

Factors Affecting Quality of Construction Projects in Swaziland

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Abstract

Quality of projects is one of the traditional and global measure of project performance. For construction projects, the goal and desire of clients, contractors and consultants is to ensure that projects are delivered according to acceptable and agreed standards. In this study, various factors affecting performance quality of construction projects were examined with a view to suggesting improvement measures. Using various variables from relevant literature as the basis, data were obtained through the use of questionnaire administered on contractors, architects, engineers, quantity surveyors as well as project and construction managers. It was discovered that major factors affecting performance quality of construction projects in the study area are related to the use of unskilled and incompetent trade contractors. More so, there is poor on-site supervision and lack of commitment by supervising team shouldered with the responsibilities of ensuring compliance to approved standard. Other issues are related to poor planning and scheduling as well as inadequate knowledge, training and skills of construction workmen. To minimize the impact of these factors and improve performance quality of construction projects, proper and modern construction equipments, techniques and methods should be adopted by construction firms, there should be proper site management and supervision to ensure conformance with drawings and specification and adequate project duration should be allocated and stated in the contract documents.

Keywords

Construction Project, Performance Improvement, Project Performance, Project Quality.

1. Introduction

In executing construction projects, achieving quality is one of the ultimate objectives of all stakeholders (Ofori, 2006). Quality can be described as meeting specifications and approved standard agreed by stakeholders. It was also described as the totality of features and characteristics of production process that bear on its ability and capacity to satisfy the stated need or fitness (Aoieong, *et al.*, 2002). Nonetheless, Jha and Iyer (2005) concluded that this has been extremely difficult to achieve in practice.

In developing countries like Swaziland, poor productivity was seen as a major concern in the construction industry. Judging by the number of companies listed in the registry of the Ministry of Public Works and

Transportation (MOPWT) and by Construction Industry Council (CIC) as regulated and launched on 13 June 2013, the rate of competition is so high such that grading must rely on performance versus a quality product and conforming to the CIC regulations. Although literature exists on contractor performance in the construction industry, the need to evaluate the critical factors affecting the quality performance of construction projects was fitting as they constitute a greater percentage of contractors in developing countries. This will provide data for performance improvement in the quest of enhancing better productivity and overall performance of the construction industry.

2. Performance Quality of Construction Projects

The construction industry like any other production industry is faced with challenges that affect the performance and output of the endeavor. Identifying potential critical factors that affect the quality performance of small scale contractors before the commencement of projects will ensure client satisfaction at the completion of project. Identifying the potential critical factors will however not eliminate the problem of quality but to a large extent help project team to avoid such negative factors and strictly adhere to project specifications to reduce errors which will call for re-work by both consultants and contractors. Quality Performance (QP) is a management tool that is aimed at giving necessary information to identify quality improvement opportunities for better performance and productivity (Abdul, 2011). Kim, Han, Kim and Park (2008) stated that international construction projects performance is affected by more complex and dynamic factors than domestic projects. This is due to the fact that the former is frequently exposed to serious external uncertainties such as political, economic, social and cultural risks as well as internal risks from within the project.

Atkinson et al (1997) reveals that client's will are not satisfied if the end product fails to meet their price, quality, time frame, functionality and delivery performance standard. In view of this, the consultants will not develop the skills and knowledge, or make the effort to design and manage processes, unless the client meets their required employment conditions. More so, the contractors and suppliers may not continue to deliver good products and resources to clients or to any company that fails to give them an opportunity to earn a reasonable return on the investment of their time and capital. As a result, end-users will not be happy if the end product does not meet their requirements in terms of functionality and quality of service. In essence, successful stakeholders' performance has to be measured and managed in order to ensure their continual participation and co-operation in a construction project. In addition, the construction industry has the potential to reshape communities and their environments (Moodley and Preece, 1996). The industry is no longer isolated from the pressures and demands of society. Unlike many other industries, the construction industry has the ability to have a more profound impact through its end products. Enshassi, *et al.*, (2009) highlights that owners and contractors believed that current workload or number of projects at hand hardly affects the performance quality of projects.

Reviewing literature for potential factors that affect quality performance, Jha and Iyer (2005) identified among other factors; lack of management commitment to continual quality improvement; lack of quality training of staff; management leadership; and efficient team work among stakeholders. It was further stated that material and equipment cost rarely affect the cost performance in construction projects. The rate of material ordered and delivered late to construction sites is also another constraint affecting time performance as it is related to contractual relationships between consultants and contractors (Enshassi *et al.*, 2009). Factors affecting the cost and quality of construction were studied by Jamaludin, *et al.*, (2014), they include fraudulent practices and kickbacks; incorrect planning; level of competition; number of competitors; lack of coordination between designers and contractors; poor financial control on site; wastage on site; previous experience of contractor and frequent design changes. Mallawaarachchi and Senaratn (2015) identified lack of technical and professional expertise and resources to perform task, lack of employee commitment and understanding and lack of education and training to drive the improvement process.

Other factors affecting performance quality of construction projects included project managers competence, poor monitoring and feedback, lack of on-site project manager, inadequate project team capability, poor planning and control techniques, poor/insufficient information and communication channels, lack of early and continual client/consultant consultation by contractor and insufficient project managers experience (Ofori, 2006; Mane and Patil, 2015). Enshassi, *et al.*, (2009) further stated that the average delay in payment from client to contractor affects the performance of construction project.

3. Research Methodology

Using survey design, the study was conducted in Hhohho region of Swaziland due to high number of population and construction developments in the area. targeted respondents were building and civil contractors and consultants (architects, quantity surveyors as well as project and construction managers) that are registered with the Construction Industry Council (CIC) and Ministry of Public Works and Transport for the financial year 2015/2016. Registration with the bodies was on-going at the time of this study but the population included the already registered members. The study was limited to the formal sector because there is no database on the registered companies within the CIC for the informal sector. Since this research is quantitative in nature, the study adopted standardized questionnaires which was designed based on findings from the literature as well as the objectives set for this research.

The questionnaires were designed in English as it is the common international language and respondents could read and understand the questions. The questions were designed using Likert scale structured to five scaling, that is, 1=Strongly Disagree (SD); 2=Disagree (D); 3=Neutral (N); 4=Agree (A); and 5=Strongly Agree (SA). Mean item score (MIS) was adopted to calculate the total weighted responses and it was further used to rank the order of importance of highlighted variables in conjunction with Standard Deviation.

4. Findings and Discussion

Out of the 50 questionnaires distributed using convenient sampling technique, 46 were received while 44 were usable. These includes 8 from Architects, 6 from Engineers, 8 from Quantity surveyors, 5 from Project and construction managers, and 17 from contractors.

The factors influencing performance quality of construction projects within the Swaziland construction industry are indicated in table 1. The major factors are the use of unskilled trade subcontractors and poor on-site supervision. Other important factors are inadequate construction labor skills and lack of induction; commitment by the supervising team and poor planning and scheduling of works. Other factors with mean value of more than 3.00 are Lack of communication; project manager's ignorance and lack of knowledge; scarcity of resources; poor material and plan management; delays in decision making, issue of number of projects at hand (workload); design changes; conformation with specifications; involvement of End-User client; and assurance with client's funding. The least important factor is inclement weather conditions, which is related to force majeure.

Due to various factors influencing quality performance of construction projects, different means of improving the quality were examined and highlighted in table 2. The most important performance quality improvement factors are concerned with the use proper and modern construction equipment as well as allocation of adequate project duration. Use of suitable construction methods to suit specific project; proper structured site management and supervision; conformance with construction drawings and specification; clear information and communication channel; proper coordination between the construction team; appointment of experienced contractors; adequate planning and organizing; having complete and suitable designs at the right time are also important.

Table 1: Factors Influencing Project Performance Quality

INFLUENCING FACTORS	MIS	SD	Ranking
Use of unskilled trade subcontractors	4.16	7.467	1
Poor on-site supervision	4.16	7.884	2
Construction labor skills and induction	4.11	7.414	3
Commitment by the Supervising team	4.05	6.554	4
Poor planning and scheduling	4.05	6.911	5
Lack of communication	3.93	6.969	6
Project Manager's ignorance and lack of knowledge	3.89	6.046	7
Scarcity of resources	3.84	6.431	8
Poor material and plant management	3.82	5.741	9
Average delays in decision making	3.45	4.118	10
Number of projects at hand	3.45	5.913	11
Design changes	3.41	4.069	12
Conforming with specifications	3.27	5.671	13
Involvement of End-User client	3.14	3.311	14
Assurance with client's funding	3.11	6.493	15
Inclement weather conditions	2.52	3.868	16

Table 2: Performance Quality Improvements

IMPROVEMENT FACTORS	MIS	SD	Ranking
Use proper and modern construction equipment	4.45	9.600	1
Allocation of adequate project duration	4.45	9.724	2
Use suitable construction methods to suit specific project	4.43	9.495	3
Proper structured site management and supervision	4.43	9.988	4
Conformance with construction drawings and specification	4.41	9.389	5
Clear information and communication channel	4.41	9.389	6
Proper coordination between the construction team	4.39	9.282	7
Appointment of experienced contractors	4.36	9.683	8
Adequate planning and organizing	4.30	8.518	9
Have complete and suitable design at the right time	4.30	9.282	10
Proper and up-to-date project planning and scheduling	4.16	8.085	11
Effective strategic planning	4.16	8.518	12
Appointment of high experience technical team	4.14	7.222	13
Use of appropriate construction methods	4.14	7.250	14
Ensure proper material procurement	4.07	7.250	15
Having frequent progress meeting	4.02	7.139	16
Efficient and timely supply of materials	4.00	7.756	17
Allowance of material price escalation in original tender document	3.98	6.675	18
Ensure up to date technology utilization	3.84	5.636	19
Decrease number of variation order	3.66	4.534	20
Proper project feasibility study	3.52	4.261	21

Other factors for improving performance quality are appointment of highly experienced technical team, use of appropriate construction method, proper material procurement, frequent progress meeting and timely supply of materials. The least important variables for quality performance improvement are allowance of material price escalation in original tender document; ensuring up to date technology utilization; decrease in number of variation orders and proper project feasibility study. Though less important, it could be observed that all the factors have a mean score of above 3.50, this implies that they are all averagely important.

□ **Discussion of findings**

The major factors influencing quality performance of projects are related to the use of unskilled sub-contractors, poor site supervision, construction labor skills, poor planning and scheduling, lack of communication, and the scarcity of resources. In view of this, Leonard (2008) observed that reduced subcontractor responsibility assist in improving quality among construction projects. Issue of poor on-site monitoring and feedback as well as poor planning and scheduling are major factors in project quality performance. Rizwan (2008) concluded that most projects suffer because of lack of communication and wrong channels to communicate, plan and monitor, while a study by Mane and Patil (2015) revealed that low quality and scarcity/ poor availability of resources majorly affect quality performance to a very large extent.

The study revealed diverse ways of improving quality performance of construction projects. In agreement with the study, Mallawaarachchi and Senaratn, (2015) as well as Jamaludin, *et al.*, (2014) noted that high experience and qualifications of personnel involved in a construction project will assist the project parties to implement their project goals professionally leading to better performance of quality, time, cost, productivity and safety of the project. More so, Arditi and Mochtar,(2000) noted that productivity in the construction industry is not only influenced by labor, but also by performance of equipment, materials, construction methods, experienced contractors and site management, this is in agreement with the findings of this study.

5. Conclusion and Recommendation

Project performance is not just the concern of clients, contractors and consultants but other stakeholders including end-users. It is therefore necessary to pay adequate attention to various factors that have been influencing quality performance of construction projects for better and improved productivity. The major factors influencing quality of construction projects are the use of unskilled, untrained and inexperienced trade subcontractors, sub-suppliers, consultants and workforce with little or no skills and knowledge. There is also a problem of poor site visitation as a result of lack of commitment by teams and individuals shouldered with the responsibilities of monitoring and ensuring that construction projects are delivered to required and approved standard. Lack of communication among project stakeholders, especially among design team and from the team to the client or financier of project due to ignorance and lack of knowledge may result to poor planning and scheduling of construction resources. These include materials, plant, labor, time, etc. unavailability or lack of quality of the resources normally results to poor project performance.

In view of these challenges and problems areas relating to project quality performance, various performance improvement measures need to be adopted to reduce or eliminate the challenges. Due to changing nature of the construction industry, project are becoming complex and this call for the adoption of modern technologies and equipments for better performance. More so, experienced and skilled contractors and consultants should be engaged and there should be adequate supervision and site

management to ensure compliance to approved standard. Quality assurance programs should also be introduced and implemented in construction companies and such should form the basis for grading and registration of the companies by Construction Industry Council.

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Challenges Facing Mentees and Mentors in the South African Construction Industry: A Case of Gauteng Region

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Abstract

A major requirement in the development and growth of an industry or organization is the breeding of new workforce through proper training and effective mentoring by experienced members. However, the process is not expected to be smooth due to individual dispositions and attitudes, organization interest, avenue and opportunity for mentoring, amongst others. In this study, various challenges of mentoring encountered by mentees and mentors in their mentoring activities were examined. This is with a view to promote effective mentoring among professionals in the construction industry in the quest to improve their productivity and thereby enhance better performance of construction projects. Data were collected through administration of questionnaires on professionals in the built environment using convenient sampling technique. Personality issues that are concerned with differences in behaviors and disposition to matters are the major challenges of mentoring in the construction industry. More so, attitudes of the mentees dictates and affects behaviors of mentors and vice-versa. In view of this, professionals involved in mentoring should be concerned about their attitudes to each other and personal beliefs should not be a basis for judgment. Mutual respect and concern for growth and development should form the basis of mentoring relationships.

Keywords

Knowledge, Mentee, Mentor, Skill, Training.

1. Introduction

Due to increase in demand for complex and innovative developments, Nkomo and Thwala (2014) noted that the construction industry has become highly competitive and the need for training and development of workmen and professionals cannot be over-emphasized. There are several ways for achieving this and one of them is through mentoring. According to Hoffmeister, *et al.*, (2011), the concept of mentoring is related to overseeing someone's career and personal development. Therefore, the purpose and objective of mentoring is to groom potential construction leaders for the purpose of gaining necessary experience, skills and emotional balance for better performance. This does not only empower the personnel but aid improved productivity of organization or industry. For this process to be effective and successful, the two parties involved, that is, mentor and mentee, must possess certain characteristics, attributes and understanding of mentoring and its techniques (Yokwana, 2015).

However, due to various challenges, Wong and Premkumar (2007) noted that mentoring has become ineffective and rarely practiced as expected. The challenges faced in mentoring relationships according to Nkomo and

Thwala (2014) can become dysfunctional and eventually lead to overdependence, deception, resentment, or harassment. The mentoring relationship can also contribute or impact negatively in terms of fairness as the challenged may see it as a strategy to get ahead. Pinho, *et al.*, (2005) noted that this is mostly common with cross-gender and cross-race relationships.

Mentoring is supposed to be done with the intention of empowering young inexperienced employees that could possibly rise through the rank to become future leaders in the construction industry. Even though mentors are supposed to be senior employees with years of experience, Nichols (2016) noted that years of experience and practice do not necessarily guarantee that any senior employee can automatically become a leader or mentor. Mentors should be individuals who have showed excellent leadership qualities in the company and are supposed to inspire young inexperienced employees (Dionisio, 1994). Scandura, *et al.* (1992) pointed out that the world of a mentor is completely unique and different in its own way, comprising of personal and professional motives that can only be known by the mentor. It was further noted that mentor's intentions are never constant, they are due to the changes through time as a result of several factors.

Effective mentoring has the potential to ensure continuity and enhance better development and overall growth of individuals and the organization in general. In the construction industry, the process is vital for career development and growth of construction professionals and workforce engaged in delivering infrastructures. Yokwana (2015) noted that the ultimate goal of any mentoring relationship is to empower each other so it is important to maintain constant engagement and be aware of the purpose and be guided by essential principles. In this study, various challenges to effective mentoring were examined and the findings will be of importance to employees and employers in the built environment in the quest to ensure effective mentoring for improved performance of the construction projects.

2. Literature Review

According to Nkomo and Thwala (2014), the construction industry is extremely busy and its scope of work is usually complicated. It involve the use of heavy equipments and machinery as well as trained and experienced professionals with diverse skills and abilities, thus, it is very different to typical everyday office jobs. Due to it being a complex and highly competitive industry, it is important for effective mentoring to take place in the construction industry in order to develop, train and mould future leaders that could run and lead the industry.

Through the process of mentoring, Yokwana (2015) concluded that experienced and knowledgeable individuals refer to as mentors assist mentees, that is new or fresh professionals to discover their potentials and improve their productivity concerning their contribution to the engineering and built environment. More so, Russel (2006) observed that mentees are also showed how to use the theoretical knowledge they acquired at tertiary level and are properly also guided in defining, pursuing and achieving their career goals.

Hamlin and Sage (2011) suggested that the effectiveness of any mentoring relationship depends highly on the characteristics possessed by parties involved, that is, mentor and mentee as well as whether both parties know how to take advantage of opportunities brought or presented by either party. The quality of the relationship between a mentor and a mentee is a key factor to ensuring successful mentoring. For effective mentoring relationships, mentors and leaders need to adopt both pulling and pushing mentoring style (Nichols, 2016). This according to Hamlin and Sage (2011) was described as presenting a safe avenue where the mentee feels able to share and express their agendas, interests and goals; a place where support is offered by listening; an opportunity to ask the right relevant questions; stimulating the mentee's thinking in such a way that they arrive at answers to their problems; as well as offering needed ideas, knowledge, tools and techniques that could enhance productive thinking and better performance.

According to Wong and Premkumar (2007), mentors can help to develop effective mentoring relationships by creating a safe environment; taking time to listen attentively without bias or passing unfair judgment; agreeing on objectives and goals rather than approaches; and acknowledging, accepting and appreciating differences when

noticed. Stone (2007) highlighted the following characteristics of an excellent mentor in order for a mentoring relationship to be effective; strong interpersonal attributes; recognizing the accomplishment of each other; being an excellent supervisor; accepting risks and uncertainties that are associated with mentoring; and willingness to be available to help in advancement of individuals in an organization. Hamlin and Sage (2011) included the following essential characters; active listening and asking questions; setting clear goals; flexibility; as well as building and maintaining close and harmonious relationships with management through trust, empowerment, focus and empathy.

The responsibility for effective mentoring relationships do not only rely with the mentor providing the needed guidance and direction, the role of the mentee is also as important. Stone (2007) highlighted basic characteristics that an excellent mentee should possess in order to secure an effective mentoring relationship, and overcome basic challenges that may arrive. These includes demonstrating intelligence; Showing initiative; and taking responsibility for own development. More so, Hamlin and Sage(2011) noted the following attributes; expressing needs clearly and helping to identify development goals; seeking input from mentor; demonstrating commitment by following up on points set in meetings; making time to attend meetings punctually; maintaining confidentiality; and seeking to understand roles, responsibilities and boundaries.

It is evident from previous studies that effective mentoring in any organization or industry, including the construction industry, has lots of benefits if fully and effectively harnessed. Amelink (2010) noted that effective mentoring assists in developing a mentee's career as they get exposed to the practical aspect of their career by their mentor. While being close to a mentor, a mentee is able to mingle with organizations that could possibly assist in career growth and future employment/partnerships.

Positive career developments have been associated with mentoring as people who were mentored effectively reported of how they received career guidance and support; increased salaries and job satisfaction (Nkomo and Thwala, 2014). This indicate that mentoring has a positive impact on individual's growth and development. The basic challenges affecting mentoring relationships in the construction industry were examined in this study.

3. Research Methodology

Due to the nature of variables to be examined, category of data to be collected and character of respondents involved, survey design was adopted for this study. Using existing literature as the basis for obtaining general challenges to effective and efficient mentoring in industries and organizations, quantitative research approach was adopted for data collection. Close-ended questionnaires of multiple-choice answers were adopted as research instruments and they were administered on construction professionals practicing in Gauteng region of South Africa. These professionals are architects, quantity surveyors, engineers, construction managers and construction project managers.

In designing the instrument, various questions were asked but it was ensured that negative, irrelevant, bias and long questions were avoided. First section of the instrument was used to collect biographical information of respondents while the second part were framed to relate directly with the objective of the study. 5-point Likert scale was employed where 1= Strongly Disagree (SD); 2= Disagree (D); 3= Neutral (N); 4= Agree (A); and 5= Strongly Agree (SA). Mean Item (MIS) and Standard Deviation (SD) were computed from the scale using Statistical Package for Social Science (SPSS) and the results were used to assess order of importance of the identified factors.

Using Cronbach's alpha value, reliability tests were conducted on the two sections in the second part of the instrument, which are challenges from the view of mentees and problems caused by mentors in a mentoring relationship. The analysis reveal a value of 0.773 and 0.716 respectively. These are greater than the acceptable reliability coefficient of 0.70 (Santos, 1999), it could be concluded that the instrument adopted for the study is reliable.

4. Findings and Discussion

Forty-five questionnaires were distributed, thirty-eight were retrieved while thirty-four were adequately completed and found suitable for further analysis. There are 55.9% and 44.1% of male and female respondents respectively indicating gender balance and adequate representation. Age group of these professionals revealed that 64.7% are between 20 and 25 years, 29.4% are between 26 and 30 years while 5.9% are 31 years and older. Considering respondents' year of experience and practice in the construction industry, both groups of mentees and mentors were captured. About 55.3%, 23.7%, 13.3% and 7.8% have 1-10, 11-20, 21-30 and above 30 years experience respectively. Respondents are also spread across various professions in the industry, these include architecture, engineering, construction management, quantity surveying and construction project management. Of these, 62.1% are junior employees while 35.9% are senior employees and they have been involved in about 11 projects on the average.

Table 1 displays the challenges of mentoring from the perspective of mentees. Considering the MIS values, it could be observed that the respondents disagree with the identified challenges with the highest value of 2.42 which is less than the average of 3.00. However, the results were ranked as follows: My mentor and I had different personalities was ranked first and had a mean score of 2.42 and SD=1.640; My mentor and I argued was ranked second with a mean score of 1.73 and SD=0.977; My mentor's personal problems affected work was ranked third with a mean score of 1.70 and SD=1.104; My mentor had multiple personalities which made it difficult to work together was ranked fourth with a mean score of 1.55 and SD= 1.063; My mentor was self-absorbed was ranked fifth with a mean score of 1.48 and SD=0.755. Moreover; My mentor was distant towards me was also ranked fifth with a mean score of 1.48 and SD=0.939; My mentor delegated duties inappropriately was ranked sixth with a mean score of 1.36 and SD= 0.549; My mentor took credit for the work that was not his/her own was ranked seventh and had a mean score of 1.33 and SD=0.777; My mentor's attitude was bad and negative was ranked eighth with a mean score of 1.30 and SD= 0.684; My mentor excluded me from projects intentionally was ranked ninth with a mean score of 1.27 and SD=0.517; My efforts were sabotaged was ranked tenth with a mean score of 1.21 and SD= 0.650.

In agreement with the findings, Nkomo and Thwala (2014) stated that the construction industry has tight deadlines that can cause tension and anxiety, making it difficult to work together with mentees. More so, Rogers (2008) noted that personality conflicts can pose as the most difficult challenge to deal with, followed by constant arguing and personal problems affecting work. However Starr-Glass (2014) believed that the main challenge would be, when a mentor starts talking to the mentee as if the latter works for the former, which in turn brings about bad attitude from the mentors side.

Table 1: Mentee Challenges

Challenges	MIS	SD	Rank
My mentor and I had different personalities	2.42	1.64	1
My mentor and I argued	1.73	0.98	2
My mentor's personal problems affected work	1.70	1.10	3
My mentor had multiple personalities which made it difficult to work together	1.55	1.06	4
My mentor was self-absorbed	1.48	0.76	5
My mentor was distant towards me	1.48	0.94	5
My mentor delegated duties inappropriately	1.36	0.55	6
My mentor took credit for work that was not his/her own	1.33	0.78	7
My mentor's attitude was bad and negative	1.30	0.68	8
My mentor excluded me from projects intentionally	1.27	0.52	9
My efforts were sabotaged	1.21	0.65	10

Table 2 highlight the results of the challenges mentors had with mentees during their mentoring relationships. The major challenge is that the mentor wanted to prove himself with a mean score of 4.03 while others were below the average of 3.00. I took more work than I could handle was ranked second; My ambition got in the way was ranked third, My mentor gave me tight deadlines I could not meet was ranked fourth with a mean and I

became over dependent on my mentor was ranked fifth.

In support of the findings, Pinho, *et al.*, (2005) stated that a mentee may overwork themselves just to prove themselves and another challenge occurs when mentors take control and mentees end up being dependent on the mentor. It was further pointed that mentoring relationship may lead to over-dependence, resentment, deception or harassment. Starr-Glass (2014) also advised that a mentee should not change the focus of his/her role in the course of trying to prove themselves to their mentor or leader. However, Rogers (2008) concluded that regardless of the mentoring relationships nature, becoming over dependent on a mentor is a major trap that should be avoided.

Table 2: Mentor Challenges

	MIS	SD	Rank
I wanted to prove myself	4.03	1.31	1
I took more work than I could handle	2.65	1.41	2
My ambition got in the way	2.38	1.28	3
My mentor gave me tight deadlines I could not meet	2.29	1.34	4
I became over dependent on my mentor	1.71	1.09	5

5. Conclusion and Recommendation

The challenges associated with mentoring are enormous but surmountable. Aside from individual differences of the two major parties, that is, mentee and their mentor, there are external factors that impact mentoring positively and negatively. The external factor can be a third party affair in which someone that is not a major party to the relationship influences either or both parties and thereby affect the relationship. It can also be environmental factors such as economic issues, organization's belief and practice, etc. Major challenges of mentoring are related to time management, lack of or improper meeting, lack of expressed interest by top management, mentee and mentor's clash of personalities, mentee trying to prove themselves, mentee taking more work than they can handle and mentee's ambition getting in the way.

However, a good mentor should be willing to sacrifice time for the mentee but care should be taken so that the mentee do not become too dependent on the mentor.

Mentors and mentees should never be forced into mentoring relationships, it should be allowed to develop over time. It also necessary for mentors and mentees to communicate, highlight their basic objectives and work towards the same goal. When the mentor is at fault, it is important to revisit the positive intentions for mentoring. Sometimes a mentor may become discouraged because of lack of visible results, simply because they are not aware of how the mentee is benefitting from their partnership. This is because much of the value added to a mentee, in term of self-confidence, self-esteem and trust are not visible or tangible. More so, when the mentee is at fault, discussion with the mentor should be employed to resolve issues and strengthen the relationship so as to refocus on unified agenda and goals.

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