CHAPTER – VII

SUMMARY OF FINDINGS, SUGGESTIONS AND CONCLUSION

7.1 INTRODUCTION

In this chapter, an attempt is made to recapitulate the key findings of the present study and based on these findings a few suggestions are given.

The study aims at identifying the key competencies required for superior performance in the construction industry at Salem District. For this purpose, the field survey method and personal interview technique are employed to collect the first-hand information from 300 sample respondents. The respondents are chosen on random basis from different parts of the study area. The data collected are classified into suitable tables for drawing accurate results, and the data are analysed by using statistical tools like Percentage, Average, Range, Standard Deviation, Two-way tables and Chi-Square test, T test, and ANOVA. Fried man’s test is also employed to find out the specific behaviors and skills necessary for superior performance. In addition to the above statistical tools, Multiple Regression Analysis, and Multi-Discriminant Analysis are used appropriately in this study.

7.2 Findings:

7.2.1 Demographic characteristics of the outstanding civil engineering contractors

1. It is found out from the analysis that the diploma holders are performing well when compared to others
2. It can be noticed from the analysis that the maximum number of outstanding performers are from the experience group of above 20 years and 1-4 years.

3. It can be divulged that the contractors who are working in both the corporation and the village perform well when compared to the contractors who are working in the village alone.

4. It is found out from the analysis that maximum numbers of respondents do the contractor work for full time on permanent basis.

5. Majority of the outstanding performers, state that they are working for 60-80 hours per week. Maximum numbers of average performers are working for 40-60 hours per week. It could be noted from the analysis that the outstanding performers are working for maximum hours when compared to the average the performer.

6. According to a maximum number of respondents, 1-10 regular employees are working under the contractor.

7. Among the total respondents 86.3% of respondent’s turnover is below Rs.50 lakhs. Others’ turn over is greater than Rs.50 lakhs.

7.2.2 Contractors opinion about the industry

8. It is found out from the analysis that maximum number of respondents feel that the business income is in increasing trend.

9. Maximum numbers of the respondents are of the opinion that growth prospectus is very high in the industry, and this is the reason for stable retention in the market.

10. Most of the respondents feel that there is no favorable environment in this industry.
7.3.3 Most desirable traits of the building contractors

11. Among the 12 factors under the most desirable traits of the civil engineering contractors, ethics ranks first. It is followed by hard work and loyalty.

12. Maximum number of the outstanding performers state that there is no need of new areas to be included in the current civil engineering curriculum.

13. Maximum number of the outstanding performers state that the focus of study in current engineering curriculum should not be changed from the existing subject.

7.2.4 Opinion about the current civil engineering curriculum

14. 29 percent of the respondents in the average performer group and 4.67 percent of the respondents in the outstanding performer group are in favor of current engineering curriculum in tune with the construction industry requirements in India. Others state that the current engineering curriculum is not in tune with the construction industry requirements in India.

15. 3.67 percent of the respondents in the average performer group and 4.67 percent of the respondents in the outstanding performer group have expressed the need of new areas to be included in the current civil engineering curriculum which is necessary from the industry perspective. Others are of view that there is no need of new areas to be included in the current civil engineering curriculum.

16. It is found out form the analysis that the all the outstanding performers are of the opinion that the post qualification courses are not helpful for better job prospects.
17. There is a significant association found between the level of Acceptance regarding the opinion about the current civil engineering curriculum in tune with today’s industry requirements in India and the demographic variables.

18. There is a significant association found between the level of Acceptance regarding the need of new areas to be included in the current civil engineering curriculum and the demographic variables.

19. There is a significant association found between the levels of acceptance towards opinion regarding that the focus of studies that should be changed from the existing subjects and their demographic variables of Work nature, Age, Educational Qualification, Experience and Hours Spent on Working.

7.2.5 The competencies possessed by the outstanding civil engineering contractors

20. Most of the outstanding performer state that the job related skills are vital important to become a successful civil engineering professional.

21. It is found out from the analysis that among the 4 factors under the most appropriate vision and purpose “Sees new possibilities” is ranked first. It is followed by the “Creates and communicates vision or direction”. “Sees everything with a positive outlook” was ranked third.

22. It could be found out from the analysis that among the 4 factors under the opinion about developing workers “Assembles strong teams” is ranked first. It is followed by the “Communicates effectively with workers”. “Empowers and trains people” is ranked third.
23. It is divulged from the analysis that among the 4 factors under the values and ethics “Ensures that the standards and specifications are kept” is ranked first. It is followed by the “Aligns with industry values”. “Adheres to code of conduct” is ranked third.

24. Among the 2 factors under the commitment “Widely trusted” is ranked first. It is followed by the “Takes ownership on the assigned responsibilities”.

25. It could be noted from the analysis that among the 3 factors under the performance standards “Drives for continuous improvement and Ensures that health, safety and social objectives are integrated into business activities” is ranked first. It is followed by the “Sets and achieves ambitious goals”.

26. Maximum number of respondents specified that among the 2 factors under the basic knowledge and information “Relevant professional knowledge” is ranked first. It is followed by the “Command of basic facts”.

27. Among the four competencies under the skills and attributes “Continuing sensitivity to events” is ranked first. It is followed by the “Social skills and abilities”. “Analytical, problem solving and decision-making skill” is ranked third.

28. Among the 4 factors in Meta qualities “Mental ability” ranks first. It is followed by the “Creativity”. “Self-knowledge” is ranked third.

29. Among the 4 factors “Interpersonal skills” is ranked first. It is followed by the “Listening skills”. “Extraversion” is ranked third.

30. There is a significant difference in the mean score is observed regarding the factors of “Sees new possibilities, Sees everything with a positive outlook and Inspires and
motivates others with enlightened insights” with respect to performance. The outstanding performer feels that “Sees everything with a positive outlook” is the vital important competency needed for success.

31. There is a significant difference in the mean score is not observed regarding the factors of “Assembles strong teams, Empowers and trains people, Provides rewards, feedback and recognition and communicates effectively with workers” with the respect to the Performance.

32. From the analysis the significant difference in the mean score is observed regarding the factors of “Aligns with industry values, Adheres to code of conduct, Ensure that the standards and specifications are kept and Recognizes right behaviors” with respect to performance. The outstanding performer states that aligns with industry values is the most important competency needed for success.

33. There is no significant difference in the mean scores of opinion regarding the commitment and the performance of the contractors.

34. There is a significant difference in the mean score is observed regarding the opinion about “ensures that health, safety and social objectives are integrated into the business activities” with respect to the performance.

35. Maximum numbers of the outstanding performers feel that the command of basic facts is more important than the relevant professional knowledge.

36. Maximum number of female respondents state that the communication and interpersonal competencies are important for success.
37. 36-55 years of age respondents state that the communication and interpersonal competencies are vital factors for success.

38. It is inferred from the analysis that the full time permanent contractors insist that the Communication and interpersonal competencies are important for this industry.

39. A significant association is found between the levels of acceptance towards the opinion about Post qualification courses help in better opportunities and their demographic variables of Work nature, Age, Experience, Hours Spent on Working and generation of respondents at 0.05 levels. Hence the difference observed in the level is not by chance but it is a true difference. So the stated research hypothesis is rejected in the case of Work nature, Age, Experience, Hours spent on Working and Current Job Level. There is a relationship between the opinion about the post qualification courses and the work nature, age, experience, hours spent on working, and generation.
7.2.6 Findings from the regression analysis:

Variables Vision and Purpose, Developing workers, Meta Qualities, Communication and the interpersonal competencies and the Employees Working are highly significant with the Annual turnover.

7.2.7 Findings from Discriminant analysis:

Communication and interpersonal competencies, Values and ethics are the most important competencies required by the building contractors. Those who posses these traits are found out to excel in this industry.

\[ Z = -6.794 + 0.429X_1 - 0.298X_2 + 0.3151X_3 - 0.172X_4 - 0.4X_5 + 0.198X_6 + 0.443X_7 \]

Where,

\( X_1 \) - Vision and Purpose
\( X_2 \) - Developing workers
\( X_3 \) - Values and ethics
\( X_4 \) - Performance
\( X_5 \) - Basic knowledge and information
\( X_6 \) - Meta Qualities
\( X_7 \) - Communication and interpersonal competencies
7.3 SUGGESTIONS

1. To drop the term intelligence and adopt competency for getting success in the field of construction industry.

2. Superior job performance of the contractor is related not only to intelligence and traditional cognitive elements involving reading, writing and calculating skills, but also to personality variables, such as attitude, values, leadership, interpersonal skills.

3. Comparing the excellent and ordinary performers, so as to find the criterion, that is to say the kind of behavior that determines the superior performance.

4. The construction sector is a booming sector and the second largest sector in India. Vast opportunities are there in this sector. It is suggested that the person who wants to be a successful person in this industry should start his career on an earlier age. It is suggested that the students of civil engineering can gain their knowledge through field work while they are studying.

5. It is suggested that the middle aged group respondents can improve their performance.

6. It is suggested that the contractors may not confine themselves with the village area alone. The contractors may go to work in all the places for their success in the industry.

7. Spending more time in the work is directly related to the turn over. So the contractors can increase their working hours.

8. Among the 12 factors under the most desirable traits of a civil engineering contractor ethical value is ranked first. It is followed by hard work and loyalty. So the contractor
who wants to be successful in this industry for a long time have to give importance to ethical values.

9. Maximum number of the outstanding performers’ opinion is that curriculum is good; the focus of the study is also good. But the problem is how the individual extracts the knowledge from the curriculum. It is suggested to the education ministry that maximum importance should be given to the practical area. The ideology should meet the practical requirement. It is suggested that some practical areas may be included in the current civil engineering curriculum.

10. After entering into this industry maximum number of the respondents join the post qualification courses and all the outstanding performers state that the post qualification courses are not helpful for better job prospectus. So it is suggested that the contractors should improve their competency for the successful performance rather than doing additional courses.

11. It is suggested that the job related skills are vital for the successful performance in this industry.

12. The contractor who wants to be successful in this field should see new possibilities in all the side and he should Create and communicate vision and direction in a right way.

13. It is suggested that the good contractors have to assemble strong teams, and they have to communicate effectively with the workers.

14. The outstanding contractor who wants to be successful in this field has to ensure that standards and specifications are met by them.
15. It is suggested that every contractor must have the commitment towards the job and be a trusted person.

16. The outstanding performer has to drive for continuous improvement and ensure that health, safety and social objectives are integrated into the business activities.

17. Relevant professional knowledge is the major competency for a successful contractor. Hence, it is suggested that the relevant professional knowledge must be developed by the contractor.

18. As continuing sensitivity to events ranks first, the things happening outside have to be noted carefully by the contractors for their success.

19. The successful contractor has the mental ability and creativity. Hence, it is suggested that the civil engineering contractor should develop their mental ability and creativity.

20. Interpersonal skills ranks first and it is followed by listening skills and extraversion. Hence, it is suggested that the civil engineering contractors may develop interpersonal and listening skills.

21. It is advised to the average performer in the industry for developing their communication and interpersonal competencies, Values and ethics in order to become the superior performer in the industry.

22. It is suggested that the contractors with the experience of 5 years to 15 years have to develop their communication skills and ethical values to improve their performance.
23. The suggested Iceberg model for a superior performer in the construction industry is as follows.

The competency above the water line is clearly visible and easier to assess. Behavioural competencies below the water line are most difficult to assess and hard to develop and can not be seen.
7.4 CONCLUSION

The construction sector is a booming sector and the second largest sector in India. There is a vast opportunity in this sector. Superior job performance of the contractor is related not only to intelligence and traditional cognitive elements involving reading, writing and calculating skills, but also to personality variables, such as habits, values, leadership, interpersonal skills.

The competencies of the successful civil engineering contractors are identified through this study. The ice berg model for the successful civil engineering contractors is found out from the study.

Five competencies uniquely identified by the civil engineering contractors are Communication, interpersonal competencies, Developing workers, ethical values, having proper vision and purpose. Communication and interpersonal competencies above the waterline are clearly visible and easier to assess. Developing workers, ethical values, having proper vision and purpose are the competencies below the water line of the ice berg model. They cannot be seen and it is very difficult to develop them. This is found as the skill gap between the successful civil engineering contractors and the average civil engineering contractors. The average performer can also excel in the industry by practicing the competencies of the outstanding civil engineering contractor.

It is suggested to the education ministry that maximum importance should be given to the practical area. The ideology should meet the practical requirement. Every contractor should have the commitment towards the job and be a trusted person by the entire outside environment for the career improvement.