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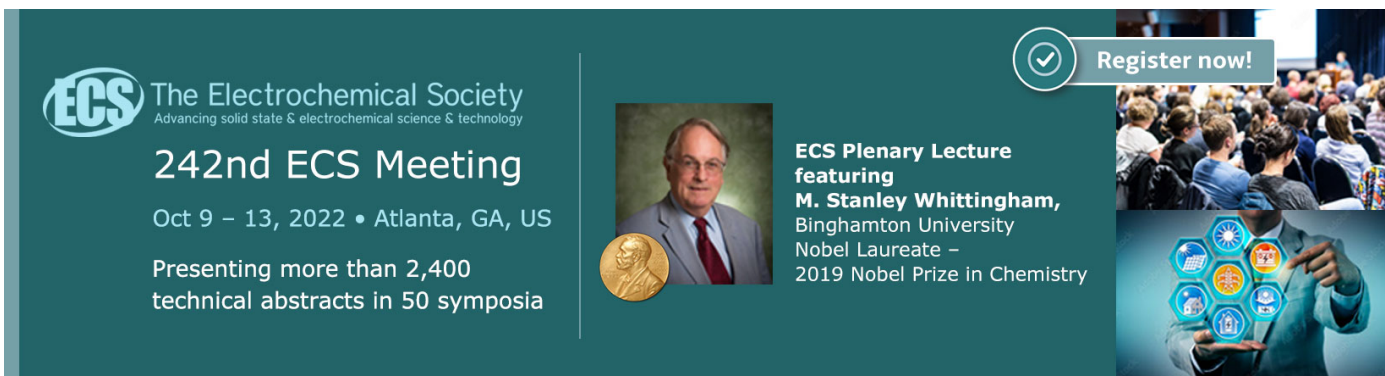
Re-strengthening the Adoption of Outsourcing Concept in Construction Firms: Issues and Challenges

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Re-strengthening the Adoption of Outsourcing Concept in Construction Firms: Issues and Challenges

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Abstract. Outsourcing is a concept that has gained ground instead of the dynamic nature of materials and construction resources over time, there is still yearning for resource augmentation, thus the need for this study. The course's primary aim is to study issues and challenges of outsourcing in construction firms with a view to enhancing materials and human resources usage. The survey research method was used in researching. In contrast, the random sampling method was used by the authors in the sample selection. The population sample for the study is infinite since while the Cochran formula was used to generate the sample size of 100. The authors used one hundred (100) samples for the study with questionnaire designed the Likert scale 1-5. The following parameters were censored and profiled. They include: understanding the current state of outsourcing in the construction sector, scope, and coverage of outsourcing, and the relationship between outsourcing strategy and performance helps examine the prospective areas that would warrant outsourcing and the possible outsourcing framework—the tools used in processing the data; relative mean, simple percentage, mean index. Some of the findings of the study include among other things: challenges that firms encounter in outsourcing their activities from the responses that the main challenges that the bank faced in outsourcing its included increase in cost and loss of managerial control over outsourced operations, the effect on the quality of operations of the firms, security and confidentiality, and relocation of existing employees. The study recommends effective training of personnel, introduction of incentives and motivation factors in enhancing employees' performance as a way out of challenges that confronts outsourcing. Also, casual labouring system should be abolished since it is counterproductive in conventional production environment.

Keywords: Outsourcing, Parameters, Adoption, Construction, Challenge, Resources

1. Introduction

Outsourcing is about giving out production and construction processes like human resources (transportation, welfare facilities), procurement process (tendering system), tools and machines (rental plan), security, building services, finishes, to a third party. It is to acquire merchandise or authorize facilities from an external contractor or source. It is the practice of choosing external organizations to carry out labour usually done in the firm. Outsourcing gives higher competitive benefits and room for a



firm to concentrate more on its intensity. Outsourcing an activity of production out to someone advanced can increase productivity and provide more exceptional quality to the product [1] and [2].

The principal to the entire demand for optimization in any firm is a strategy. The measure of outsourcing and the means a firm chooses to outsource will rise significantly in yet to come. Outsourcing influences all firm participants; therefore, this term's level needs to be examined [3]. Outsourcing and off-shoring have rapidly developed a subject in all industries in the world. The areas involved in this trend is ever increasing. The trend is not likely to change but extends due to the economic motives supporting it [3]. Many activities/tasks outsourced in the building industry include building production management, building maintenance management, project management, building surveying, facility management, project monitoring, and evaluation of construction stages.

According to [4], outsourcing ranges from total outsourcing to selective outsourcing. Complete outsourcing includes disassembling a whole unit in a firm, moving the staff, facilities, equipment, and duties for a product or task to an outsider. Selective outsourcing aims at a solo, inefficient function in a unit, such as formulating a bill of quantities done more efficiently by an external professional. Every Construction firm seeks to get a project completed successfully to satisfy the client. They often reduce their workload by removing their business's non-important areas to focus more on the crucial part. It enables outsourcing to solve the non-important area, which increases productivity and gives client satisfaction at the end of the project. According to [5], outsourcing helps in bringing things from a different point of view. Creativity is the core aspect of a construction project; getting things done from another perspective when outsourced can increase creativity and productivity and give an excellent quality to the product. It would also solve many issues because seeing things from a different perspective can bring other answers to a particular problem. To this end in order to effectively address the issues about outsourcing, aim of the study was to study issues and challenges of outsourcing in construction firms with a view to enhancing materials and human resources usage. In order to justify the gaps identified through literature review some objectives were generated from the literatures consulted. Some of the objectives of the study include the following: to establish the outsourcing concept's validity and application in selected construction firms in Lagos state; to examine prospective construction practice areas that warrant outsourcing in Lagos State's established construction firms; to identify the factors influencing the choice of outsourcing methods used in the preferred construction firms; to study the critical issues and challenges of outsourcing in construction chosen firms; to identify the scope and coverage of construction work components in outsourcing in selected construction firms.

2. Literature Review

The term construction is all kinds of events connected with the building and renovation of immobile structures and facilities [5]. More precisely, "construction is used to define the action of the formation of physical infrastructure, superstructure and related facilities [6]. The historical backdrop of construction comprises one advancement after another. One step at a time, have shown up at the business we know today—the historical background of buildings is dreadfully broad to do equity in one blog. Instead, we spread a couple of defining moments to see how current life is on the building's illustrious history. Right away, here is a concise, unfathomably dense history of the construction business. Precisely what comprises "construction" since the beginning can be compact.

The [6] defines that the construction division is engrossed in the growth and construction of structures, hefty, and industrialized facilities. General contractors typically build buildings and massive construction facilities. A general contractor or project owner typically outsources specialty trade areas to subcontractors and suppliers. The construction division is vital for any country's growth. This construction is generally between the three central economic regions of the advanced and emerging nations. Irrespective of the different industrialization levels of different countries, the construction sector "usually produces one of the maximum multiplier properties through its vast backward and forward connections with other economies [7].

In the same way, construction is vital for any nation's growth. Construction industry experts decide that the area is overly reliant on economic and political stability because construction

developments are essentially long-standing and profoundly leveraged [8]. The economic and political stability offers investors guarantees to spend their resources in infrastructure (private sector). Simultaneously, the strength guarantees the governments' particular flow and capacity to invest in infrastructure (public sector). The construction industry is essential for the growth of a country and a key sector in its economy. A country cannot grow if there is no development and infrastructure construction to spur the economy. The construction industry is a crucial factor in-country development by playing a significant and vital role in transforming people's aspirations and needs into reality. The construction industry's contributions are more than just economic. However, they include roads, dams and irrigation works, schools, houses, hospitals, airports, and railways [9].

Construction firms execute structure and foundation work. Whatever is there on drawing sheets, they make it genuine by developing it for a sum concurred preceding their customers. Construction organizations worried about the construction of structures, spans, dams, and so forth. A construction firm kind of business, organisation, venture, or close association made to build a variety of structures, advancements, properties, offices, lodging, way, asphalt, streets, motorway, and different sorts of construction ventures. Construction organizations are made and work in various nations around the globe. A construction firm is certifiably not a single element and does not complete one job; it is a colossal scope performing multiple tasks offices [10] and [11]. The construction industry can have a structure such as Building construction (private and non-private), Infrastructure construction, and Industrial construction. Infrastructure construction has led to advancement in the society while the success of the development achieved through infrastructural development was made possible through effective procurement system.

Procurement portrays the converging of exercises embraced by the customer to get a structure. There is a wide range of strategies for procurement. The three most regular procurement sorts are customary (plan offer form), structure construct, and executive contracts. Construction experts are always quick to comprehend about procurement techniques rehearsed in the industry. In this way, dissecting the necessity and qualities of the procurement framework is exceptionally imperative. The Center target of a procurement framework recognizes obligations and undertakings for every member in a marked task. Procurement refers to the process of obtaining goods and services from another for some consideration [12]. The procurement strategy identifies how the project is structured [13], and the three most common procurement methods are traditional procurement system, design and build system and management contracting. Traditional procurement system is the most widely recognised strategy for construction procurement, and it is entrenched and perceived. In this course of action, the engineer or architect goes about as the venture facilitator. Their job is to plan the works, set up the determinations, produce construction drawings, control the agreement, delicate the results, and deal with the outcomes from origin to finishing. The duty of a contractor is constrained uniquely to build. All structure works, and an expert or architect does the management of agreement. The customer will restrain funds and activity on the venture. This technique for procurement suggested for the complex and similarly tremendous undertaking.

Also, in design and build system, few temporary workers present various thoughts regarding how to achieve construction objectives within a construction firm. The proprietor chooses the ideas they like best and contracts a suitable temporary worker. It is frequently not only one contractual worker, yet a consortium of a few temporary workers cooperating [12],[14] and [15].

Similarly, management contracting procurement system technique is not the same as the traditional method and design and builds approach in this type of plan. Expert, and temporary worker, specific contractual workers become members while contractual worker goes about as a director for the venture. In contrast, particularly temporary workers embrace a positive perspective on their particular field. Fund and activity did by customers. This strategy operates when there are conceivable outcomes to distinguish extends in bundles. Managers of procurement systems regularly accelerate the procurement forms and permit the more noteworthy customer to give more prominent customer control [15] and [16].

Moreover, the outsourcing idea rose out of American terminology, which implies outside resourcing. The terminology was additionally utilized in economies by experts to infer usage of an

outside source to creating business [17], [18] and [19]. Traditionally, outsourcing is an abbreviation for "outside asset utilizing." Outside intends to make values without, not inside the organization [18], [19], [15]. Outsourcing gives many opportunities for improvement for an organization's concentration and target by migrating constrained assets. Outsourcing can include two individuals and physical resources. The importance of outsourcing lies in outside and household contracting, which incorporates off-shoring, which portrays an organisation removing its business capacity and moving it to another nation. In [14], characterizes outsourcing has a business procedure wherein an organisation attains an item or administration instead of delivering it. Outsourcing is regarded as a method for getting extra help to one's group or organisation by welcoming outside contractual workers to attempt works

The [14] in his input to outsourcing, differentiates outsourcing, and sub-contracting in the business. Outsourcing includes the significant rebuilding of a specific business exercise, incorporating moving staff from a host organisation to a pro-outsourcing firm. Sub-contracting is enlisting a contractual worker for a particular kind of work in business, subsequently growing long-haul association with such firms to the organization's abilities.

Outsourcing gives a chance to get specific skills and master information in the territory where a firm inward staff lacks [11] and [17]. Organizations often produce different kind of goods that requires external intervention to complete; for instance, a fish product manufacturer may be deficient at the packaging of their finish product, thereby requires external input. Branding of the finished products may be a limitation to such an organisation. Therefore, it is necessary for the company to partner with another company with food packaging and branding as their primary preoccupation. Thus outsourcing in such a case just described would be an essential thing to achieve. In the construction field, under a unified procurement atmosphere, a company or contractor should strive for excellence, and quality craft by allowing others to contribute their expertise quota on a project. It involves subcontracting of specializing jobs. For instance, in [12] and [15] the importance of a nominated contractor's contributions on a project was highlighted by the authors, the primary point of attraction of subcontracting is for value addition on the part of the contractor nominated to carry out a task. A contractor engaged in contracting would need to allocate specialized construction to a technical contractor for better value addition on a project.

Outsourcing can assist in business and workforce administrations. Despite the circumstance of present-day construction challenges, outsourcing still observes a future. Organizations, despite everything, intend to increment Outsourcing this year. B.P.O. organizations effectively proceed with their activities distantly and guarantee they follow guidelines for your security. Outsourcing can serve in various structures relying upon the necessities of the business. Besides knowing and understanding what outsourcing entails from both outsourcing occupations definition and its functions, it is likewise essential to think of various outsourcing kinds. There are different types of outsourcing systems in use, some of them includes: Business process outsourcing, information technology outsourcing and professional outsourcing [8], [9] and [10].

Business Process Outsourcing is the most popular sort of outsourcing. It alludes to getting any business procedure to an outsider specialist co-op. For the most part, this sort manages tedious errands, for example, client service and managerial jobs. Business process outsourcing models include some of the following: A real estate agent enlists a menial helper to plan customer arrangements and react to messages regarding client requests. Also, media transmission organizations, such as Verizon and Sprint, enlist client care groups to deal with specialized and charging support. Independent companies redistribute lead age to assemble more clients locally and abroad.

In professional outsourcing a few errands can be excessively mind-boggling for business visionaries or their little group. It either requires extra preparation or an export permit to achieve. Employing local workers may cost them a great deal because of scant interest [11].

Professional outsourcing can be a suitable alternative; it induces people to save money on costs while getting an excellent acting ability. Professional Outsourcing can function in the following form: Bookkeepers and clerks help conform to yearly duty documenting and pay explanations. Also, computer-aided design administrators and architects can do building format, including floor plans and

mechanical structures. At the same time, Organizations can outsource advertising to experts who can better deal with their advancements and promote techniques [9], [10].

Information technology outsourcing and offshoring I.T. administrations are among the regular kinds of outsourcing nowadays. It relates to contracting innovation-related administrations and assets for a section or aggregate a data innovation business work. Regardless of whether it is a beginning up or a large organisation, each business has I.T. needs as it manages innovation on a specific level. A case in point of I.T. outsourcing, for instance, is that it incorporated that outsourced resources when it was impossible to get programming designers locally from the outset of a project.

The company chose to re-appropriate it to the U.S.A. and case of Slack's foundation interface that outsourced services to a product improvement organisation in Canada on account of human resource scarcity. However, there are challenges militating against success of outsourcing, according to [9], outsourcing tends to become an issue when a firm or organisation lacks a basic necessity for its smooth running. Therefore, it then becomes a necessity to integrate outsourcing into the scheme of the procurement system. Organizations tend to outsource once the issue of necessity lack arises. Similarly, [3] and [4] submitted that outsourcing as a concept is a university necessity; this was further stressed considering deficiency in a system's self-sufficiency. A plan could have all it needs for her operation in one aspect of the organisation while there is a great need at others. Therefore, a system to meet an internal demand can decide to source the resources needed outside through the concept of outsourcing. In the real sense of it, outsourcing of resources in an organisation according to [9], [10] and [11] can be in any of the following forms of outsourcing methods: value-based outsourcing, esteem based outsourcing, and business measure outsourcing among others.

There are many challenges and issues involved in the adoption and management of outsourcing in the construction industry. Some of the problems include educational development, language barrier, resource availability, resource sharing, organizational policy, resource control challenge, a psychological barrier, and social factors. One of the vital security challenges involved in outsourcing is the data security issue. Outsourcing tends to expose a company's privacy. Companies are often requested to furnish information about a company to the intending partners during the outsourcing process. The [11], submitted that service providers' insufficient capabilities usually result in loss of competitive advantage [13]. The outsourcing agreement will have terms and security spelt out in them. The test is that there is consistently an issue related to review. [17] underlined that there is a significant test related to the execution and evaluation of terms as often stated in the outsourced project. Some smart companies and organizations usually protect vital data by providing data security or banking data from outsiders' exposure during outsourcing to prevent unauthorized access. Outsourcing H.R. exercises that have such components accordingly turn into a tremendous test to the two players in the contract.

Associations tend to be at risk of unauthorized exposure of company vitals details and classified data during the outsourcing process, especially the human resources outsourcing exercises. This [2] showed to incorporate reports, review trails, and individual information. Information and hierarchical development is likewise lost when association redistributes their Human resources. The organisation is additionally liable to confront diminishing authoritative productivities because of the misfortune of representative aptitudes and information [18]. Numerous associations likewise experience loss of power over its human asset exercises on the off chance they present outsourcing. An association is incredibly affected by the H.R. supplier's nature and the administration's understanding between the supplier and the association. One of the desires for outsourcing H.R. is that the central organisation hopes to get preferred administrations over its staff. The test hence is the capacity to pick an outsourcer that can offer legal assistance. The outsourcing firm must select the end goal not negatively to impact the organization's merchandise and administrations. [11] submitted in a work that stated careful check on the type of outsourcing partner to be engaged is essential at the preliminary stage since any error incurred may affect the organisation. Another significant issue related to outsourcing is that two players agree mutually, based on agreed tenets of operation. The point of outsourcing has to do with getting rid of a central organization's specific capacity. Likewise, the organisation test instructions to move a portion of the company "s workers to the redistributed element to achieve that particular capacity. [20] and [21]

showed that outsourcing becomes a significant test to directors who were a piece of the cycle and see it come up short. Suppose sufficient consideration isn't paid to residual workers, the associations chance to confront genuine deterrents while outsourcing H.R. exercises. The rest of the representatives may show some negative emotions, and these could influence the traditional culture. A few difficulties are probably going to happen when a present establishment outsourcing measures. [21] features a portion of the outsourcing issues and specified that some outsourcing suppliers often need information, which some suppliers tend to ignore. It is regarded as a clog in the wheel of progress since it has a progressive counter effect on outsourcing exercise.

In the light of the literature overview presented in section 2.1, the following gaps were identified for further articulation and galvanized into workable objectives, some of the gaps include the following: outsourcing concept's validity and application in construction firms; prospective construction practice areas that warrant outsourcing in established construction firms; factors influencing the choice of outsourcing methods used in the preferred construction firms; the critical issues and challenges of outsourcing in construction firms and the scope and coverage of construction work components in outsourcing.

3. Research Method

The research method adopted in this study is quantitative research that involved use of structured questionnaire. Qualitative is looking in-depth, typically descriptive in the literature review, while quantitative analysis to analyze research is for the random inspecting procedure, it includes distributing a questionnaire to the chosen construction firms in Lagos State, Nigeria. The research population used was infinite, while Cochran formula was used to generate the sample size of 100. The sample consist of different construction professional, for example, architects, builders, engineers, quantity surveyors, and contractors.

Data collection is the technique for gathering, estimating, and assessing data on the setup process's objective factors. It permits one to address the related research questions and analyze the information. A precise and proper analysis approach must prevent deviating from the goals and objectives set and have a more straightforward explanation of how the proposition is virtually placed. The study's primary data collection method is a questionnaire requesting information from the selected and appropriate personnel. The data collection instrument utilized an organized survey, using a 5-point Likert scale, running from strongly agree to disagree strongly. Secondary data is information that has been gathered, arranged, and analyzed into importance by others, which are made available to the general population. It provides data on a current topic or exploration. The secondary information fused with this research in the literature review used articles, research papers, web sources, and journals.

A questionnaire is an exploration instrument made out of a series of inquiries to gather data from respondents. The questionnaire was categorized into six sections. Section A n involves the respondents' information relating to a professional qualification, name of organisation/firm, years of working experience, category of a construction firm, and "do you outsource?". Section B manages the validity and application of the outsourcing concept. Section C distinguishes the prospective areas of construction practice that warrant outsourcing. Section D also recognizes the factors influencing outsourcing methods' choice, while Section E manages outsourcing's critical issues and challenges. Agreement index, and simple percentage were used. In contrast, the Relative Agreement Index (R.A.I.) was used to decide the respondents' degree of opinion fulfilment. Engaging measurements, introductory rate, and relative mean files were additionally utilized. Relative Agreement Index for each parameter to be calculated using this formula: $Relative\ Agreement\ Index = \frac{\sum W_i}{A \times N}$ Equ 1

Where RAI = Relative Agreement Index, W_i = Weighted Sum, A = The number of items on Likert scale of 1-5.

The outcomes were being used in the generation of tables and graphs.

4. Results and Discussion

4.1. Respondents' Profession

Table 1. Results on Profession of Respondents

S\N	Professionals	Frequency	Percentage
1	Builder	38	44.7
2	Architects	16	18.8
3	Quantity Surveyor	11	12.9
4	Engineer	9	10.6
5	Estate Manager	6	7.1
6	Contractor	5	5.9
	Total	85	100

Source: Field Survey, 2020

Based on the data obtained from Table 1, 44.7% of the respondents were builders; another 18.8% were architects, 12.9% were quantity surveyors, 10.6% were engineers, 7.1% were estate managers, and 5.9 were contractors.

From the analysis above, the builders and architects have the highest percentage among the respondents, followed by the quantity surveyors, then the engineers. The estate managers and contractors being the least numbers of all the respondents.

4.2. Respondents' Years of Working Experience

Table 2. percentage of years of working experience of the respondents

S\N	Years of working experience	Frequency	Percentage
1	1-10	69	81.2
2	11-20	9	10.6
3	21-30	7	8.2

Source: Field Survey, 2020

According to Table 2, 81.2% of the respondents worked for 1 to 10 years. Also, 10.6% of the respondents worked in the industry for 11 to 20 years, while 8.2% have 21 to 30 years of working experience.

4.3 Respondents' Category of Construction Firm

Table 3. Percentage of the category of construction firm

S\N	Category Of Construction Firm	Frequency	Percentage
1	Small	26	30.6
2	Medium	34	40.0
3	Large	25	29.4

Source: Field Survey, 2020

On the percentage of the category of firms, it is shown according to Table 3 that 30.6% of the respondents are small firms, 40% of the respondents are medium firms, and 29.4% of the respondents are large firms.

4.4. Respondents' Outsourcing Status

Table 4. Percentage of outsourcing status.

S\N	Do you outsource?	Frequency	Percentage
1	Yes	55	64.7
2	No	30	35.3

Source: Field Survey, 2020

On the percentage of outsourcing status, it is shown, according to Table 4, that 64.7% of the respondents outsource, and 35.3% of the respondents do not outsource.

4.5. Validity and Application of Outsourcing Concepts

Results are presented in Mean Item Score (M.I.S) = $(5SA+4A+3SD+2D+1N) \div 5(SA+A+SD+D+UN)$

This method was used by ranking the variables in order of strongly agreed, agreed, strongly disagreed, disagreed, and neutral.

Table 5. Variables on the validity and application of Outsourcing Concept in Construction Firms

Validity and Application	R.A. I	Rank
Special tools, plants, and equipment	0.805	1
Human resources	0.769	2
Part of construction stages during construction .g. Construction	0.762	3
Specialized building components	0.751	4
Material Procurement	0.737	5
Building services	0.713	6
Finishes	0.712	7
Training of human resources	0.704	8
Management of construction sites	0.694	9
Special Company services like payments	0.635	10

Source: Field Survey, 2020

R.A.I—Relative Agreement Index

Highest Rank= Special tools, plants, and equipment.

Lowest Rank= Special Company services like payments

Table 5 presents an analysis of the validity and application of outsourcing in construction firms. Special tools, plants, and equipment ranked the highest with a Relative Agreement Index of 0.805, followed by Human resources, which ranks second with a Relative Agreement Index of 0.769. Also, part of construction stages during construction. Construction ranks third with a Relative agreement index of 0.762; specialized building components ranks fourth with a Relative agreement index of 0.751. Material Procurement ranks fifth with a Relative agreement index of 0.737. Building services ranks six with a relative agreement index of 0.713; finishes ranked seventh with a Relative agreement index of 0.712. Training of human resources ranked eight with a relative agreement index of 0.704, management of construction sites ranked ninth with a relative agreement index of 0.694. Lastly, Special Company services like payments ranked tenth with a relative agreement index of 0.635.

4.6. Analysis of the Areas That Warrant Outsourcing

Table 6. Areas that warrants Outsourcing in Construction Firms

Outsourcing Parameters	R.A. I	RANK
Road Construction	0.708	1
Project Consulting	0.673	2
Design	0.666	3
Finishes	0.663	4
Civil Construction Work	0.657	5
Maintenance	0.647	6
Building services	0.645	7
Project Contracting	0.640	8
Planning	0.586	9
Construction Management	0.548	10

Source: Field Survey, 2020

R.A. I—Relative Agreement Index

Highest Rank= Road Construction.

Lowest Rank= Construction Management

Table 6 presents the analysis of the areas that warrant outsourcing in construction firms. Road Construction ranks the highest with a Relative Agreement Index of 0.673, followed by project consulting, which ranks second with a Relative Agreement Index of 0.769. Design ranks third with a Relative agreement index of 0.666 while Finishes rank fourth with a Relative agreement index of 0.663. Civil construction Work ranks fifth with a Relative agreement index of 0.657; maintenance ranks six with a relative agreement index of 0.647. Building services ranked seventh with a Relative agreement index of 0.645. Project Contracting ranked eight with a relative agreement index of 0.640, planning ranked ninth with a relative agreement index of 0.586. Lastly, Construction Management ranked tenth with a relative agreement index of 0.548.

4.7. Analysis of the Factors Influencing the Choice of Outsourcing Methods

Table 7. Variables on the factors influencing the choice of outsourcing methods

Factors	R.A. I	Rank
Technical Know-How	0.755	1
Availability of required tools for operation	0.743	2
Inaccessible materials	0.734	3
Inaccessibility of framework	0.711	4
Government policies	0.708	5
Internal policies and objectives	0.699	6
Limitation in the extent of an item that could be outsourced	0.696	7
Work environment	0.687	8
Influence of bureaucracy from both the client and the contractor	0.685	9
Scarcity of labour	0.675	10

Source: Field Survey, 2020

R.A. I—Relative Agreement Index

Highest Rank= Technical know-how.

Lowest Rank= Scarcity of labour.

Table 7 presents the analysis of the factors influencing the choice of outsourcing methods in construction firms. Technical know-how ranks the highest with a Relative Agreement Index of 0.755, followed by Availability of required tools for an operation, which ranks second with a Relative Agreement Index of 0.743. Also, Inaccessible materials rank third with a Relative agreement index of 0.734; inaccessibility of framework ranks fourth with a Relative agreement index of 0.711. Government policies rank fifth with a Relative agreement index of 0.708. Internal policies and objectives rank six with a relative agreement index of 0.699. Limitation in the extent of an item that could be outsourced ranked seventh with a Relative agreement index of 0.696. Work environment ranked eight with a relative agreement index of 0.687, Influence of bureaucracy from both the client and the contractor ranked ninth with a relative agreement index of 0.685. Lastly, the Scarcity of labour ranked tenth with a relative agreement index of 0.675.

4.8. Analysis on The Critical Issues and Challenges of Outsourcing

Table 8. Variables on the Critical Issues and Challenges of Outsourcing.

Issues and Challenges	R.A. I	RANK
Increase in cost	0.697	1
Management difficulties	0.682	2
Lack of Flexibility	0.678	3
Instability	0.661	4
Confidentiality and security may be at risk	0.659	5
All clients need is an adaptable incentive;	0.654	6
Length/amount of service delivered	0.649	7
Loss of control	0.649	7
Demise by a change request	0.635	8
Organisation are beginning to dismiss long haul contracts	0.595	9

Source: Field Survey, 2020

Highest Rank= increase in cost

Lowest Rank= Organization are beginning to ignore long haul contracts

Table 8 presents the analysis of issues and challenges of outsourcing in construction firms. An increase in price ranks the highest with a Relative Agreement Index of 0.697, followed by Management difficulties, which ranks second with a Relative Agreement Index of 0.682. Lack of Flexibility ranks third with a Relative agreement index of 0.678; instability ranks fourth with a Relative agreement index of 0.661. Confidentiality and security may be at risk rank fifth with a Relative agreement index of 0.659. All clients need is an adaptable incentive; however, they usually get the inverse classes six with a relative agreement index of 0.654, Length/amount of service delivered, and loss of control ranked seventh with a Relative agreement index of 0.649. Demise by change request ranked eight with a relative agreement index of 0.635, and lastly, the organisation is beginning to dismiss long haul contracts ranked ninth with a relative agreement index of 0.595.

4.9. Analysis of the Scope and Coverage of Components of Construction Work Being Outsourced

Table 9. Variables on the scope and coverage of components of construction work being outsourced

Scope and Coverage	R.A. I	RANK
Design	0.791	1
Provision of mechanical services	0.760	2
Facilities (e.g., Plants and equipment, materials.)	0.744	3
Provision of electrical services.	0.734	4
Landscaping (planting of flowers and vegetable bed)	0.710	5
Planning	0.685	6
Quality and labour procurement	0.663	7
Construction of drain ways, fences, waterways, Kerbs	0.663	7
Actual construction (Foundation, beams, columns.)	0.657	8
Finishes	0.648	9

Source: Field Survey, 2020

R.A.I—Relative Agreement Index

Highest Rank= Design

Lowest Rank= Finishes.

Table 9 presents the scope and coverage of construction work components being outsourced in construction firms. Design ranks the highest with a Relative Agreement Index of 0.791, followed by the provision of mechanical services, which ranks second with a Relative Agreement Index of 0.760. Also, Facilities (e.g., Plants and equipment, materials) ranks third with a Relative agreement index of 0.744; the provision of electrical services ranks fourth with a Relative agreement index of 0.734. Landscaping (planting of flowers and vegetable bed) ranks fifth with a Relative agreement index of 0.710; planning ranks six with a relative agreement index of 0.685, Workmanship and labour procurement, and

construction of drain ways, fences, waterways, curbs ranked seventh with Relative agreement index of 0.663. Actual construction (Foundation, beams, columns.) Ranked eight with a relative agreement index of 0.657, and lastly, Finishes ranked ninth with a relative agreement index of 0.595.

5. Conclusion and Recommendations

The study aimed to identify and profile matters surrounding outsourcing in construction firms to improve construction productivity. A survey research method was used while primary data was collected. This Section is structured into three parts. Part one presents the summary drawn from the findings. Part two deals with the recommendations, and Part three discusses the conclusions of the study. It was uncovered that construction firms outsource a portion of its functions, including its payments, plants and equipment, and security services to outside organizations. Creating and keeping up these services were troublesome and costly.

The system embraced by construction is that outsourcing the exercises has been given to contracts on a drawn-out association premise. This methodology makes the relationship between the construction firms and the outsourced organisation trusted and has helped the firm concentrate on center exercises. The embraced technique was that long haul requires more coordination from customers and gives the construction firm less chance to focus on those more effective services. As the firm had wholly designated its function and its obligations to the outsourced organisation, it has the opportunity to focus on its center exercises. The principle thought behind outsourcing construction functions is cost savings and the chance to understand the outsourcer. The reactions assembled uncovered that representative points of view, including perspectives and conduct, assumed a significant job in the firms' choice to outsource its exercises since outsourcing the construction functions had the propensity to influence the organisation as far as surprising lay-offs and dislodging of experts.

The study revealed some challenges that firms encounter in outsourcing their activities. It was gathered from the responses that the main challenges that the bank faced in outsourcing its included increase in cost and loss of managerial control over outsourced operations, the effect on the quality of operations of the firms, security and confidentially, and relocation of existing employees. Management also highlighted some challenges that they encounter in managing their outsourcing. This research focused on the issues and challenges of outsourcing in construction firms in Lagos state. The high level of competitiveness has called for most firms to embrace outsourcing in their offer to give out their noncore exercises to outsource organizations. The trend tends to lessen the central organization's operational expense and helps to keep up and create critical resources expected to oversee and manage the workforce's massive size. In line with submissions in literature review, attitude and conduct, is essential in authoritative dynamic to decide if to attempt the outsourcing.

There are a few constraints to this exploration study. The survey's translation was exposed to the respondents. The respondents' foundation and distinctive arrangement of assembling experience and presentation could have affected their understanding of the polls. This may have led to the irregularity of the created outcomes in this exploration. Also, the respondents may not have been a good portrayal of supporting the outsourcing choice variables. A few respondents gave input on not having an excellent chance to provide the reaction. The construction firm should have sufficient assets to be able to focus on centre business and illuminate inside assets' inaccessibility. Despite there being various issues and challenges to the outsourcing system's execution, construction firms ought to consider outsourcing non-centre activities, particularly security and management of sites and payments. To this end, the study recommends effective training of personnel, introduction of incentives and motivation factors in enhancing employees' performance as a way out of challenges that confronts outsourcing. Also, casual labouring system should be abolished since it is counterproductive in conventional production environment.

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