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# ORGANIZATIONAL COMMITMENT AND MOTIVATIONAL STRATEGIES ACROSS ESTATE SURVEYING AND VALUATIONS FIRMS: IMPLICATIONS FOR PROFESSIONAL PRACTICE

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## ABSTRACT

*This study looks at organizational commitments and motivational strategies across Estate Surveying and Valuation Firms from the point of view of the young surveyors or employees, i.e. to say that principal consultants or partners/associates are not part of the respondents. The study identified some motivational strategies across firm and the perceptions of young surveyors to these strategies. The study concluded that most of these motivational strategies are not well taken into consideration by different firms judging from the respondents answers to questionnaire distributed, it however recommended that principal Consultants/Partners should as a matter of necessity try to make the recommendations and findings of this research part and parcel of the practice, when this is done young surveyors will attracted to professional practice.*

**KEYWORDS:** *Organizational commitment, motivation, strategies, Estate Firms, professional practice.*

## 1.0 INTRODUCTION

Motivation is a theoretical construct, used to explain behavior, it explains why people do what they do, for example, when they use some strategy to achieve a goal. It is the effective application of tangible and intangible incentives by management (employer) to improve performance of the workers.

Motivation is literally the desire to do things. It is the crucial element in setting and

attaining goals of any organization. It is the process that initiates, guides and maintains goal oriented behaviours. It is what causes us to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. It involves, the biological, emotional, social and cognitive forces that activate behavior.

For any organisation to remain relevant / afloat, motivation of its staff is critical. For an

organization to ensure continuity, remain productive and still attract younger ones to it, she must as a matter of necessity be committed to ways of motivating her staff. One who is not motivated cannot be committed and if organization lacks motivation, people will not be attracted to work in such organization.

If real estate profession will move forward and win the minds of younger surveyor into practice, they must understand what it means to motivate young graduates of real estate profession especially in the Valuation profession. They should know what drives people to work. They can tailor job assignments and rewards to the things that make the young school graduate of the Valuation profession motivated to practices.

Motivation can also be conceived as whatever it takes to encourage workers to perform by fulfilling or appealing to their needs. Motivation is goal directed and therefore cannot be outside the goals of any organization whether public or private or non-profit making organization.

Motivation may determine the kind of standards to be expected in any firm. However, any firm with authoritative leadership and without motivation may reduce the staff morale. Such can even scare young surveyors away i.e. lead to mass exodus of professional young people in the system, in some cases may lead them to cutting corners and engagement in sharp practices.

There are various ways, in which young/upcoming surveyors can be motivated in order to get them to be attracted into professional practice, they include fringe benefits, better employment condition, promotion, recognition, open channel of communication and career development support.

To ensure commitment and attract young professionals into Valuation profession, there is urgent need to create an atmosphere of commitment and cooperation through policies that facilitate motivation and satisfaction.

### 1.1 Problem

The number of Registered Estate Surveyors and Valuers in this Nation Nigeria cannot in any way be said to be commensurate the population that needs the services of Registered Estate Surveyors and Valuers, the disparity is very glaring. The rate at which the young graduates of the profession abandon the Professional Practice for other jobs also possess a lot of concern and questions over the future of the profession. The reason(s) why upcoming/young surveyors shy away from professional practice have also over the years continued to be a subject of discuss amongst the older surveyors. These challenges may not have been discussed in any National Conference of the professions, but it has

raised a lot of question and concern especially on future of the profession. One may not actually say for sure there is a definite problem(s) why young graduates especially of Estate Surveying Profession prefer to avoid or shy away from professional practice. It may be unconnected with get rich quick syndrome amongst our youth today; neither can one say for sure its motivational strategy employed by owners of Estate Firms that scare these upcoming/young surveyors away from practice. Obviously there must be a reason why there has been a decline of interest to practice amongst the young graduate. Based on the above premise, this study seeks to look at motivational strategies across Estate Surveying firms and the perception of upcoming/young surveyors as it concerns professional practices.

### 1.2 Aim and Objectives

The aim is to study motivational strategies employed by Estate firms vis-à-vis views of upcoming/young surveyors attitude to professional practice. To this end the study will;

- Examine young Surveyors perception of the motivational strategies employed by firms.
- Examine how motivation affects young Surveyors attitude to professional practice.
- Identify the extent to which motivation can ensure effectiveness/commitment to professional practice.
- Identify the extent to which absence of motivation can affect performance or attitude to professional practice.
- Draw conclusion from findings and make recommendations on ways to encourage upcoming/young surveyors to practice.

## 2.0 REVIEW OF RELATED LITERATURE

This chapter helps to paint a clearer pictures of the various terms frequently used in Organizational commitment and motivational strategies across Estate Firms. It also reviews the works of other researchers in relation to organizational commitment and motivation. In this work, there is need to define the terms:

### 2.1 Estate firms

These are licensed firms empowered in decree No. 24 of 1975 now cap 111 LFN 1990 to undertake Estate Surveying and Valuation services in Nigeria with practices covering valuation for various purposes, conducting feasibility and viability studies for proposed projects, engagement in estate agency among others. Firms are registered in peoples name and as such pseudo names are not allowed. One who wishes that a firm be registered in his name must have gone through Nigerian Institution of Estate Surveyors and Valuers (NIESV), Estate Surveyors

and Valuers Registration board of Nigerian (ESVARBON) and through registration with the corporate affairs commission.

## 2.2 Young Surveyors/upcoming Valuers

This with regards to this research refers to graduates of Estate Management, who are either registered in accordance with decree No. 24 of 1975 now cap 111 LFN 1990, which established the Estate Surveyors and Valuers Registration board of Nigerian (ESVARBON) which empowers people to practice Estate Surveying and Valuation in Nigeria. It also comprises of those who are newly employed by Estate Firms as graduates Estate Surveyors with BSc, B Tech and HND in Estate Management. These groups of people may have written their Professional Practice Exams, some may have not, some waiting for interview, some have also passed through the Nigerian Institution of Estate Surveyors and Valuers (NIESV) waiting for induction and interviews etc.

## 2.3 Professional practice

This is simply used to describe instances where individuals qualified in accordance with the laws that established Estate Surveying and Valuation in Nigeria are actually engaged in the professions practical and private practice. It best describes persons of the profession who are qualified according to the law and are privately practicing Estate Surveying and Valuation.

## 2.4 Organizational commitment

Multiple definitions of organizational commitment are found in the literature. Bateman and Strasser state that organizational commitment has been operationally defined as “multidimensional in nature, involving an employee’s loyalty to the organization, willingness to exert effort on behalf of the organization, degree of goal and value congruency with the organization, and desire to maintain membership” (p.95). Mowday, Steers, and Porter (1979) identified commitment-related attitudes and commitment-related behaviors. Porter et al. (1974) discuss three major components of organizational commitment as being “a strong belief in and acceptance of the organization’s goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain organizational membership”. Sheldon (1971) defines commitments as being a positive evaluation of the organization and the organizations goals. According to Buchanan (1974) most scholars define commitment as being a bond between an individual (the employee) and the organization (the employer), though his own definition of commitment.

Organizational commitment has also been defined as a psychological state that binds an employee to an organization, thereby reducing the

incidence of turnover (Allen & Meyer, 1990), and as a mindset that takes different forms and binds an individual to a course of action that is of relevance to a particular target (Meyer & Herscovitch, 2001). Mowday, Porter & Steers (1982) outlined the distinction between attitudinal commitment, a mindset in which individuals consider the congruency of their goals and values with those of their employing organizations, and behavioral commitment, the process by which individuals past behavior in an organization binds them to the organization. The complementarity of attitudinal and behavioral commitment was integral in Meyer and Allen’s (1991) conceptualization of a multidimensional model of organizational commitment.

## 2.5 Motivation

Motivation refers to “the reasons underlying behavior” (Guay et al., 2010, p. 712). Paraphrasing Gredler, Broussard and Garrison (2004) broadly define motivation as “the attribute that moves us to do or not to do something” (p. 106). Intrinsic motivation is motivation that is animated by personal enjoyment, interest, or pleasure. As Deci et al. (1999) observe, “intrinsic motivation energizes and sustains activities through the spontaneous satisfactions inherent in effective volitional action. It is manifest in behaviors such as play, exploration, and challenge seeking that people often do for external rewards” (p. 658). Researchers often contrast intrinsic motivation with extrinsic motivation, which is motivation governed by reinforcement contingencies. Traditionally, educators consider intrinsic motivation to be more desirable and to result in better learning outcomes than extrinsic motivation (Deci et al., 1999).

Motivation involves a constellation of beliefs, perceptions, values, interests, and actions that are all closely related. As a result, various approaches to motivation can focus on cognitive behaviors (such as monitoring and strategy use), non-cognitive aspects (such as perceptions, beliefs, and attitudes), or both. For example, Gottfried (1990) defines academic motivation as “enjoyment of school learning characterized by a mastery orientation; curiosity; persistence; task-endogeny; and the learning of challenging, difficult, and novel tasks” (p. 525). On the other hand, Turner (1995) considers motivation to be synonymous with cognitive engagement, which he defines as “voluntary uses of high-level self-regulated learning strategies, such as paying attention, connection, planning, and monitoring” (p. 413).

## 2.6 Strategy and motivational strategies

The origin of this concept can be traced in its military orientation, going back to the Greek word 'strategos', for a general who organises, leads and directs his forces to the most advantageous position (Bracker, 1980; Legge, 1995; Lundy and Cowling, 1996). In the world of business it mainly denotes how top management is leading the organisation in a particular direction in order to achieve its specific goals, objectives, vision and overall purpose in the society in a given context / environment. The main emphasis of strategy is thus to enable an organisation to achieve competitive advantage with its unique capabilities by focusing on present and future direction of the organisation (also see Miller, 1991; Kay 1993).

Over the past three decades or so a lot has been written under the field of strategic management about the nature, process, content and formation of organisational strategy (see e.g. Mintzberg, 1987; 1994; Quinn et al., 1988; Ansoff, 1991 Whittington, 1993; 2001). A 'classical' strategic management process consists of a series of steps, starting from establishing a mission statement and key objectives for the organisation; analyzing the external environment (to identify possible opportunities and threats); conducting an internal organisational analysis (to examine its strengths and weaknesses and the nature of current management systems, competencies and capabilities); setting specific goals; examining possible strategic choices / alternatives to achieve organisational objectives and goals; adoption / implementation of chosen choices; and regular evaluation of all the above (see e.g. Mello, 2006).

### Strategy

- Strategy is a forward-looking approach selected to achieve defined goals in the future.
- Strategy is formulated through an emergent and flexible process of developing a sense of direction, making the best use of resources and ensuring strategic fit.

In estate firms, identified motivational strategies include:

- The managements' good interaction with the employee.
- Managements' application participatory leadership style i.e. superiors and subordinate take collective decision.
- Better office facilities are provided by the management.
- Proper welfare arrangement for the staff.
- Implementation of promotion is as when due.
- Provision of training and enhancement programme by supporting young surveyors to be

part national conferences, seminars and MCPD workshops.

## 3.0 METHODOLOGY/ APPROACH, DATA PRESENTATION, ANALYSIS AND INTERPRETATION

Data was collected from, practicing Estate Surveyors and Valuers especially the young surveyors which includes, the Associate members below 10 years of practice, Probationers and graduates practicing and are employed across firms in Anambra State.

The questionnaire was used to obtain the required information which helped researcher in data presentation, analysis and interpretation of results. Oral interview were also held with practicing Estate Surveyors the young described above.

This highlighted Motivational strategies across Estate Firms and young surveyors input/perception on motivation provided a basis that guided the drawing of conclusion and recommendation.

Reconnaissance survey was conducted which helped in obtaining first hand, in addition to survey is observation.

Questionnaires were designed and administered to young practicing Estate Surveyors and Valuers.

A purposive random sampling technique was used targeting young Estate Surveyors. An objective Evaluation Questionnaire (OEQ) was used in primary data collection. The questionnaire distributed was 60 in all and a total of 49 were returned.

Respondents were required to rate the motivational strategies adopted by their various firm, the extent to which certain practices and activities of their various motivate them to their respective jobs, their perception or things they expected to be done by their different employees (firms) to achieve motivation, their level of commitment in their respective firms, what might help or hinder them organizational commitment as well as challenges inhibiting them adequate motivation and their commitment to duty based on likert scale ranging from *SD - Strongly Disagree*, *A - Agree*, *SA - Strongly Agree*, *A - Agree*, *GE - Great Extent*, *M.E - Moderate Extent*, *LE - Less Extent* and *NA - Not at All*. *VHL - Very High Level*, *HL - High Level*, *LL - Low Level* and *NA - Not at all*.

In analyzing data collected, descriptive statistical tools of analysis through the use of tables and simple percentages was adopted.

#### 4.1 DATA PRESENTATION

**TABLE 1: Age of Respondents**

AGE OF RESPONDENTS	NUMBER	PERCENTAGE
20 – 29	14	28.6
30 – 39	25	51.0
40 – 45	9	18.4
<b>TOTAL</b>	<b>49</b>	<b>100</b>

**TABLE 2: Gender**

GENDER	NUMBER	PERCENTAGE
Male	38	75.6
Female	11	22.4
<b>TOTAL</b>	<b>49</b>	<b>100</b>

**TABLE 3: Highest Educational Qualification of Respondents**

EDUCATIONAL QUALIFICATION	NUMBER	PERCENTAGE
School certificate	-	NILL
Diploma / National Diploma	5	10.2
BSc / B Tech / HND	33	67.4
Post Graduate	11	22.4
<b>TOTAL</b>	<b>49</b>	<b>100</b>

**TABLE 4: Type of Membership**

ASSOCIATES, GRADUATES/PROBATIONERS	NUMBER	PERCENTAGE
Associates	20	40.82
Graduates/Probationers	29	51.18
<b>TOTAL</b>	<b>49</b>	<b>100</b>

**Table 5: Motivational Strategies used by Firms**

S/N	Motivational Strategies	SA	A	D	SD	Total %
1	The management have good interaction with the staff.	29	20	-	-	49
		51.18	40.82			100
2	Management employ participatory leadership style i.e. superiors and subordinate take collective decision.	30	19	-	-	49
		61.22	38.78			100
3	Better office facilities are provided by the management	-	-	30	19	49
				61.22	38.78	100
4	There is proper welfare arrangement for the staff.	-	-	33	16	49
				67.35	32.65	100
5	Implementation of promotion is as when due/regular.	-	9	40	-	49
			18.37	81.63		100
6	Provision of training and enhancement programme by supporting young surveyors to be part national conferences, seminars and MCPD workshops.	-	19	15	15	49
			38.78	30.61	30.61	100

**Table 5: The extent to which certain practices and activities of their various motivate them to their respective jobs**

S/N	Practices	GE	ME	LE	NA	Total / %
1	Non Payment and poor salary package.	28	16	5	-	49
		57.14	32.65	10.21		100
2	Provision of better working condition.	20	16	13	-	49
		40.82	32.65	26.53		100
3	Denial of leave and bonus.	10	29	10	-	49
		20.41	59.18	20.41		100
4	Poor/No support to attendance of National conference, seminars, state and national MCPDs.	29	5	5	10	49
		59.2	10.2	10.2	20.4	100
5	Recognition of selfless services / performance by management.	5	10	29	5	49
		10.2	20.4	59.2	10.2	100
6	Challenging works conditions.	27	10	12	-	49
		55.1	20.4	24.5		100

**Table 6: Perception or things they expected to be done by their different employers (firms) to as motivational strategy to enhance professionalism.**

S/N	Perception/expected practice by firms	GE	ME	LE	NA	Total / %
1	Information dissemination at all levels.	26	18	5	-	49
		53.1	36.7	10.2		100
2	Involving everyone in different levels of meetings.	5	7	7	30	49
		10.2	14.3	14.3	61.2	100
3	Opinion gathering at all levels.	39	10	-	-	49
		79.59	20.41			100
4	Discussion of prospects, grievances at all levels.	11	34	4	-	49
		22.5	69.4	8.1		100
5	Merit awards - Excellent, Integrity, Influence.	27	5	17	-	49
		55.10	10.21	34.69		100
6	Sponsoring young surveyors to Conferences and seminar that will help them become duly registered members.	35	10	4	-	49
		71.43	20.41	8.16		100

**TABLE 7: Level of commitment in their respective firms.**

S/N	Practices	VHL	HL	LL	NA	Total / %
1	The level of my work when the principal consultant is around.	19	15	15	-	49
		38.8	30.6	30.6		100
2	The level of my work when principal consultant is not around.	11	32	6	-	49
		22.45	65.31	12.24		100
3	The level of my output is.	10	37	2	-	49
		20.41	75.51	4.08		100
4	The level of my search for new job is.	15	29	5	-	49
		30.6	59.2	10.2		100
5	Dedication to duty.	30	16	2	-	49
		61.2	32.7	6.1		100
6	Punctuality to work.	39	9	1	-	49
		75.59	10.37	2.04		100
7	Exhibition of professionalism	18	16	15	-	49
		57.14	32.65	30.61		100
8	Coming to work is to show sense of responsibility.	16	31	2	-	49
		32.65	63.27	4.08		100
9	Willingness to continue as associate partner if working conditions improve.	19	17	13	-	49
		38.78	34.69	26.53		100
10	Identification of the goals of the Institution governing our profession.	20	18	11	-	49
		40.82	36.73	22.45		100

**Table 8: What might help or hinder organizational commitment as well as challenges inhibiting motivation and commitment to work.**

S/N	Challenges inhibiting commitment to work	SA	A	D	SD	Total / %
1	Pays/salary by firms not commensurate with demands of institution for obtaining stamp and seal or being professional members.	39 79.59	10 20.41	-	-	49 100
2	Seminars/MCPDs both national and state costs are usually high especially where all cadres in the institution are meant to pay equal amount.	38 77.55	11 22.45	-	-	49 100
3	Lack of promotion and denial of leave to attend to pressing needs.	13 22.53	36 73.47	-	-	49 100
4	Purse for transports for pursuit of firms business are not usually adequate.	18 36.73	31 63.37	-	-	49 100
5	Understaffing and overworking of available staff.	2 4.08	33 67.35	14 28.57	-	49 100

**4.0 FINDINGS**

The following are findings in the course of this research:

On the motivational strategies adopted by firms, it was discovered that respondents were in affirmative with respect to strategies:

The management have good interaction with the staff and Management employed participatory leadership style i.e. superiors and subordinate take collective decision, the responses in respect to Better office facilities are provided by the management and there is proper welfare arrangement for the staff were in negation i.e. disagree and strongly disagree. Also in respect to Implementation of promotion is as when due/regular and Provision of training and enhancement programme by supporting young surveyors to be part national conferences, seminars and MCPD workshops. Although there are some affirmation in terms of Agreed by respondents but greater part of response by respondents went for Disagree and strongly disagree.

The extent to which practices and activities of the their respective firm motivate to work, the result showed that responses by the respondents went largely to Great Extent, Moderate Extent and Less extent, i.e. major responses were in affirmation except for recognition and selfless services/performance by the management which 59.2 went for Less Extent and 10.2 for Not At All, however, the writer if of the option that young Surveyors reason may be because they want to work and not remain idle, rather they choose to get engaged no matter how little they earn.

For the expected practices to be employed by firms, the findings shows that majority went for Great Extent, Moderate Extent and Less Extent except for the for that option: Involving everyone in

different levels of meetings, where 61.2% of respondents went for Not At all.

On the level of commitments by Young Surveyors in their respective firms, greater percentage of respondents went for VHL – Very High Level, HL – High Level and LL – Low Level for various options as indicated in the table 7 while the respondents did not consider the option of Not At All.

For hindrances towards toward organizational commitment, greater percentage of respondents went for strongly agree and agree except for the option of understaffing where respondents 28.57 went for Disagree, however the percentage that went for Agree and Strongly Agree is still higher compared to disagree

**4.1 CONCLUSION AND RECOMMENDATION**

The study identified some motivational strategies across firm and the perceptions of young surveyors to these strategies. Most of these motivational strategies are not well considered by different firms judging from the respondents answers to questionnaire distributed, it however recommended that principal Consultants/Partners should as a matter of necessity try to make the recommendations and findings of this research part and parcel of the practice, when this is done young surveyors will attracted to professional practice rather than go into other business.

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