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## THE EFFECTS OF NON DELEGATION BY SENIOR QUANTITY SURVEYORS AS AN AGENDA FOR STRESS

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### **Abstract**

Not only does poor delegation fail to take advantage of the potential benefits to both individual quantity surveyor and quantity surveying organization, but it can also be a potential source of work stress. Poor subordinates, supplanting, lack of training, poor delegation skills, fallacy, lack of confidence in subordinates, were some of the reasons managers failed to delegate. Similarly, back pain, heart disease, sleeplessness, aggression towards employees, taking longer over tasks, waist pain and repetitious of tasks were the symptoms of stress complained by individual quantity surveyor and quantity surveying organization. The downsizing in staffing levels and the increased need of effective cost management have placed greater pressures on senior quantity surveyors. Research into senior quantity surveyors registered / unregistered practicing in private organizations, government organizations, academia, consultants and contractors in Niger State showed that delegation of responsibility to middle surveyors require great skill, which was too seldom present. Replies from 50 senior surveyors in 10 organizations using primary and secondary data derived from review of related textbooks, journals, internet on quantity surveying service, delegation and stress related issues indicated a clear correlation between lack of autonomy and stress at work in some quantity surveying organizations. Stress was often caused by the hierarchical structure of the organization not permitting sufficient autonomy. As a result, there was delay in construction production leading to cost and time overruns as well as undermined of senior surveyors' authority within their own departments. Providing training and seminar on delegation and stress management will increase the awareness level and its effects in Nigeria.

***Keywords:*** *Delegation, Senior Quantity Surveying, Organization, Work Stress, Autonomy, Management, Niger state.*

### **Introduction**

Management is concerned with the effective use of resources so that work is done efficiently and objectives are met within the prescribed time scale. Of prime importance among these resources is the management of people. It is not just a question of using a person's skills and aptitudes for the benefit of the firm or other employing organization, but also of providing encouragement and motivation for the people concerned. One very effective method of achieving this aim is by delegation of duties and responsibilities,

but having full regard to the abilities, strengths and weaknesses of the staff concerned. The manager can then concentrate on management activities while leaving the subordinate free to undertake his new assignments within the limits of his authority and subject to a monitoring system (Muir, 1983). The style a manager adopts often reflects his attitude to others. Negative attitudes will lead to a more autocratic style – the manager believing that people are basically lazy and need firm control. The democratic manager has a more positive attitude to the

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team. He sees them as responsible, keen and capable of initiative and self control. He listens to their ideas and encourages them to become involved in the decision making process (Fryer, 1983). In practice many organizations tend to adopt a middle course, combining encouragement of initiative and a corporate spirit with some measure of overall control, (Seeley, 1997).

The role the constructors' quantity surveyors play is crucial to the success of their organization and the reputation of companies is built. To this effect, there is a consensus on the important influence quantity surveyors exercise in ensuring the success of a project (Lovell, 1993; Matthews, 1993; Wakefield, 1985). Moreover, the leadership qualities and interpersonal skills of quantity surveyors in contracting firms have been recognized as a prime key to achieving good performance (Bresnen et al., 1986; Mustapha, 1990; Djebarni and Lansley, 1995). Quantity surveyors have proved themselves to be adept in a diverse range of skills, often over and above their technical knowledge, with which they serve the needs of their clients, (Cartlidge, 2006). Quantity surveyors engaged in contracting organizations will be well versed in latest management techniques and their applications for programming and progressing, network analysis, risk analysis, forecasting costs, budgeting and other control mechanisms, (Seeley, 1997).

### **Background of the Study**

The current Role of the Quantity Surveyors in the preparation of traditional BOQs in Niger State, were the product of questionnaires sent to all practicing quantity surveying firms in March 2013; typically, the survey resulted in a mere 20 per cent response rate as the rate of senior quantity surveyors who were willing to give maximum amount of delegation and 79 per cent response rate as the rate of senior quantity surveyors who complained of stress. The report paints a

picture of a state where the quantity surveyor produce bill of quantities without delegation by subdividing the activities of the BOQ despite the job related stressors involved. As a result, there was delay in construction production leading to cost and time overruns as well as undermined of senior surveyors' authority within their own departments, (Cartlidge, 2006). The downsizing in staffing levels and the increased need of effective cost management have placed greater pressures on senior quantity surveyors. Indeed, the report comes to the conclusion that the service of quantity surveyor is characterized by a high work overload, long working hours, and many conflicting parties to deal with including the management, the subcontractors, the subordinates, the client, etc. This trait of the job makes it very prone to stress. One very effective method of achieving this aim is by delegation of duties and responsibilities, but having full regard to the abilities, strengths and weaknesses of the staff concerned, (Mullins, 1996).

This paper therefore, reports on the results of a research study 'the Effects of Non Delegation by senior quantity surveyors as an Agenda for Stress with a particular focus on both individual senior quantity surveyor and quantity surveying organization using traditional method of procurement in Niger State, March 2013. Response from respondents depicted hierarchical structure, supplanting, poor subordinates, lack of training, poor delegation skills, fallacy, lack of confidence in subordinates were some of the factors indicated to be responsible for non-delegation and back pain, sleeplessness, aggression towards employees, taking longer over tasks, waist pain, repetitious of task, etc were also some of the symptoms of stress complained by individual quantity surveyors. Sources of stress were selected on the basis of literature review. These include among other things inadequate information, inadequate resource plan, inadequate time plan, improper

pre-contact actions, inadequacy/inconsistency of communication flow, site visits, too much paperwork to work with, preparation of schedules, writing of query sheets where required, scaling where discrepancies occurred between/among drawings, constant use of BESMM, cracking of brain for description, etc. These led to the following objectives: (1) to investigate whether senior quantity surveyors were aware of delegation of duties and responsibilities in Niger State; (2) to examine the association between delegation and stress; (3) to show that sources of stress is contingent upon delegation; (4) to examine the reasons for lack of delegation; (5) to examine the symptoms of stress. Nevertheless answers would be provided for the following questions: (1) were the senior surveyors aware of delegation of duties and responsibilities in Niger State? (2) Was there association between delegation and stress? (3) Does stress dependent on delegation? (4) What were the reasons for lack of delegation in Niger State? (5) What were the symptoms of stress due to lack of delegation? (Mullins, 1996; Djebarni, 1996; Chiktara, 2003).

As building work grows in size, so the extent of delegation increases. Delegation involved the passing on of authority and responsibility to various levels throughout the organization which may be established on the basis of "tash" or element functions of the organization. Delegation provides a means of training and development, and of testing the subordinate's suitability for promotion. It can be used as a means of assessing the likely performance of a subordinate at a higher level of authority and responsibility, (Peter and Hull, 1970). Delegation can encourage the development of specialist expertise and enables specific aspects of management to be brought within the province of a number of specialist staff for greater efficiency. Another reason for delegation is where a branch office is located some distance away from the head office; the branch manager will need an

adequate level of delegation in order to maintain the day-to-day operational efficiency of the office. Delegation is matter of sound economics as well as good organization. Delegation should lead to an improvement in the strength of the workforce. It should give subordinates greater scope for action and opportunities to develop their aptitudes and abilities, and increase their commitment to the goals of the organization (Vinton, 1987). Delegation can lead to improved morale by increasing motivation and job satisfaction. It can help satisfy the employee's higher level needs.

Stress according to Oxford Advanced Learners Dictionary (2006) has been defined as pressure or worry caused by the problem in somebody's life. Stress is also a pressure put on something that can damage it or make it lose its shape. However, Health and Safety Executive (2001) equally defined occupational stress as adverse reaction by people to excessive pressure or other types of demand placed on them. It further affirmed that occupational stress or work place stress is that which is experienced as a direct result of a person's occupation. Workplace stress is the harmful physical and emotional responses that can happen when there is a conflict between job demand on the employee and the control an employee has in meeting these demands. Stress reaction is seen as an individual response to a given stress; which can be behavioural, perceptual, physiological, emotional and cognitive, or signs and symptoms of illness or disorders such as back pain, boredom, sleeplessness, aggression towards employees, taking longer time over tasks, waist pain, neck pain, boring repetitious, fatigue, gnawing in the gut, etc. It is also common place for people to complain that stress negatively affects their functioning systems. It impairs concentration ability, problem-solving ability, decision-making ability and the ability to get work done, (Djebarni, 1996).

### **Statement of the Problem**

There are many factors that can lead to the effect of non delegation and stress. The extent of decentralization and divisionalisation provides the basic structural pattern of the formal organization. Within the structure of the organization the various activities that have to be undertaken must be distributed among individual members of the workforce. This could probably be that the projects cost was of specialized type – mechanical and electrical services, cost benefit studies, refurbishment, urban renewal or small in nature. There are distinct advantages in using staff that specialize in these classes of work, as each requires its own specific approach and the building up of a body of knowledge and expertise. However, all systems need periodic review to take account of changing circumstances, employers' requirements, the training of junior staff and many other related matters. Also the surveyors may tend to specialize in certain types of project such as health projects, educational buildings, commercial schemes, and residential projects, (Seeley, 1997) as well as fear of duplication or omission when several surveyors are employed in taking off and billing one project. The manager may again fear that the subordinate is not capable of doing a sufficiently good job. Conversely, the manager may fear that the subordinate might supplant him and as construction works are difficult to come about might show the manager in a bad light. In addition, Managers may not have been 'trained' themselves in the skills and art of delegation. They may lack an awareness of the need for and importance of effective delegation, or what it entails.

Newman (1956) has identified some of the main obstacle to effective delegation in terms of the attitudes of the manager, and reasons why the subordinate shrinks from accepting new responsibilities. Reasons for reluctance to delegate are:

- (i) The 'I can do it better myself'

fallacy;

- (ii) Lack of ability to direct;
- (iii) Lack of confidence in subordinates;
- (iv) Absence of selective controls which give warning of impending difficulties and
- (v) A temperamental aversion to taking a chance.

### **Subordinates avoid responsibility because:**

- (i) They find it easier to ask the boss to make decisions;
- (ii) They fear criticism for mistakes;
- (iii) They believe they lack the necessary information and resources to do a good job
- (iv) The subordinates may already have more a work than they can do
- (v) They lack self-confidence; and
- (vi) Positive incentives may be inadequate, (Mullins, 1996).

Assumptions about human nature and behavior: A reluctance to delegate might arise from the manager's belief in, and set of assumptions about, human nature and behavior. The Theory X manager believes that people have an inherent dislike of work, wish to avoid responsibility, and must be coerced, controlled, directed, and threatened with punishment in order to achieve results. Such a manager is likely; therefore, to be interested in only limited schemes of delegation, within clearly defined limits and with an easy system of reward and punishment. On the other hand, the Theory Y manager believes that people find work a natural and rewarding activity, learn to accept and to seek responsibility, and they will respond positively to opportunities for personal growth and to sympathetic leadership. Such manager is more likely to be interested in wider schemes of delegation based on consultation with subordinates, and with responsibility willingly accepted out of personal commitment, (Mullins, 1996).



### **The review of literature**

Despite the stress involved in the preparation of bill of quantities on large projects, over 50% of the value of all building work in the UK is still let using lump-sum contracts with firm or approximate quantities. Most other procurement routes, such as design and build and management contracting in its various forms, also involve quantification of the work in some form or other, either by the main contractor, subcontractor or package contractor, and therefore the measurement process continues to be of importance. Computerized and other alternative measurement systems have become more and more widely used (Lee et al., 1998). Latack, (1986) concluded that the quantity surveyors' jobs (particularly the preparation of bill of quantities) are potentially high stressors and in most cases inherently stressful. Inadequate information, inadequate resource plan, inadequate time plan, inadequacy/inconsistency of communication flow, site visits, taking off of quantities, too much paperwork to work with, scaling where discrepancies occurred between/among drawings, preliminary calculations and collections, constant use of BESMM, lack of autonomy, etc, has placed a lot of stress on the senior surveyors, (Chiktara, 2003).

### **Traditional bill of quantities**

A bill of quantities is a schedule which when priced can provide a total for a project. The traditional preparation of a bill of quantities divides itself into two distinct stages: (1) the measurement of the dimensions and the compilation of the descriptions from the drawings and specification. This process is commonly known as taking-off. (2) The preparation of the bill. This involves the calculation of volumes, areas, etc (squaring the dimensions). Traditionally, this was followed by entering the descriptions and the squared dimensions on an abstract (abstracting). From this abstract the draft bill was written (billing).

The bills of Quantities comprise two main elements which complement each other, namely items and quantities. To produce accurate and useful bills, both elements must be carefully prepared in a logical sequence to avoid missing anything of importance. Good item writing requires the skills of interpreting drawings, understanding how the work will be carried out including the operative skills and plant involve, communication in concise technical language and knowledge of the applicable rules of BESMM3, (Lee et al., 1998; Seeley and Murray, 2001).

Calculation of the quantities for items requires the skills of mensuration, construction, interpretation, etc. Two main methods of bill production have developed within the quantity surveying profession.

1. **Abstracting:** When the items on the dimension sheets after squaring cannot conveniently be transferred direct to the appropriate section of the bill, they may be grouped in an abstract, where they will be suitably classified and rescued to the recognized units of measurement preparatory to transfer to the bill to collect similar items together and present them in a recognized bill order.
2. **Direct Billing:** This is the traditional approach, tracing its roots back to the original trade-by-trade measuring of completed building work; the surveyor takes off one work classification at a time and works steadily through the work, producing a draft bill usually with fully developed items and headings as well as the quantities. Once this document is calculated and checked the bill can be typed directly from this draft, (Seeley and Murray, 2001).
3. **Delegation:** A particular feature of

work organization is the need for delegation. The various activities of the professional Q/S organization have to be distributed among its members. Management involves getting work done through the efforts of other people. This entails the process of delegation and the creation of an execution of work, the manager needs to understand how best to implement the process of delegation, (Mullins, 1981).

Successful delegation will help to overcome Greslam's law of planning which states that programmed activity tends to drive out non-programmed activity. Programmed activity involves decisions which are repetitive and routine; non-programmed activity involves decisions which are novel and unstructured, (Simon, 1977). Successful delegation frees managers from day-to-day routine duties and enables them to concentrate more of their time on non-programmed activities. This simple, but important, point was made many years ago by Hamiton, sir lan (1921) in a study of the organization of military units.

It is sometimes the practice on large projects to subdivide the taking-off work between different quantity surveyors or even separate groups. The subdivision could, for instance, take the form of (1) structure of the building(s); (2) joinery and finishes; and (3) services and external works. Another and probably better alternative is for the whole or the taking off work to be undertaken by a single group of staff under the supervision of a senior surveyor or team leader, the group consisting of possibly three to six staff according to the size of the project. Furthermore, there are distinct advantages in arranging for this group o undertake all the work from inception to completion of the project, encompassing cost planning, contract document preparation, tender assessment and post contract work. This procedure enables

the staff to obtain wider and more interesting experience and is likely to result in improved efficiency through greater familiarity with all the details of the scheme. With very large schemes it may be necessary for separate groups to work together to rationalize resources and use them more effectively. After the draft bill is prepared, the important task of examining and editing it by a partner or senior surveyor follows. The proof bill from the printers also requires thorough checking, particularly with regard to quantities and descriptions, preferably involving two members of staff, (Seeley, 1997).

#### **A question of balance**

Authority, responsibility and accountability must be kept in parity throughout the organization. The manager must remain in control. The manager must be on the lookout for subordinates who are more concerned with personal empire building than with meeting stated organizational objectives. The manager must prevent a strong personality exceeding the limits of formal delegation. We have said that delegation creates a special manager-subordinate relationship. This involves both the giving of trust and the retention of control. The essence of the delegation problem lies in the trust-control dilemma. The dilemma is that in any one managerial situation, the sum of trust + control is always constant. The trust is the trust that the subordinate feels that the manager has in him. The control is the control that the manager has over the work of the work of the subordinate. Control is, therefore, an integral part of the system of delegation. But control should not be so close as to inhibit the effective operation or benefits of delegation. It is a question of balance, (Mullins, 1981).

#### **Managerial Stress**

Various researchers equally made us understand that spending hours on work or on



work related-issues will not only leave us to deal with work pressures, but also reduce the productivity level as well as increase proportion of our finance expended in keeping healthy. In fact, modern day living can be incredibly stressful and could impose high physical demand on our bodies as well as emotional costs on our lives Cohen (2002). It is also common place for people to complain that stress negatively affects their functioning systems. It impairs concentration ability, problem-solving ability, decision-making ability and the ability to get work done. Many research studies have been focusing on the behaviour and performance of construction workers as building production management maintenance, management and estimating tasks are largely unstructured and relying on subjective judgment which the problem solving ability and performance of the construction workers could be affected by job stress. Stress can either be managed or reduced; this is because stress cannot totally be eliminated from the life of an adult human being. Stress management therefore describes strategies of coping, recovering, reinterpreting, refraining and cognitive restructuring adopted by an individual who is under stress, making changes that can reduce stress or taking actions that can alter stress impacts.

Victor et al. (1991) found stress to be as much of a problem for the construction industry as almost any other profession, but noticed that individual in the industry felt that admitting to stress was a major sign of weakness. Stress has always been an integral part of our daily life since prehistoric times. Stress was there when our predecessors were required to fight or flight for their survival. In modern times, stress plays an important role in how successful or unsuccessful we are in our productive work activity, and in general, in enjoying our live. Stress is not necessarily negative for our performance. Some levels of stress are desirable to generate enthusiasm,

creativity, and productivity. However, excessive levels of stress could become counterproductive if the situation does not require this elevated level of stamina (Davidson, 1997).

#### **Research methodology**

The scope of this study was limited to quantity surveyors practicing in private organizations, government organizations, academia, consultants and contractors in Minna and Bida of Niger State. For easy identification, the organizations were grouped into two sectors – the client's quantity surveyors and the contractor's quantity surveyors. The aim of this study was to assess the effects of lack of delegation by senior Q/S as an agenda for stress in Minna and Bida of Niger state, March 2013. The downsizing or organization reduction in staffing levels and the increased need of effective cost management have placed greater pressures on senior quantity surveyors. A structure questionnaire was employed to elicit information from quantity surveyors practicing in 10 organisations about their personal information, reasons for non delegation, types of stress encountered for non delegation as well as sources for stress. The developed questionnaires were pre-tested on a random sample of 20 senior quantity surveyors and were then modified to incorporate appropriate suggestions made by the pre-testing sample, prior to its distribution to sample population. A total number of 85 questionnaires were sent to quantity surveyors practising in those organizations. The 50 questionnaires returned, were useful for the research and they provided the database for the analysis. Quantity surveyors' personal data, reasons for non delegation, types of stress encountered for non delegation as well as causes of stress were measured on an interval basis using a five-point Likert Scale and ranking in ascending order. These considerations were taken as ordinal variable.

The method of analysis used in this study included both descriptive and inferential statistics. The descriptive statistics used included cross tabulation frequency counts and percentages method. Tabulation is the arrangement of data involved in tabular form. It forms the basis of reducing or simplifying the details in a mass of data into such a form that the main features would be brought out to make the assembled data easily understood. It equally helps to condense the data and to ease comparison of data. The inferential statistics used included the use of likert scale for the qualitative assessment of the data.

### **Results/Discussions**

This section focuses on the analysis of the data collected and the presentation of the results. It also explains the method of measurement used and the type of analysis carried out. From these analyses, different conclusions and recommendations were made. In this research, a total number of 85 quantity surveyors questionnaires were administered and 50 were retrieved. The characteristics of the respondents are shown below:-

### **Personal Profile of the Respondents**

Table 1: Respondents were asked to indicate the procurement approach adopted by employers in executing contract works in Niger State. They all mentioned that since all the estimates they prepared were based on the traditional method of measurement, it then implies that employers have only used the lump sum method of contracting in executing their projects. Implying that the new method of procurement design & build, manage contract, etc were yet to be adopted in this part of the country, (Niger State). From table 1, lump sum contract had the whole 100%, lump sum (spec and drawings) 0%, design and build 0%, construction management 0%, partnering 0% and others 0%.The table showed that

Minna had the largest number of quantity surveyors of 66% while Bida had the remaining 34%. The reason could be that there were more quantity surveying organizations and a sizeable number of individual quantity surveyors in those organizations in Minna than Bida. Again, examination of year of experience of surveyors was also considered. It was gathered from the table that quantity surveyors that have worked within 1-5 years were 16.47%, 6-10 years were 22.35%, and 11-15 years were 40%, 16-20years 17.65% while the remaining 3.53% was 20 and above 25. This is an indication that the years of experience of the respondents in construction industry would offer them good and reasonable understanding of how to manage their business in an environment where the cultural behavior and its related issues of the people were negative. The table also depicted client Q/Ss were larger with 70%, 30% amount of delegation and 46% of magnitude of stress than contractor Q/Ss 30% with 10% amount of delegation and a high amount of stress of 26%. This could be that more clients had more quantity surveyors than contractor's. From the results obtained it is indicated that client Q/S delegated and complained less of stress than contractor's. The implication is that as bill of quantities preparation is stressful, the contractor Q/S was going to face the challenge of stress. No wonder when (Latack, 1986) concluded that the quantity surveyors' jobs (particularly the preparation of bill of quantities) are potentially high stressors and in most cases inherently stressful. The report observes that regardless of the workload attached to bill preparation, senior surveyors response rate in relation to delegation was as low as 40% as the rate of senior surveyors who delegated their duties and responsibilities and this has resulted to serious stress of 72% but which did not have immediate negative effects on the senior surveyors' business. All the quantity surveyors administered were aware of delegation of duties and responsibilities.

Client Q/S was 70% awareness while contractor Q/S was 30% awareness. Again, senior Q/S mentioned that employers complained of delay in production of BOQ. 52% of client Q/S said that there was cost and time overruns in production of BOQ while contractor Q/S complained of 26%. However, 23% of surveyors worked on bills of quantities from inception to completion, 4% only carried out the taking-off, and 10% prepared the draft bill, 10% the examination and editing of BOQ, 12% proof bill from printers while thorough checking was 18%.

Respondents were asked to indicate the factors responsible for the lack of delegation despite the good reasons for delegation. They ranked

- (1) Hierarchical structure has the mean highest score of 4.40. Many of Q/S works are mechanistic in nature; Q/Ss service is a more rigid structure and is characterized by specialization.
- (2) Dependence upon other people has a mean score of 4.28 which was ranked second.
- (3) Lack of training with a mean score of 4.24 was ranked third. The managers may not have been 'trained' themselves in the skills and art of delegation.
- (4) Fallacy (I can do it better myself) with a mean score of 4.08,
- (5) Absence of selective controls with a mean score of 3.52,
- (6) Assumptions about human nature and behaviour with a mean score of 3.24,
- (7) Lack of ability to direct with a mean score of 2.52,
- (8) Lack of confidence in subordinates with a mean score of 2.50 and
- (9) A temperamental aversion to tasking advance with a mean score of 1.68 respectively were indicated as obstacles to delegation.

Inadequate information e.g. Drawings and lack/insufficient specification with the highest mean scores of 4.92 and 4.90 could lead to serious stress. Inadequate resource plan ranked third with a mean score of 4.86, inadequate time plan had a mean score of 4.84, improper pre-contact actions had a mean score of 4.80, inadequacy/inconsistency of communication flow had a mean score of 4.76, site visits had a mean score of 4.70, too much paperwork to work with had a mean score of 4.68, fair of errors had a mean score of 4.60, preparation of schedules also had a mean score of 4.60 as well as writing of query sheets had a mean score of 4.60, scaling where discrepancies occurred between/among drawings had a mean score of 4.58, preliminary calculations and collections had a mean score of 4.50, constant use of BESMM had a mean score of 4.40, too much of sitting and too much of paper ruling had mean scores of 4.34 each, cracking of brain for description had a mean score of 4.31, continuous writing of headings had a mean score of 4.28, Lack of use of computer and software packages had a mean score of 4.26, Inadequate number of staff to do the job properly had a mean score of 4.20, typed proof had a mean score of 4.12, Examination and editing BOQ had a mean score of 4.08, general final check had a mean score of 4.02 and working long hours had a mean score of 3.94. No wonder when (Latack, 1986) concluded that the quantity surveyors' jobs (particularly the preparation of bill of quantities) are potentially high stressors and in most cases inherently stressful.

Respondents indicated that they felt serious stress when measuring and billing. Back pain ranked first with a mean score of 4.98, followed by neck pain and aggression towards employees with mean scores of 4.82 each. Similarly, sleeplessness had a mean score of 4.42, boredom had a mean score of 4.24, taking longer over tasks 3.84, conflict of boundary situations 3.68 while repetitious had the least of mean score of 3.32.

### **Conclusion**

The downsizing in staffing levels and the increased need of effective cost management have placed greater pressures on senior quantity surveyors. Indeed, the report comes to the conclusion that the service of quantity surveyor is characterized by a high work overload, long working hours, and many conflicting parties to deal with including the management, the subcontractors, the subordinates, the client, etc. This trait of the job makes it very prone to stress. Stress was often caused by the hierarchical structure of the organization not permitting sufficient autonomy. Findings showed clear correlation between lack of autonomy and stress at work in some quantity surveying organizations. From the collation of the questionnaire, client Q/Ss were 70%, while contractor Q/Ss 30%. Client Q/S only allowed 30% of amount of delegation and 46% amount of stress while contractor Q/S had 10% amount of delegation and as high amount of stress of 26%. The result also showed that all the senior Q/Ss were aware of the important of delegation. Awareness was 100%. Also, 78% of senior Q/S had cost and time overruns causing delay of BOQ production. Probably, because 23% of surveyors worked on bills of quantities from inception to completion, 4% carried out taking-off, and 10% prepared the draft bill, 10% the examination and editing of BOQ, 12% proof bill from printers while thorough checking was 18%. From the outcomes, it could be inferred that sufficient delegation was not allowed.

### **Recommendation**

- (1) Within the structure of the organization the various activities that have to be undertaken must be distributed among individual members of the workforce.
- (2) The need for management control
- (3) Authority, responsibility and accountability must be kept in parity throughout the organization.
- (4) A systematic approach to

delegation: Setting up a successful system of delegation involves the manager examining four basic questions. What tasks could be performed better by subordinate staff? What opportunities are there for subordinate staff to learn and develop by undertaking delegated tasks and responsibilities? How should the increased responsibilities be implemented and to whom should they be given? What forms of monitoring control system would be most appropriate?

- (5) Reliance on other people
- (6) Confidence and trust
- (7) Confidence and trust
- (8) Training and learning experience
- (9) Consideration of computer and computer software package

### **There must be stress management**

The scope of the study: The scope of this study was limited to quantity surveyors practicing in private organizations, government organizations, academia, consultants and contractors in Minna and Bida of Niger State. For easy identification, the organizations were grouped into two sectors – the client's quantity surveyors and the contractor's quantity surveyors. The aim of this study was to assess the effects of lack of delegation by senior Q/S as an agenda for stress in Minna and Bida of Niger state, March 2013.

**Limitation of the study:** The researcher experienced difficulty in collating the distributed questionnaires from the respondents as such there was delay in the completion period of the study. However, out of the 85 questionnaires distributed, only 50 questionnaires were retrieved and useful.

Abbreviations used in the study are:  
Q/S - Quantity Surveyor; Q/Ss - Quantity Surveyors and BOQs - Bill of Quantities

**Appendix**

**Table 1.1. Percentage Distribution of Respondents by methods of procurement**

Type of procurement	Frequency	Percentage
Lump sum – firm	50	100.00
Lump sum (spec and drawings)	0	0.00
Design and build	0	0.00
Construction management	0	0.00
Partnering	0	0.00
Others	0	
Total	50	100.00

**Source: RICS Contracts in Use 2003.**

Percentage Distribution of Respondents by Location

Location	Frequency	Percentage
Minna	33	66.00
Bida	17	34.00
Total	50	100.00

Percentage Distribution of Respondents by Years of Experience

Years of Experience	Frequency	Percentage
1-5	7	16.47
6-10	11	22.35
11-15	14	40.00
16-20	15	17.65
21-25	3	3.53
Above 25	0	0.00
Total	50	100.00

Percentage Distribution of Respondents by Delegation Awareness

Delegation awareness	Frequency	Percentage
Client Q/S	35	70.00
Contractor Q/S	15	30.00
Total	50	100.00

Percentage Distribution of the Respondents by Sector

Sector	Frequency	Percentage
Client Q/S	35	70.00
Contractor Q/S	15	30.00
Total	50	100.00

Percentage Distribution of Respondents that Delegated part of Preparation of BOQs

Delegation	Frequency	Percentage
Client Q/S	15	30.00
Contractor Q/S	5	10.00
Total	20	40.00

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Percentage Distribution of the Respondents that complained of stress

Stress		
Public sector	23	46.00
Contracting sector	13	26.00
Total	29	72.00

Percentage Distribution of the Respondents that Complained of Cost and Time Overruns

Cost and time overruns		
Public sector	26	52.00
Contracting sector	13	26.00
Total	29	78.00

Percentage Distribution of the Respondents by subdivision of preparation of BOQ

Subdivision of BOQ		
Inception to completion	23	46.00
Taking-off	2	4.00
Preparation of draft bill	5	10.00
Examining and editing	5	10.00
Proof bill from the printers	6	12.00
Thorough checking	9	18.00
Total	50	100.00

Percentage Distribution of the Respondents that used software package to prepared BOQs

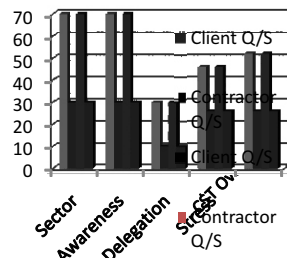
Software		
Public sector	0	0.00
Contracting sector	0	0.00
Total	0	0.00

Percentage Distribution of Respondents by Sex

Sex		
client Male	32	64.00
Female	18	36.00
Total	50	100.00

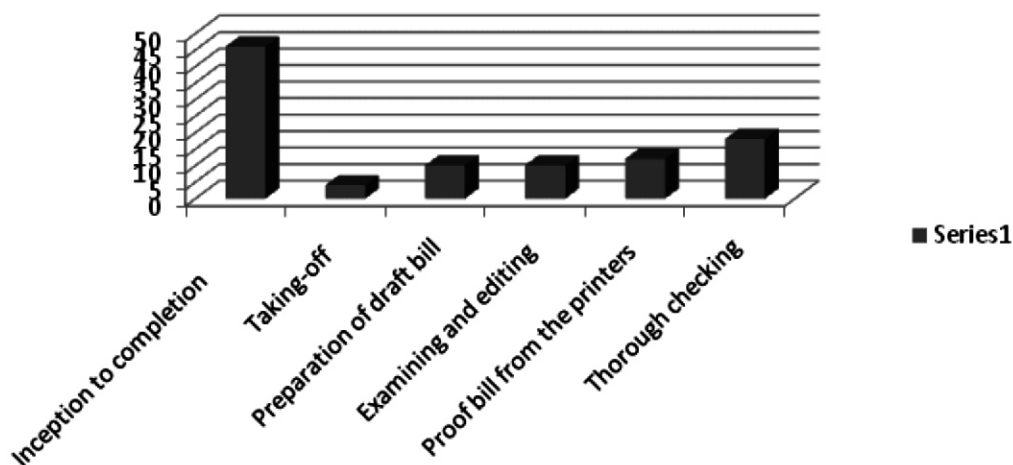
**The Effects of Non - Delegation by Senior Quantity Surveyors as an Agenda for Stress**

	Client Q/S	Contractor Q/S	Total %
Sector	70	30	100.00
Awareness	70	30	100.00
Delegation	30	10	40.00
Stress	46	26	72.00
C\$T Overrun	52	26	78.00





Percentage Distribution of the Respondents by Subdivision of Preparation of BOQ



Percentage Distribution of the Respondents by subdivision of preparation of BOQ

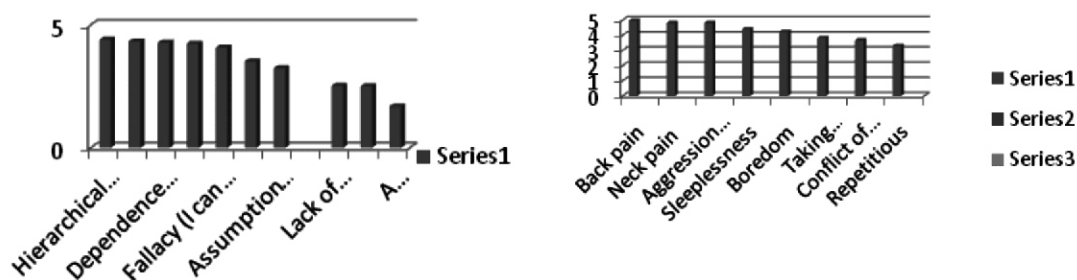
Subdivision of BOQ	Count	Percentage
Inception to completion	23	46.00
Taking-off	2	4.00
Preparation of draft bill	5	10.00
Examining and editing	5	10.00
Proof bill from the printers	6	12.00
Thorough checking	9	18.00
Total	50	100.00

**Distribution of Respondents by reasons for lack of delegation**

Hierarchical structure	4.40
Supplanting	4.32
Dependence upon other people	4.28
Lack of training	4.24
Fallacy (I can do it better myself)	4.08
Absence of selective controls	3.52
Assumptions about human nature and Behaviour	3.24
Lack of ability to direct	2.52
Lack of confidence in subordinates	2.50
A temperamental aversion to tasking advance	1.68

**Distribution of Respondents by Symptoms of stress**

Back pain	4.98
Neck pain	4.82
Aggression towards employees	4.82
Sleeplessness	4.42
Boredom	4.24
Taking longer over tasks	3.84
Conflict of boundary situations	3.68
Repetitious	3.32



**Table 2: Profile of Respondents**

Distribution of Respondents by reasons for lack of delegation Complained of Symptoms of Stress

Reasons for lack of delegation	1	2	3	4	5	Mean	Ranking
Hierarchical structure	1	2	7	6	34	4.40	1
Supplanting	2	6	0	8	34	4.32	2
Dependence upon other people	3	0	4	16	27	4.28	3
Lack of training	1	1	3	21	23	4.24	4
Fallacy (I can do it better myself)	3	1	0	31	15	4.08	5
Absence of selective controls	7	9	5	9	20	3.52	6
Assumptions about human nature and Behaviour	11	6	7	12	14	3.24	7
Lack of ability to direct	16	18	2	2	12	2.52	8
Lack of confidence in subordinates	13	21	0	10	6	2.50	9
A temperamental aversion to tasking advance	22	24	3	0	1	1.68	10

**Table 3: Distribution of Respondents by Rating of Job- Related Stressors**

Causes of Strain	1	2	3	4	5	Mean	Overall	Ranking
Drawings not detailed	0	0	0	4	46	4.92	46	1
Lack/insufficient specification	0	0	0	5	45	4.90	45	2
Inadequate resource plan	1	0	0	3	46	4.86	46	3
Inadequate time plan	0	0	2	4	44	4.84	44	4
Improper pre-contract actions	1	0	1	4	44	4.80	44	5
Inadequacy/inconsistency of communication flow	0	2	0	6	42	4.76	42	6
Site visits	1	0	0	11	38	4.70	38	7
Too much paperwork to work with	1	1	2	5	4	4.68	4	8
Fair of errors	1	2	2	6	39	4.60	39	9
Preparation of schedules	2	2	0	6	40	4.60	40	9
Writing of query sheets where required	1	1	4	5	39	4.60	39	9
Scaling off where discrepancies occurred between/among drawings	2	2	1	5	40	4.58	40	10
Preliminary calculations and collections	5	1	0	2	42	4.50	42	11
constant use of BESMM	0	7	4	1	38	4.40	38	12
Too much of sitting when measuring	1	4	1	0	41	4.34	41	13
Too much of paper ruling	0	6	0	15	29	4.34	29	13
Cracking of brain for description	5	3	1	3	38	4.31	38	14
Continuing writing of headings	0	0	0	36	14	4.28	14	15
Lack of use of computer and software packages	5	0	1	0	41	4.26	41	16
Inadequate number of staff to do the job properly	0	10	0	10	30	4.20	30	17
Proof bill from printers	7	0	1	11	31	4.12	31	18
Examination and editing BOQ	10	2	0	0	38	4.08	38	19
General final check	3	3	3	22	19	4.02	19	20
Working long hours	5	2	6	15	22	3.94	22	21
Drawings not detailed	0	0	0	4	46	4.92	46	1

**Table 4: Distribution of Respondents by Symptoms of Stress**

Back pain	0	0	0	1	49	4.98	1
Neck pain	0	1	3	0	46	4.82	2
Aggression towards employees	0	3	0	0	47	4.82	2
Sleeplessness	2	7	0	0	41	4.42	3
Boredom	5	4	0	6	35	4.24	4
Taking longer over tasks	9	6	1	2	32	3.84	5
Conflict of boundary situations	4	12	6	2	26	3.68	6
Repetitious	7	9	7	15	12	3.32	7

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