

A Correlation Study of Management Development Practice and Construction Firms' Performance: A Conceptual Review

Tukur Almustapha^{1*}, Musa Aminu Alhaji², Marafa Muhammad³.

¹⁻³ Department of Building Technology,
Waziri Umar Federal Polytechnic Birnin Kebbi,
Kebbi State,
Nigeria.

Email: almustapha_t@yahoo.com

Abstract

Human assets are the soul of any service organization; this is more pertinent in changing work environments like construction firms' (CFs'). Among the human resources in CFs', construction managers are rated as the most fundamental. This is because success of CFs' performance largely depends on the quality of their construction managers. Despite their importance, there is inadequate literature that explores the relationship between management development practice and construction firm performance. The purpose of the study is to establish a relationship between management development practice and construction firm performance through a literature search. Therefore, the study concluded that there is an existing relationship between management development practice and construction firms' performance. Similar to the attention given to profit-making, the study recommended that construction firms should invest more in developing the competence of their construction managers due to their essential role in managing other resources.

Keywords: Construction firm, construction manager, human resources, management development,

INTRODUCTION

Construction Firms (CFs) are a subcategory of the Construction Industry (CI). The firms are part of the economy sector that still depend on various factors of production utilising scientific knowledge, technological skill, and management experience to either make constructed products or deliver services (Awad, 2015). Firms are important to both humans and their organisations due to the continuous demand for their output and their association with the economy both nationally and globally (Nakhon and Somjintan, 2012; Stacifawn, 2007). For instance, the firms nationally donate 4.06–4.32% and globally offer 6–9% (Kanyago et al., 2017) to the Gross Domestic Product (GDP) (Okoye, 2016; National Bureau of Statistics, 2014). More importantly, they are used as a yardstick for evaluating and tracking the well-being of the many nations' economies (Innocent, 2019; Nakhon and Somjintan, 2012; Ibronke, 2003); the abovementioned largely depends on firms' effective performance. Thus far, the literature showcases that most of the contract requirements agreed upon could hardly be achieved as planned by the firms due to their low performance (Tagesse, 2017; Tadesse, Zakaria, Zoubeir, 2016; Infrastructure Client Group, 2015).

Author for Correspondence

The unpleasant performance of the CFs in providing construction projects as agreed has been attributed to their labour-dependent nature, despite ongoing technological advancement (Ofori, 2015; Bamisile, 2004). Additionally, labour costs usually account for 30 to 40% of the overall construction cost of several projects (Zolkafli *et al.*, 2010). Still, literature revealed that among the human resources firms, managers are rated the most imperative since they are the source behind the reliable decisions needed for the firms' survival in the unstable and extremely competitive market environment (Ghada, 2021; Nassereddine, Schranz, Bou Hatoum & Urban, 2020; Osuizugbo, 2019). This added to the growth of complex demand and regular changes in customer requirements (Muhammad *et al.*, 2021; Gitika *et al.*, 2017). The foregoing results in the intricacy of the firms' activities; therefore, the CFs' require experienced managers with adequate management and leadership competence in handling various complicated dimensions, not only technical experience, which is also vital for the CFs' success. The abovementioned attract the interest of CF stakeholders towards enhancing construction managers' competency for better performance (Smith, Johnson & Anderson, 2019; Hassan & Abdussalam, 2016). These call for a continuous search for new techniques that could enhance construction managers' performance in the CFs. In line with the above, the study reveals that there exist many kinds of literature that support the modification of good ideas and innovative practices from another sector of the economy into the construction industry (Adamu, 2019; Christopher, 2014). This attracts the study's attention to the management development (MD) programme.

Management Development (MD) is a subdivision of Human Resource Development (HRD), while HRD is a prominent area of Human Resource Management (HRM) (Cunningham, 2012; Fee, 2001). The study observed that in some literature, MD is called executive or leadership development, management training, or management education (Victor, 2012; Burgoyne, Hirsh, and Williams, 2004). Management development has been described as a system of procedures or set of activities through which managers in a given organization progress or improve their attitude, commitment, and competency to attain better performance at work (Catherine & Muathe, 2018). Additionally, MD encompasses all processes of generating appropriate and qualified managers to take up fundamental management responsibilities, novel jobs, and positions ready for greater hierarchy; these include activities of preparing managers ready for replacements in case of vacancies in a firm (Rameshbabu, 2017; Armstrong, 2016). However, MD was designed to achieve certain purposes in a given organization.

The goal of the MD programme is to create vital modifications in managers' job necessities (Thompson & Davis, 2019; Lerra & Oumer, 2017). For instance, the MD programme encourages the growth and development of managers' communication skills and decision-making abilities and supports motivation as well as fostering future leaders in a firm (Brown & Wilson, 2017). Similarly, MD enhances managers' social associations and supports group commitment (Al Zeidi, 2016). The MD programme is proactive, reactive, and futuristic in focus (Rameshbabu, 2017). However, there are various taxonomies of MD programmes, namely: formal and informal methods (IES, 2001), traditional passive and experiential techniques (Nusrat, Sandhya, and Fehmina, 2015), and further grouped into on-the-job and off-the-job development techniques (Farah, Wan-jamallah, & Norizah, 2015). This is to assist the firms in understanding the several forms and scopes of the MD programme and offer the firms principles that could develop effective managers for better construction project performance.

In contrast, literature revealed that deficiency in MD practice will potentially result in managers' skills being obsolete, causing managers' stagnation and leading to managerial plateauing (Nusrat, Sandhya, and Fehmina, 2015). These will yield three I (3I) problems of inefficiency, ineffectiveness, and incompetence of managers leading to unpleasant CFs' performance (Linnet, 2017). It is against this backdrop that this study considered it appropriate to study the relationship between the MD programme and construction firms' performance through extant literature to facilitate the practice and mitigate the prevailing dismal performance affecting the firms.

Construction Firms

The construction industry (CI) is broad and made up of varied construction firms (CFs); these firms are real and generally contribute to industry activities; they are engaged in several forms of construction activities to support many human endeavours (Dann, 2004). Construction firms' success depends largely on various factors of production to produce various forms of infrastructure that support many nations' economic development. This can be achieved through adequate utilization of scientific experience, technological know-how, and management skills (Awad, 2015). A construction firm involves all logistics through which physical infrastructures are planned, designed, and built, as well as secured and maintained. The main goal of the firms is to carry out all construction work to meet the economic demand and social development objectives of many countries (Isa, Jimoh, and Achuen, 2013; Tanzania Ministry of Works, 2003). To achieve the foregoing, firms require higher-quality human resources, such as skilled managers for efficient strategic planning and other operational aspects; qualified managers ensure firms survive in the extremely competitive and changing market environment (Olowe, 2015). Therefore, firms require competent managers to handle their various complicated dimensions, contribute immensely to social development, and support healthy nations' economies (NCSITD, 2021; Idubor & Oisamoje, 2013).

Significance of Construction Firms

Construction firms (CFs) play an important role in human and corporate entities because of their relationship with social needs and the global economy (Nakhon and Somjintan, 2012; Stacifawn, 2007). For instance, the firms ensure a sustainable and acceptable environment while supporting job opportunities in many countries (Innocent and Raphael, 2020; Ameh and Daniel, 2017; Okoye, 2016; Olarewau and Akinpelu, 2014). Likewise, CFs account for a reasonable portion of the economy by contributing 6–9% worldwide (Kanyago et al., 2017) and recorded 4.06–4.32% at the national level to Gross Domestic Product (GDP) (Okoye, 2016; National Bureau of Statistics, 2014). More importantly, the firms are used as indicators and determinants through which nations' economies are evaluated and controlled (Innocent, 2019; Nakhon and Somjintan, 2012; Ibronke, 2003).

Thus far, construction firms face several challenges, such as economic instability, rapid changes in technology, growing competition, and frequent changes in customers' requirements (Tagesse, 2017; Ofori, 2015). Other encounters include fragmentation of activities among many participants and involve temporary stakeholder relationships (Osuizugbo, 2020; Dorcas, Elkanah, & John, 2019; Kanyago, Shukla, & Kibachia, 2017; Ofori, 2015). These make the organization and operation of construction work more complex, while construction managers' responsibilities become stiffer, thereby affecting firms' performance (Riham and Tarik, 2020). It is observed that the unstable nature of construction firms is one of the major contributors to managers' performance being historically poor for a long time (Liphadzi, Aigbavboa, & Thwala, 2018; Ronan & Thomas, 2012; Hirsh & Carter, 2001). To

address the situation, construction firms call for managers with sufficient managerial competency. Thus, managers in CFs require frequent and special development interventions that can direct their knowledge, skills, abilities, and attitudes to match current and future firms' demands; these are to keep them up-to-date with current market trends and client needs (Nuwan, Perera, & Dewagoda, 2021).

This is because attaining good organization, prosperity, and sustainability in the CFs can only be realized with proficient construction managers. They always ensure that firm dreams are realized, whereas instead, all other inanimate resources are valueless; such types of managers can only be yielded through efficient MD practices. MD practice is known as an essential instrument for achieving effective performance. Foregoing has increased the concern of the construction firms' stakeholders about the development of construction managers' competency for attaining required firm performance (Marisa, Alessandro, Mattia, and Simone, 2018; Natalia, 2017).

Construction Firms' Performance

Literature has diverse views on CFs' performance, for instance. Firm performance has been described as a measure of input and output that involves good organization and success, leading to a satisfactory return to the firm (Saeed and Asghar, 2012). It encompasses a ratio of the estimated unit rate to the achieved undertaking within a predetermined agreement, i.e., time, cost, speed, and quality. According to Shehata and Gohary (2011), firm performance has been expressed as a measure of the relationship between the expected standard outcome and the actual results achieved at hand. Similarly, Presetya, Natalia, and Stella (2020) and Sevilay and Beliz (2017) have considered firms' performance as the ability of a firm to meet agreed requirements as budgeted, scheduled, and specified. Furthermore, Emmanuel (2014) viewed a firm's performance as the ability of a firm to attain set responsibilities within pre-determined criteria using standardized skill and knowledge (Al-Dhaafri, Yusoff, & Al-Swidi, 2013). Firm performance can be measured at various levels; for example, it can be measured at the individual manager level, at the organizational level, and at the external level (Nosizo, 2016). Thus, the study will place emphasis on an individual level, in particular the managers' level. Hence, this study will be restricted to employees' levels of performance, with a specific focus on managers.

Thus far, the literature observes that most of the works agreed upon during the contract agreement could hardly be succeeded as planned by the firms due to under-firm performance. The unpleasant performance of CFs in providing construction projects within expected cost, time, and quality has been associated with their labour-intensive nature (Ofori, 2015; Bamisile, 2004). Among the human resources in the firms, construction managers are rated as the most essential because they are exclusive assets that cannot be simply imitated; managers are intellectuals behind the appropriate decisions required for the CFs' survival in the dynamic and extremely competitive market environment (Ghada, 2021; Nassereddine, Schranz, Bou Hatoum & Urban, 2020; Osuizugbo, 2019). These include the growing of intricate demand and frequent changes in customers' requirements (Muhammad, Sheheryar, Muhammad, Sonia & Muhammad, 2021; Gitika, Pauline, Timothy, John & Brendan, 2017). Consequently, CFs need qualified managers with satisfactory management and leadership competence to manage their various complicated dimensions. The foregoing background raises the interest of CF executives towards enhancing construction managers' competency for better firm performance (Smith, Johnson, & Anderson, 2019; Hassan & Abdussalam, 2016).

Construction Manager

Unlike many corporations whose performances are enhanced by new emerging technologies, construction firms still depend on human resources to carry out major activities and achieve their goals (Okoro, Musonda, and Agumba, 2017; Yona, Raphael, and Eunice, 2015). Thus, in terms of reputation among human resources in CFs, managers were rated above other employees because they are the source of informed decisions required for the construction firm to subsist in a regularly changing and extremely competitive market setting; they form decisions that cannot be easily duplicated by other competitors (Ghada, 2021; Nassereddine, Schranz, Bou Hatoum & Urban, 2020; Osuizugbo, 2019).

Managers are responsible for planning, organizing, directing, and controlling construction resources and measures or programmes (Muhammad, Sheheryar, Muhammad, Sonia, and Muhammad, 2021). Construction managers are usually graduates from higher institutions such as universities, polytechnics, and colleges; they have received acceptable training in sciences, technology, and management principles to manage modern construction. Managers are accountable for using the fundamental principles of management to control the execution (planning, design, and production management) of construction work, utilizing their managerial, scientific, and technological skills to organize and successfully manage available resources to ensure maximum performance. However, the accuracy of services presented by construction firms depends largely on the competency of the manager the firm possesses. Therefore, for CFs to excel in this existing situation, they must improve the quality of their managers to enable them to achieve rapid development and handle the extreme changes that often occur in the construction environment for better competitive advantage (Okoye, Ngwu, and Ugochukwu, 2015).

However, achieving a competitive advantage for CF largely depends on the quality of managerial resources available in the firm (Muhammad, Sheheryar, Muhammad, Sonia, and Muhammad, 2021). Similarly, managers in CFs are responsible for yielding and managing other resources whose assistance is appreciated towards firm growth (Ugwu and Attah, 2016). They utilize their management theories and principles to convert resources into constructed products (Florence and Judith 2018). Literature establishes that skilled managers are creative and capable of addressing complex or demanding projects for better competitive advantage (Emmanuel, 2014). Qualified construction managers lead to maximum resource application; they ensure continuous success and improvement for better competitive advantage (Nesphor, 2015). Hence, managers' performance, capabilities, and talents must be continuously improved to keep them up to date with both firm desires and market trends. On the other hand, poor managers' performance in CFs has an aggressive influence on the firm's activities and realization of its expected performance. Manager performance is a measure or capability of a manager to handle a particular task within agreed standards; its concerned with work effectiveness after applying a certain effort. Manager performance comprises an established measure used to make judgements about managers' output (Jagero and Komba, 2012).

Accordingly, Nosizo (2016), Shibani and Sukumar (2015), and Emmanuel (2014) have revealed that before managers' performance can be evaluated, some set standards or indicators should be anticipated as factors for measurement. These factors include timely completion of work, quality assurance, budget adherence, and health and safety compliance; these include effective decision-making, regulatory or statutory compliance, fostering effective teamwork, and successful stakeholder management. Further managers' performance indicators are effectiveness and efficiency (Er-Om, 2019; Sakhare, Vaidya, Patil, 2017; Shields, Shibani, and Sukumar, 2015; Brown, Kaine, McLean, O'Leary, & Robinson, 2015). Shields, Brown, Kaine,

McLean, OLeary, and Robinson (2015) have concluded that achieving successful managers' job performance largely depends on the extent to which individual managers are provided with training and development opportunities within the work environment to learn new techniques. In a search for a new technique that could enhance managers' performance in CFs. In line with the above, the study notices that there exist many kinds of literature that support the modification of good ideas and innovative practices from other sectors of the economy into the construction industry (Adamu, 2019; Christopher, 2014). This attracts the study's attention to the management development (MD) programme.

Management Development

According to Aliya (2018), Harlan (2016), Chris (2014), and Cunningham (2012), management development (MD) is a noticeable area of human resource development (HRD), while HRD is a subcategory of human resource management (HRM). Both HRM and HRD play a strategic role in the operation of an organization, which involves regular recruitment, selection, and development of suitable managers, as well as placing those managers in positions where they will perform better. This can be achieved successfully through efficient and ongoing development activities known as Management Development (MD) programmes. Researchers have different perceptions of MD; as a result, several names are used to denote MD, viz., executive development, management training, management education, and continuous management improvement, but the term MD is used more frequently in the current literature (Victor, 2012; Burgoyne, Hirsh, and Williams, 2004; Hirsh and Carter, 2002; IES, 2001). On the other hand, diverse studies have distinct views on the boundary of the MD programme. Some researchers believe that MD is an organizational function, while others embrace the idea that the responsibility of MD is limited to individual managers. However, some groups of scholars oppose the above views and maintain that MD is a collective responsibility between firms and individuals (Sarri, 2011). As a result, management development experts have defined management development in various forms.

Management development (MD) involves procedures through which managers' competence is enhanced using integrated training of on-the-job and off-the-job techniques; this is to ensure managers perform to the maximum level (Harlan, 2016). MD is a part of management functions that give individual managers chances to learn further and obtain new skills and knowledge to carry out a variety of tasks. Victor (2012) describes MD as a strategic plan that provides managers with opportunities to transform previously learned theories into applied work practice. Rameshbabu (2017) expressed MD as a useful instrument for developing managers who are adequately competent to take on new responsibilities and higher-level jobs, as well as preparing managers to be ready for replacements in the event of vacancies. Put in another form, MD is a programme that helps managers in a firm improve their job-related skills, competency, attitude, and commitment to enhance their performance (Catherine & Muathe, 2018).

Need for Management Development Practice

Multiple reasons necessitate continuous MD practices in various organizations, in particular CFs. For instance, Tagesse (2017), Odediran, Babalola, and Adebisi (2013) have observed that the environment in which construction firms operate is changing in terms of sciences, technology, management, and socio-economic aspects. Improving management competence to exploit modern knowledge, skills, and techniques is critical to the success of CFs. This is to enable managers to switch from traditional methods to emergent trends using new managerial techniques (Jaser, 2016). Therefore, construction firms now require managers with more adaptive thinking abilities for better performance. These can be attained through the

consistent growth of managers' philosophy to address corporate difficulties using efficient MD practice. Other rationales for the MD practice in CFs include growth in complex demands of CF products, regular modifications of customers' requirements, and growing competition in the construction market; all these demands demand competent managers (Muhammad *et al.*, 2021; Innocent and Raphael, 2020). However, the MD programme has a specific goal to achieve.

Purpose of Management Development

Extant literature has acknowledged that there exist correlations between MD programmes and managers' performance. For example, Rameshbabu (2017) and Nusrat, Sandhya, and Fehmina (2015) reported that the purpose of MD programmes is to create important changes in managers' job requirements, as the programmes advance managers' communication skills and decision-making ability as well as enhance their inventive thinking capacities (John and Annie, 2005; Armstrong, 2006; Abeba, Mesele, & Lemessa, 2015). In addition, Hans and Deepa (2017) and Condliffe (2016) observed that MD programmes build up managers' social relationships and group collaboration. Consequently, the influence of the MD programme on enabling firms to achieve operational performance and become more competitive is obvious.

Categories of Management Development

The background MD programme differs significantly between practitioners and researchers. In light of the above, management development is grouped into various types (Khurana, Khurana, and Sharma, 2009; Atiya, 1994). Similarly, Victor (2012) categorized MD programmes into two groups, namely external methods of executive development and internal methods of executive development. Similarly, Fagbola (2013) grouped MD programmes into two parts, such as in-house and off-house or outsourced MD techniques. However, the most popular management training and development methods used by firms are grouped into on-the-job management training and off-the-job management development techniques (Farah, Wan-jamallah, & Norizah, 2015; Enga, 2017). When an MD programme takes place outside the work environment, it is known as an off-the-job MD, while the job takes place within the workplace along with normal day-to-day activities.

Off-the-job development technique

Off-the-job development techniques are sometimes called formal or classroom-oriented learning. This type of development is usually conducted outside the work environment; sometimes it takes place within the workplace, but employees will be released from normal work activities to allow full attention to learning. The technique aims to enhance managers' current and future managers' job' requirements. The technique emphasized more theory, concepts, and principles of management. The technique involves a designed curriculum through professionals' aid in related fields (Oyeyemi, 2013). It is more academic, offered by formal institutions such as universities, polytechnics, colleges of education, technical colleges, and other allied institutions, using definite curricula and syllabi for a specific duration, and by professional institutions. The formal institutions offer academic certificates such as Ph.D., MSc., MBA, Degrees (BSc/Btec/Beng), Higher National Diplomas (HND), National Diplomas (ND), the National Certificate of Education (NCE), and ordinary certificates (Oyeyemi, 2013; Wajdi, Khalil, Maria, and Pérez, 2014). With these qualifications, certified managers have acquired essential management concepts, principles, and theory (Nusrat, Sandhya, & Fehmina, 2015). The programme was designed to prepare managers for their current and future responsibilities, as well as make them ready for higher positions and tasks ahead (Linet, 2017).

Off-the-job MD programmes are carried out through various techniques, such as lectures, role play, field visits, sensitivity or T-group training, and discussion methods. Other techniques include conferences, seminars, simulation (basket exercise, case study, management, or business game), and brainstorming methods; these include vestibule training and adventure learning (Victor, 2012; Anthea, 2016). Furthermore, off-the-job MD techniques encompass professional and career development, instructor-led classroom discussions, and instructional activities (Ronan and Thomas, 2014). The techniques provide managers with a frontier management concept, establish managers' scientific research basis (both qualitative and quantitative skills), promote analytical thinking and problem identification and solving skills, encourage open-mindedness, and form a basis for successful on-the-job development techniques that formal training alone cannot provide (Mostafa, Oluwaseun, and Aydin, 2020; Krebt, 2017; Anabela, Alves, Leão, and Senhorinha, 2016; Chiang and Lee, 2016).

On-the-job development technique

On-the-job management development (OJMD) is one of the oldest forms of training techniques through informal means. In some literature, on-the-job management development (OJMD) is sometimes represented as experiential learning, retrospective learning, reflective personal development, informal learning, or a hands-on programme. The programme is said to be informal because of its unplanned nature and is not officially organized; it is carried out through the normal workplace to acquire practical experience (Rothwell, 2005; Stefan, 2012). This form of training emphasizes training for newly employed, inexperienced managers, and upgrading experienced managers' skills when new technology emerges or is required in the work environment; it involves orienting newly transferred managers, promoted, or rotated managers to their new stations, as well as those progressed to higher-level positions, to enable managers to handle practical challenges and adapt to different circumstances that formal training alone cannot provide (Yikeber, 2016; Rothwell & Kazanas, 2004; Armstrong, 1997). The technique involves the modification of the attitude, knowledge, skill, and behaviour required by a manager to adequately perform a given task or job.

To this end, on-the-job MD methods exist in various forms, namely orientation or induction, coaching, mentoring, job rotation, understudy, multiple management, and committee assignment training methods (Tews & Tracey, 2008; Aisha, 2013; Wajdi, Khalil, Maria, and Pérez, 2014). The employer only provides training that is relevant and supports its operations with adequate controls over resources and time spent on learning. On-the-job methods change managers' potential talents, improve managerial retention, upgrade their social relationships, and influence younger managers' competence. The major purpose of on-the-job training is to make sure managers are ready for emergency take-up of advanced positions and responsibilities while improving managers' experience on various job challenges, thereby acquiring diverse knowledge, experience, and skills across various functions (Mulatu & Jeilu, 2018; Kazi, 2017; Farah, Wan-jamallah & Norizah, 2015; Nusrat, Sandhya & Fehmina, 2015). The foregoing has a strong influence on a manager's overall performance in a given organization, like a construction firm.

Management Development Strategy

Human resources are the soul of construction firms; they should complement each other to attain a stronger and more successful work environment with a focus on a firm-set vision and mission (Kurec, 2014; Danny & Neil, 2014; Akhigbemidu, Amah, and Okocha, 2012). Therefore, firms should ensure a well-organized synergy among different types of human resources working in the firms, in particular managers; this will support the firms in directing their activities towards set goals (Danny & Neil, 2014; Abeguki, Paul, Akinrole, & David,

2014). It is believed that a firm with a well-defined vision and mission is expected to develop capable managers who can direct action towards firm-set goals (Mumford, 1997). To achieve these requirements, firms have set activities to direct firm goals and guarantee a firm a greater chance of success (Abu Rumman & Al-Rahahalh, 2016; Goldman & Scott, 2016). Foregoing requires planned-out activities beforehand, known as MD Strategy (MDS).

MD Strategy has been described as an intricate process through which managers' competence is reviewed, determined, and enhanced for optimal managers' performance (Collins, 2020; Mello, 2015; Oni-Ojo, Salau, Oludayo, & Abasilim, 2014). It involves assessment related to managers' issues internally and externally; this is to anticipate opportunities and threats towards enhancing managers' performance in a corporation (Sahar, 2019; Bakir, 2017; Harlan, 2016). The strategy offers a roadmap to generate a suitable learning environment that could support various learning policies and ensure they are directed towards a firm goal (Khan, 2020; Pattinson, 2016). It also ensures that top talent managers are developed and retained for better handling of management tasks (William, 2014). Therefore, MD strategy needs frequent evaluation to ensure it is related to the firm goal using key drivers like performance management or appraisal, motivation, and engagement; these drivers should be interlinked, complementary, and mutually supportive of one another (Alghamdi, 2020; Sheehan, De Cieri Cooper, and Shea, 2016). This is imperative since the ultimate goal of the MD programme is whole-firm performance improvement (Knezović, Bušatlić, and Ridić, 2020; Delery and Roumpi, 2017).

Performance Management

DeNisi and Murphy (2017) explained that performance management (PM) is the preliminary stage of MD programmes, as it provides a basic foundation for other MD activities to take place. Aguinis (2013) describes PM as a procedure for recognizing, evaluating, and increasing managers' performance. It is a continuous practice that involves aligning managers' performance with that of the firm's set goals. Cynthia (2019) expresses performance management (PM) as a tool used to monitor, quantify, and improve managers' performance to offer efficient service through organised strategic support. Other components of PM involve managers' performance evaluation, manager performance planning, and establishing management development (MD) requirements at various functional levels. The first component of PM is deciding how to measure performance. Fagbola (2013) shows that achieving successful performance management (PM) largely depends on the effective analysis of the following activities: defined development needs, the establishment of training and development programmes, providing frequent feedback, the availability of resources, and task interference.

Established Gap

This research evaluates existing literature on management development programmes and finds that programme have a clear influence on managers' performance in several economic sectors. However, there is insufficient information on the influence of management development programmes on construction managers in Nigerian construction firms. Therefore, the study sought it as a gap to fill in an existing body of knowledge.

Conclusion and Recommendation

Considering the relevant facts or evidence from established literature, it has become a clear trend that management development programmes can equally influenced construction managers' performance. However, the study recommended that CFs should adapt and

establish efficient mechanisms for management development practice; this can aid construction firms to achieve a desired performance.

References

- Abdussalam, S. D. S. (2016) The Role of the Project Manager in Construction Projects in India. *Chinese Business Review*, June 2015, Vol. 14, No. 6, 298-324 doi: 10.17265/1537-1506/2015.06.003
- Adamu, N., (2019) Assessing the Influence of Organizational Culture on Internal Supply Chain Integration within Construction Firms in Nigeria. A thesis submitted to the School of Post Graduate Studies Ahmadu Bello University Zaria in partial fulfillment of the Requirements for the Award of the Degree of Philosophy of Science. Addressing the Gap of Building Production Management: A New Production Model
- Aidah, N. (2013), Effects of Training on Employee Performances Evidence from Uganda. (M.Sc.). Unpublish Thesis of the VaasanAmmaTikorkeakoulu University of Applied Science.
- Al Zeidi, S. S., (2016) Human Resource Development as a Strategic Tool to Develop the Omani Economy, the Case of the Duqm Special Economic Zone in Oman (DSEZ), A Thesis Submitted to of University of Chester for the fulfillment of Requirements for The Degree of Doctor of Philosophy By University of Chester.
- Al-Mughairi, A. M. (2018) The evaluation of training and development of employees: The case of a national oil and gas industry. A Thesis Submitted for the Degree of Doctor of Philosophy. Brunel Business School Brunel University.
- Armstrong, M. (2016). *Armstrong's handbook of management and leadership*, 4th Edition, London, Kogan.
- Armstrong, M. and Taylor, S. (2014) *Armstrong's Handbook of Human Resource Management Practice*. 13th ed. London: Kogan Page Limited Publisher.
- Asfaw, A. M., Argaw, M.D. and Bayissa, L.(2015). The Impact of Training and Development on Employee Performance and Effectiveness: A Case Study of District Five
- Awad, S. H., (2015), Training and Development of Human Resources in Sudanese's Construction Industry. *International Journal of Science, Engineering and Technology Research (IJSETR)*, Volume 4, Issue 8
- Bamisile, A. (2004) *Building production management*, Foresight press ltd, Lagos, Nigeria
- Ben, M. (2016) Leadership Development in the Construction Industry A White Paper by Benchmark Learning International and Renew Leadership.
- Brown, T., & Wilson, R. (2017) Building a Learning Organization: The Role of Managerial Development, *Journal of Organizational Behavior*, 38(9), 1329-1347.
- Burgoyne, J., Hirsh, W. and Williams, S. (2004) The Development of Management and Leadership Capability and its Contribution to Performance: The evidence, the prospects and the research need. DfES Research Report 560. London: Department for Education and Skills. URL: [http://www.dfes.gov.uk/research/data/uploadfiles/RR560.
- Catherine, L. and Muathe S. M., (2018) Management Development: A Conceptual Framework Based on Literature Review, A Research Agenda Department of Business Administration. Kenyatta University, Nairobi, *European Journal of Social Sciences*, ISSN 1450-2267, Vol. 56 No 1 January-February, 2018, pp.65-76.
- Chen, X., & Wang, Y. (2018). Effective Strategies for Developing Global Managers. *Journal of International Business Studies*, 45(6), 678-694.

- Christopher, L. N. (2014) Assessment of organizational Leadership for Knowledge management practice in the Nigerian Construction Industry. MSc Dissertation. Department of Quantity Surveyor, Faculty of Environmental Design, ABU Zaria
- Cunningham, C. (2012) Designing Effective Management Development Programs", *Employment Relations Today*, Vol. 38 No. 4, pp. 27-33.
- Elembilassery, V. and Chakraborty, S. (2021), "Dialogue in Management Education and Development: a Conceptual Framework", *Journal of Management Development*, Vol. 40 No. 5, pp. 404-417. <https://doi.org/10.1108/JMD-07-2020-0220>
- Ghada, T. (2021) Industrial Revolution 4.0 in the Construction Industry: Challenges and Opportunities, *Management Studies and Economic Systems (MSES)*, 6 (3/4).
- Gitika, S., Pauline, S., Timothy, B. John, B. and Brendan, B. (2017) Human Resource Development, Practices, Managers and Multinational Enterprises in Australia: thinking.
- Hassan A. A and Abdussalam s. (2016) the Impact of Managers' Leadership Skills on Construction Project Performance in Dubai, *International Journal of Managerial Studies and Research (IJMSR)* Volume 4, Issue 6, June 2016, PP 73-94 ISSN 2349-0330 (Print) and ISSN 2349-0349 (Online) <http://dx.doi.org/10.20431/2349-0349.0406008> www.arcjournals.org.
- Hirsh, W. and Carter, A. (2001) Institute for Employment Studies (IES) report. New Direction in Management Development. Mantell Building Falmer Brighton, UK. <http://www.employmentStudies.Com>. UK. Burgoyne, Burgoyne
- Innocent, C. O. (2019) Improving the Performance of Building Construction Firms through Addressing the Gap of Building Production Management: A New Production Model Approach.
- Institute for Employment Studies (IES) report, New Direction in Management Development Mantell Building Falmer Brighton, UK. [Http://www.employmentStudies.Com](http://www.employmentStudies.Com). The UK. Burgoyne, Burgoyne
- Isa, R. B., Jimoh, R. A. and Achuenu, E. ((2013) An Overview of the Contribution of Construction Sector to Sustainable Development in Nigeria; *Net Journal of Business and Management*, Vol.1 (1).
- John, I. I. (2016) Management Development and Its Developing Patterns in Nigeria. *Management International Review*, Vol. 16, No. 3 (1976), pp. 97-104. Published by: Springer. URL: <http://www.jstor.org/stable/40227282>
- Karen, B. and Adelle, B. (2017), Management Development Experiences and Expectations: Informal vs Formal Learning", *Education + Training, Emerald insight Journal*, Vol. 59 Issue: 6, pp.565-578,
- Kanyago, G. M., Shukla, J., & Kibachia, J. (2017) Role of Project Management Skills on Performance of Construction Projects: A Case of Selected Construction Firms in Kigali Rwanda. *European Journal of Business and Social Sciences*, 6(7), 12-23.
- Kothari, C. R. & Garg, G. (2019) *Research Methodology: Methods and Techniques* (4th Ed.). New Delhi: New Age International (P) Limited.
- Lerra, M. D. and Oumer, J (2017), Critical Review of Management Development Practices of Some Selected Organizations in Addis Ababa City Administration. *Mediterranean. Journal of Basic and Applied Sciences (MJBAS)*, Volume 1, Issue 1.
- Management Essentials (2019) *Leadership and Management Development Framework*. Aston University Birmingham United Kingdom (UK).
- Muhammad, M. A., Sheheryar, M. Q., Muhammad, S. M., Sonia, I. M. and Muhammad, B. R. (2021) Competency Framework Development for Effective Human Resource Management, *Journal for Creative Commons Attribution*

- Mulatu, D. L. and Jeilu, O. (2018). Critical Review of Management Development Practices of Some Selected Organizations in Addis Ababa City Administration Mediterranean. *Journal of Basic and Applied Sciences (MJBAS)*, Volume 1, Issue 1, Pages 37-44, October-December 2017.
- Nassereddine, H., Schranz, C., Bou Hatoum, M. and Urban, H. A. (2020). Comprehensive Map for Integrating Augmented Reality During the Construction Phase. In *Creative Construction E-Conference 2020*, Budapest
- National Bureau of Statistics (NBS), (2014) Nigerian Gross Domestic Product Report, Quarter One and Two. Available: www.nigeranstat.gov.ng. [Accessed: August 10, 2014]. [2]
- Nigeria-Construction Sector International Trade Administration NCSITD (2021) report <https://www.trade.gov/country-commercial-guides/nigeria-construction-sector>
- Nurita, J., Farah, Y., Wan Jamaliah, W. J. and Norizah, S. (2015) Management Development Programs and the Readiness for Changes: A Study in Malaysia, *International Journal of Accounting & Business*; Vol. 3 (No.1), 376.384
- Nusrat, K., Sandhya, T. and Fehmina, K.D. G., (2015) Understanding Management Development Techniques for Organization and Employee Growth: A Conceptual Study. *Advances in Economics and Business Management*; Volume 2, Number 8; Krishni Sanskriti Publications <http://www.krishisanskriti.org/aebm.html>
- Ofori, G., (2015), 'The construction industries in developing countries', In Ofori, G. (Ed.) *New Perspectives on Construction in Developing Countries*. Abingdon: Spon
- Okoye, P. U. (2016). Optimising the Capacity of Nigerian Construction Sector for Socioeconomic Sustainability. *British Journal of Applied Science & Technology*, 16(6), 1-16. doi: 10.9734/BJAST/2016/26268
- Okoye, P. U., & Ngwu, C. (2015). Application of Building Production Management Documents in High Rise Building Projects in Anambra State Nigeria. *American Journal of Engineering Research*, 4(7), 210- 217
- Osuzugbo, I. C. (2019) Project Failure Factors Affecting Building Project Success in Nigeria: Design and Construction Phase. *Journal of Mechanical and Civil Engineering*, 16(1), 1-11. doi: 10.9790/1684- 1601050111.
- Rameshababu, H. (2017) Critical Approaches to Management Development: A Study. *International Journal of Research in Business Studies and Management* V4, I6
- Ronan, C. and Thomas, N. G. (2014), Leadership and Management Development. *Journal of International Human Resource Development*_Newproof.indb 387 at:
- Sagesse, B. (2017), Assessment of Construction Performance Challenges in Selected University Building Construction Projects. Master thesis, submitted to Addis Ababa Institute of Technology, 1-130.
- Victor A. (2012) An Investigation into the Effect of Management Development on Performance: A Case Study of Office Municipal Assembly, a Thesis submitted to the School of Business, Kwame Nkrumah University of Science and Technology, School of Business College of Art and Social Sciences in partial fulfillment of the requirements for the degree of Executive Master of Business Administration (Human Resource)