership factor are three emergent themes that aligned with the RBV theory. Planning is an

internal asset of an organization. The ability to plan and implement the plan is an important element in competition. Possessing competent planning techniques inside the organizations enables competitiveness. The human capital development also ties with the RBV theory. Investing in the knowledge and skill of the human resources helps to build the internal assets of the organizations for competition. Leadership is responsible for proactive investment for organizational improvement (Chassagnon & Haned, 2014). Leadership factor is an internal resource responsible to coordinate and organize resources of an organization for advancement (Murase, et al., 2014).

The fourth emerging theme of organizational location aligns with two of the five competitive forces of Porter. The two competitive forces aligned with the fourth emergent theme, are the threats of new entrants, and competitive rivalry. The threats of new entrants put pressure on the current market shares, prices of products, and profits (Porter, 2008). While the competitive rivalry is the competition for market share, an organization faced, like price, discount allowance, and advertisements in the same industry (Altuntas, et al., 2013). Although, the emergent themes did not directly mention the two Porter's forces, the organizational location is an external competitive factor. The choice of the location of the organizations makes threats from new entrants and competitive rivalry low.

### **Findings from Policies and Procedures and Audited Reports of Participants' Companies.**

I supported the participants' responses from the interviews with the policies and procedures of the companies. I found the policies and procedures of the companies

indicating desire to be sustainable and profitable. I observed from the vision and mission statements of each company the objectives of the companies. I found each of the companies used the strategies as stated by the participants. In addition, I discovered that the policies and procedures contained guidelines to every activity of the companies. The policies and procedures ensured the definitions of the rights of all staff, benefits in terms of training and human capital development. The policies and procedures also included guidelines for the recruitment of the right personnel, roles of the chief executive officer, and staff, and the form of communication.

I also checked the external auditors' reports to determine the level of profitability in the last 5 years. The audited and financial reports of the participants' companies were yearly documents prepared by external and independent organizations. The audited and financial review of each company of the participants' indicated yearly increase in gross income for the last 5 years. The audited reports of the participants revealed the total income rate increased yearly for a five-year period. The reports also indicated profit increased in the last five years through 2014 on the average of 20% yearly.

### **Findings Tied to the Existing Literature on Effective Business Practice**

The findings align with literature on effective business practice, as the findings confirm competitive advantage on organizations. Effective business practice rests on both shareholders' profit maximization and possessing competitive edge (Nalcaci & Yagci, 2014). Existing literature on effective business practice revealed sustainability (Mirchandani & Ikerd, 2012) as an effective business practice. The organizational planning aspect of the findings allows leadership to take proactive measures for

competitiveness. A recent study revealed leaders should create effective superior values with customers/consumers' satisfaction as the focus (O'Cass & Sok, 2013). Other aspects of the study findings were human capital development, leadership factor, and organizational location. Recent studies by Coetzer and Sitlington (2014) highlighted the importance of aligning human resources management with business strategy of an organization for competitiveness. Another study by Karabag & Berggren (2014) revealed the importance of the environment to an organization's successes.

### **Application to Professional Practice**

The implementation of good business practice strategies will ensure business success, sustainability, and profitability. One of the business strategies is to use the available resources of the organization and understand the business environments. The efficient use of the capacity and resources by companies determines profitability (Stefanm, 2015). A major contribution of the findings of this study to business practice is the knowledge acquired from the participants' responses to the important role leadership play in the strategic positioning of their businesses. Leadership factor is important to the survival of organizations. Therefore, organizational performance positioning with industry's benchmark should be an important leadership consideration (Horta & Camanho, 2013). The findings may enable organization leaders to appreciate the impact of strategic formulation and implementation used by successful construction company leaders in the Nigerian housing sector. The findings may support implementing effective leadership strategies for a successful construction company. The strategies may also contribute to the improvement in business fortune and profits. Leadership ability is the



binding force for coordination, organization of the collective human, and social capacities of the organization (Murase et al., 2014). Leadership influence should affect all levels of the organizations, which improves organization fortunes (Dinh, et al., 2014).

The findings also establish the benefits of organizational planning with the available resources, employing, and investing in competent staff. In addition, the findings establish the benefits of organizational knowledge of the business environment. This study serves as a reference for future research works on strategies for maximizing profitability in the Nigerian housing sector.

### **Implications for Social Change**

The implication for social change includes potential reduction in the unemployment level in the society. The construction industry is responsible for direct and indirect employment in the society (Kargi, 2013). Employment grew in the construction industry in Turkey by 78.71% from 2009 to 2012(3) (Kargi, 2013). Employment opportunities extend to subcontractors with specialized skills. Therefore, the construction industry provides employment to every stratum of the society from the middle income (small-scale entrepreneurs) to the low income (site labor). In addition to employment benefits, there may be an increase in the domestic growth product of the country (Alzahrani & Emsley, 2012). Governments may use the construction industry and companies as investment tools to stabilize the economy (Giang & Low, 2011)

Profitable construction companies may collaborate with the governments to develop affordable housing for low-income group. The construction of the affordable housing will reduce the levels of slum dwellers in the country. A slum is the settlement of

the poor people in the urban centers living in squalor and indecent housing (Obeng-Odoom, 2013). The reduction in slum dwellers may lead to reduction in crime, improved wellbeing, and social interactions among the people.

### **Recommendations for Action**

Organizations adopt effective strategies in the housing sector to remain sustainable and profitable. Formulating and implementing the strategies involve understanding the resources available to the organizations. How to deplore and manage these resources is a leadership task that many organizations lack. Mapetere et al. (2012) posited that the successful execution of strategic initiatives indicates the abilities of leadership. Although, there may be barriers preventing the achievements of these strategies from being implemented outside the control of the leadership. The findings of this study identified the importance of strategic planning factor, human capital development factor, characteristics of successful leadership factor and strategic organizational location factor. Recommended actions to ensure the use of strategies for maximizing profitability include:

1. Organizational leaders should ensure the importance of formulating and implementing strategies for profitability.
2. Organizational leaders should understand the importance of planning for organizational effectiveness. Effective organizational planning including areas such as personnel recruitment, credit/financial facilities, site management (setup), and construction materials purchase.

3. Organizational leaders should encourage the development of the human capital through training and capacity development.
4. Organizational leaders should become more knowledgeable of the business environments because the locations of businesses determine the patronage. In addition, organizational locations are important to achieve competitiveness due to the proximity to resources and raw materials required for the business.

Furthermore, I will recommend that the findings may be useful to current and future leaders of construction companies in the housing sector. Leaders may use the findings to operate profitable organizations. Federation of Construction Industry in Nigeria (FOCI) organized seminars may bring the findings to members as a resource.

I will disseminate the overview and findings of the study to the participants. I will also invite interested participants to read the complete doctoral research work when published. I will publish my findings in the housing journals in Nigeria and will welcome the opportunities to share my findings at seminars to housing stakeholders nationwide. I have used this case study research to contribute to the strategies used by construction company leaders to maximize profitability in the Nigerian housing sector.

#### **Recommendation for Further Study**

The purpose of the case study research was to explore leadership strategies to maximize profitability in the Nigerian housing sector. The participants to the research provided a rich resource of information and made the findings compelling. I used the methodological triangulation by using the interviews responses with document reviews from the organizations. Despite the validation process I did on the research, there is still

need for further research studies. Further recommendations for future studies include a study outside the southwest states of Nigeria. Future researchers should look at the risks in the Nigerian housing sector. Another future research is a study of the financial implications of using domestic building products in Nigeria.

The limitation included a small sample size. Researchers may consider increasing the sample size to allow participants from other regions of the country. Participants could come from the 36 states in Nigeria instead of just the two southwest states for the findings to represent the entire population. The sample was by convenience and not randomized thus not applicable to the general population. Researchers may conduct researches using a randomized sample to allow for generalization of the findings. Researchers should also consider the use of quantitative research or mixed method for a rigorous study on the research topic.

### **Reflections**

I gathered great experience in the course of writing this DBA Doctoral Study. The experience enriched me both academically and professionally. I have never used the case study for a research work in the past and the experience has increased my academic knowledge exponentially. My professional experience increased through the findings from the research because I am also a construction cost expert with 25 years' experience in the field. I had no preconceived conclusions of the findings from the inception of the research. I allowed the participants to express their opinions during the interview process, and I maintained transparency throughout the process by respecting the participants' contributions. I applied member checking throughout the data collection process in order

to mitigate against biases. I e-mailed transcribed interview answers to the participants and asked each participant to confirm or review the accuracy of the transcripts. I conducted follow up interviews to validate participants' responses to improve the research validity. The follow-up interviews were opportunities to review the transcripts for any necessary omissions or additions by the participants. In additions, I used the follow-up interviews to present the emergent themes to the participants from the data collected. I asked some participants to clarify earlier responses to questions, for better understanding due to other participants' responses. I substantiated the findings by using the participants' responses with the policies and procedures of the companies for methodological triangulation. The audited reports of the participants' companies were documents prepared by external and independent organizations.

My reflection came from the attitudes of the participants. I noticed the commitments to duties and the great sacrifices of the participants despite being the chief executives of their organizations. The other thing was the setup of the companies with roles and assignments of each staff planned. After this research work, I now believe leadership factor is synonymous to organizational successes above any other organizational asset.

### **Summary and Study Conclusions**

The purpose of this case study was to explore strategies leaders used to maximize profitability in the Nigerian housing sector. Section 1 contained an overview of the research topic. The section also included the foundation to the study, background to the problem, problem statement, and the purpose statement. Another important element in

Section 1 was the nature of the study, indicating my preference of the qualitative research method and the multiple case study design for the study. RBV and Porters model of competition were the conceptual frameworks for the study, and the lens to view the study. I explained the assumptions, limitations, and delimitations, which were the facts, weaknesses, and the bounds of the study. Another element in Section 1 for overview was the significance of the study, which helped to explain the value of study to business, contribution to business practice, and implications for social change. The literature review elements, contained topics relating to construction industry, RBV, porter's model of competition and an alignment with the construction industry in Nigeria and global organizational concepts.

In Section 2 of my qualitative case study design, I revealed the continuation of the style and pattern shaping the research. Section 2 had the purpose statement, which was a reminder of the initial purpose statement of the study. I also spelt out my role as a researcher in the study and the need to maintain ethical standards in the entire research study procedure. Section 2 contained the technique of gaining access to the participants, pointing out the voluntary nature of the exercise. I also included a discussion of the consent form each participant signed, which guaranteed protection, anonymity, and opportunity to withdraw from the study at any time. I included the research method and design, which were qualitative research method and case study design in the section. The population was the leaders of successful construction companies from two southwest states in Nigeria. The sample size of the research was five participants, who were construction company leaders. I used the purposive sampling method for the study.

Ethical consideration, such as the consenting process, participants' rights, and the safety of the data protecting the identities of the participants were my focus for the study. The procedure for data collection indicating the instrumentation, data collection technique, and data organization techniques, the data analysis technique, reliability, and validity method made up the concluding part of Section 2.

In Section 3, I presented the findings of the report, application to professional practice, implication for social change, and recommendation for action and further research. In addition, I included recommendations for future studies, and my self-reflection in the DBA Doctoral study program. I concluded section 3 with a clear statement to make readers understand the essence of the study.

There were four emergent themes from the research findings, which represented categories of strategies used by the participants to maximize profitability. The categories of strategies include (a) planning, (b) human capital development, (c) leadership factor, and (d) organizational location. The most significant contribution of this study to professional practice was that participants anchored profitability on developing internal assets. In addition, construction companies need to understand their industry and possess competent leadership, which will galvanize and motivate the entire system.

The implication for social change included more employment benefits, because the construction industry provides such opportunities. Many profitable construction companies collaborate with public institution on public private partnership initiatives for the construction of low-income housing. Thus, low-income earners get decent

accommodation, which translates to reduction in slum dwellers, and crimes. Besides, there will be an improvement in wellbeing, and social interactions among the people.



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## Appendix A: Consent Form

You are invited to take part in a study research study on exploring leadership strategies to maximize profitability in the Nigerian housing sector. The researcher is inviting you because you are the leader of successful construction company; your organization is in the two southwest states in Nigeria, you have worked as the chief executive of the company for at least five years, and your company has been in existence for a period of 5 years. This form is of a process called “informed consent” to allow you to understand the study before deciding whether to take part.

This study is being conducted by a researcher named **Babatunde Adesiyan**, who is a doctoral student at Walden University Minneapolis, Minnesota.

### **Background Information:**

The purpose of this study is to explore leadership strategies for maximizing profitability in the Nigerian housing sector. The data collected from the study may provide an insight into the strategies construction company leaders use to maximize profitability in the Nigerian housing sector

### **Procedures:**

If you agree to be in this study, you will be asked to:

- Face-to-face or phone interview of six questions regarding the leadership strategies used to maximize profitability in your organization. The interview will be about 30 minutes or less and audio recorded.

- Follow up meeting to share the study findings with you and seek your opinion regarding the data collection process and the interpretation and conclusion of the findings. The meeting will be about 30 minutes or less.

Here are the six questions to be asked:

- What strategies do construction company leaders implement to maximize the profitability of their companies in the Nigerian housing sector?
- What strategies did you implement to maximize the profitability of your company?
- What did you do to contribute to the profitability of your organization?
- What resources are essential to enhance organizational profitability?
- What are the external factors affecting the profitability of your organizations?
- What other additional information would you like to add about strategies construction company leaders can use for maximizing profitability?

**Voluntary Nature of the Study:**

This study is voluntary. Everyone will respect your decision of whether or not you choose to be in the study. I will not treat you differently if you decide not to be in the study. If you decide to join the study now, you can still change your mind later. You may stop and withdraw at any time. You do not need to give any reason for withdrawing and there is no penalty.

**Risks and Benefits of Being in the Study:**

Being in this study would not pose a risk to your safety or wellbeing. Although there may no direct benefit to you, the possible benefit of your participation is expected to provide

valuable data and information to the field of business, housing construction sector, financial sector, and construction company leaders.

**Payment:**

There is no payment benefit for participation in this study.

**Privacy:**

Any information you provide will be kept confidential. The researcher will not use your personal information for any purposes outside of this research project. In addition, the researcher will not include your name, your title, or anything else, which could identify you in the study reports. During the course of the research, all collected data will be coded and passworded in a computer, while the raw data and notes will be in a safe in the researcher's home. The data will be transferred to both a hard drive and a flash drive after the completion of the research and kept in the researcher's designated store at home. The collected data will be kept for a period of 5 years as required by the Walden University.

**Contacts and Questions:**

You may ask any questions you have, or if you have questions later, you may contact the researcher \_\_\_\_\_ via Telephone (\_\_\_\_)\_\_\_\_\_ or email \_\_\_\_\_@waldenu.edu. If you want to talk privately about your rights as participants, you can call Dr. Leilani Endicott she is the Walden University representative who can discuss this with you. Her phone number is +1-612-312-1210, extension 3121210. Walden University's approval number for this study is 11-25-15-0354005 and it expires on November 24, 2016.

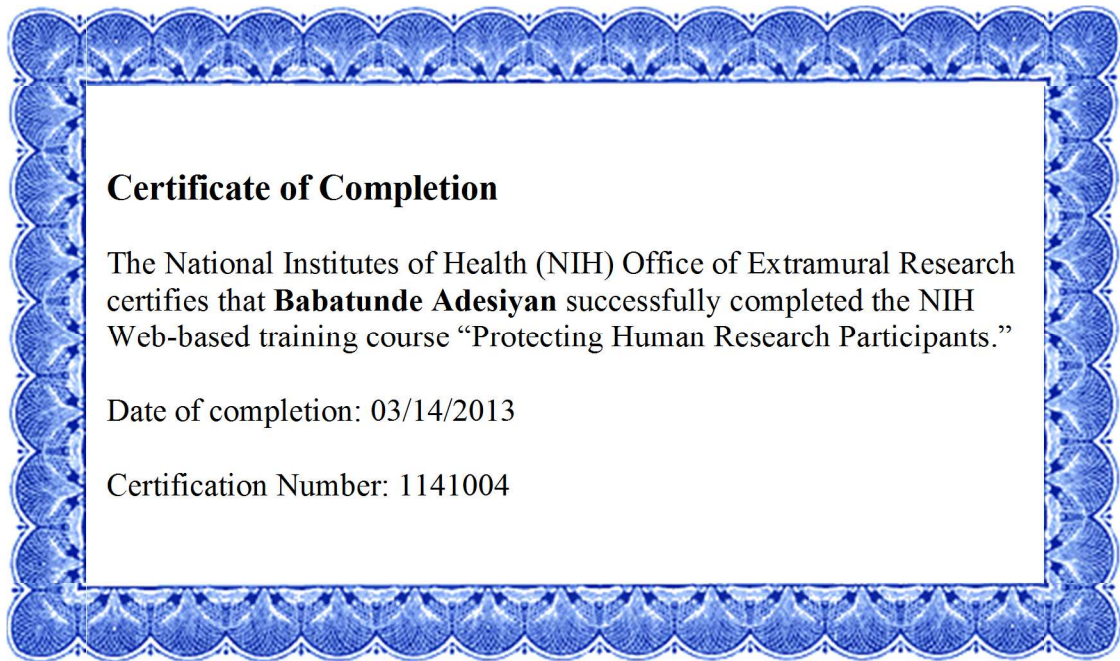
Please print or save a copy of this consent form for your records.

**Statement of Consent:**

I have read above information and I feel I understand the study well enough to make a decision about my involvement. By replying to this email with the words, "I consent," I understand that I am agreeing to the terms described above.



## Appendix B: Protecting Human Research Participants



### Appendix C: Interview Questions

1. What strategies do construction company leaders implement to maximize the profitability of their companies in the Nigerian housing sector?
2. What strategies did you implement to maximize the profitability of your company?
3. What did you do to contribute to the profitability of your organization?
4. What resources are essential to enhance organizational profitability?
5. What are the external factors affecting the profitability of your organizations?
6. What other additional information would you like to add about strategies construction company leaders can use for maximizing profitability?

#### Appendix D: Participation Qualification

To qualify for the multiple case study means the participants will be construction company leaders in the housing sector from two southwest states in Nigeria. The participants must be (a) from companies successful in the housing sector, and (b) their organizations are located in two southwest states in Nigeria. Besides, the participants must work as the chief executive of the company for at least five years. The qualitative case study design creates an inquiry, which involves the researcher participating in the study (Yin, 2012). The intention of using the multiple case study design is to help researchers carry out many inquiries on different participants repeatedly and logically (Scholz & Tietje, 2013).

The participants will meet the following eligibility criteria:

- the leaders of successful construction company.
- the participant is working in two southwest states in Nigeria,
- the participant has worked as the chief executive of the company for at least five years
- the construction company has been in existence for a period of 5 years.

## Appendix E: Letter of Invitation

Dear Potential Participant,

I am Babatunde Adesiyan, a doctoral researcher at Walden University pursuing a Doctor of Business Administration degree in Leadership. I am conducting a study research on “*exploring leadership strategies to maximize profitability in the Nigerian housing sector.*”

The participation qualifications include being a leader of a successful company, working as a chief executive of your company for the past 5 years, your organization has been operating for a minimum period of five years, and your organization office is in two southwest states in Nigeria.

I am asking for your participation in the research study on “*exploring leadership strategies to maximize profitability in the Nigerian housing sector.*” The interview process will involve

- Face-to-face or telephone interview with six open ended questions on exploring leadership strategies to maximize profitability in the Nigerian housing sector. The interview will be about 30 minutes or less and audio recorded. The interview date and venue will be determined by you and at your convenience.
- Follow up meeting to share the study findings with you and seek your opinion regarding the data collection process and the interpretation and conclusion of the findings. The meeting will be about 30 minutes or less.

If you decide to participate in this study, you may contact me via telephone (234)8023259794 or email [babatunde.adesiyan@waldenu.edu](mailto:babatunde.adesiyan@waldenu.edu) about your availability.

Consequently, I will send you a consent form that you will need to reply with the words, “I consent,” thus agreeing to the terms. Your participation in this study is voluntary. You may refuse to participate or withdraw from participation at any time with no penalty.

There will be no cash incentives after the interview.

Any information you provide will be confidential. I will not use your personal information for any purposes outside of this research project. I will remove any trace or reference to demography in the interview questions to avoid disclosure of your identities.

Yours Faithfully,

Babatunde Adesiyan

2348023259794  
[babatunde.adesiyan@waldenu.edu](mailto:babatunde.adesiyan@waldenu.edu)

## Appendix F: Interview Protocol

Date \_\_\_\_\_ Location \_\_\_\_\_

Interviewer \_\_\_\_\_ Participant \_\_\_\_\_

## Instructions:

- Explain the purpose of the study to the participant.
- Have the participant sign the release form to ensure confidentiality.
- Audiotape the interview and assign a unique number to identify the data.
- Write the code assigned to the participant on top of the interview sheet.
- Ask questions and probe the participant to expatiate on responses.
- Thank the participant for participation in the interview.

## Appendix G: Follow Up E Mail/Phone Script

Hello Potential Participant,

I appreciate your decision to participate in this study. Please confirm the day/date/time of the scheduled interview. However, if you have decided to opt out of the study, please kindly reply to this email or call me on phone (234) 802-325-9794, requesting that no further contact be made. You are under no obligations to give reasons for opting out.

Sincerely,

Babatunde Adesiyani

(234) 802-325-9794

Babatunde.adesiyani@waldenu.edu

## Appendix H: Curriculum Vitae

**BABATUNDE ADESIYAN**

4, Shola Adeola, Street, Akobo, Ibadan, Oyo State, Nigeria  
Ibadan, Oyo state, 2000

2348023259794  
babatunde.adesiyan@waldenu.edu

**EDUCATION**

Doctor of Business Administration, Anticipated graduation 2016

**Walden University, School of Management**

MA, USA

Masters of Business Administration, 2002

**Bayero University Kano**

Kano State, Nigeria

Post Graduate Diploma in Management, 2000

**Bayero University Kano**

Kano State, Nigeria

Higher Diploma in Quantity Surveying, 1990

Yaba College of Technology

Lagos, Nigeria

**EMPLOYMENT**

**Cost concept Management & Associates.** Ibadan, Nigeria 6/2000 - Present

Registered firm of Quantity Surveyors, Arbitrators, and Construction

Cost Consultants with National spread

**Principal partner**

- Claims Administration and Management.
- Budget development, implementation monitoring, and control.
- Procurements.
- Arbitration and conflict management
- Technical reporting
- Financial advice/planning

**PROFESSIONAL SKILLS**

- Residential feasibility studies, design development, site measurements, and site valuations.
- Software includes AutoCAD R14, 2000 & 2010, PowerPoint, Excel, and Word.
- Contractor and sub-contractor coordination and inspection

**CERTIFICATIONS & LICENSES**

Licensed & Registered Quantity Surveyor, in Nigeria

Fellow, Nigerian Institute of Quantity Surveyors

Member, Nigerian Institute of Management (Chartered)