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PRINCIPAL BARRIERS TO MARKETING PERFORMANCE OF QUANTITY SURVEYING CONSULTING FIRMS

Yankah, J. E.

Department of Building Technology, School of Engineering, Cape Coast Polytechnic, P. O. Box AD. 50, Cape Coast, Ghana.
ekowjonas@yahoo.com

Abstract
The failure of construction consulting firms to adopt modern management systems has been remarked on by many authors. This is evidenced by the most common theme running through available literature that the construction industry has performed very poorly in marketing its services and products. This study investigates the barriers plugging the way of marketing-oriented approach to managing the Quantity Survey Consulting business and ascertains the severity of those barriers on the firms when the firms are grouped based on size, age and educational background of top managers. After a thorough literature review of extant literature, a questionnaire survey of 48 QSCF was undertaken. Findings of the factor analysis reveal that barriers are in two forms internal and external. No significant differences exist in the effect of the internal barriers when firms are grouped based on age, size and educational background of top management. Barriers continue to plug the way of marketing-oriented approach to management of the firms irrespective of the firms' size, in terms of number employees, age in terms of number of years of existence and experience, and the educational background of top management. Top management must adopt strategies to reduce the effect of those barriers to enhance the firms' competitiveness in their business environment to ensure firms growth, survival and profitability.

Keywords: Factor Analysis (FA), Performance, Ghana, Marketing, Quantity Surveying,

INTRODUCTION

In a growing number of industries such as manufacturing, distribution and service, marketing has played a central role in their management in overcoming challenges of change such as changing client needs, advance in technology, globalization, rapid changes in procurement processes and pervasive utilization of information and communication technologies that brings about competition. Despite this, marketing has not yet been widely accepted as a management function in the construction industry particularly the professional service organisation.

In their book *'In Search of Excellence'*, Peters and Waterman (1982) pointed out that most successful US firms were characterised by a common dedication to marketing. Arditi *et al.,* (2008) buttressed this by describing marketing as 'an investment for creating a competitive edge – an empowerment for competitive advantage' which is essential for a firm's survival and profitability. While research has been conducted on marketing communication (Morgan and Morgan, 1990), attitudes towards organisation of marketing function (Bell 1981; Hardy and Davies, 1984)and meaning of marketing (Namo and Fellows, 1993; Kotler, 1984; Ohmae, 1988; Payne, 1988; Arditi and Davies, 1988), much less research has investigated the subject of barriers to the acceptability and the practice of marketing within professional service organisation in the built environment consulting industry particularly the quantity surveying profession.

Past researches on professional service marketing are prescriptive in nature and are also based on experiences and observation of practising marketing consultants rather than empirical academic research (Morgan, 1991). Again, such works are generic in nature (Kotler and Conner, 1977; Lidstone, 1984) and mostly combine consulting engineering practices with several other professional services such as accounting, medicine, brokerages, insurance etc. (Rwelamila and Bowen, 1995). Specifically on marketing of Quantity Surveying services, the available literature is scant with a few empirical studies (Kotler and Conner, 1977; Lidstone, 1984). What really exist are predominantly commentary of Quantity Surveying practices in a changing environment (Cooper, 1978; Jones, 1983; Jacobs, 1986) rather than an academic research focus on marketing development (Knowles, 1986: Davis, 1992) and most importantly the barriers to its adoption.

Against this background, the purpose of this paper is to answer the question: "what are the principal barriers to marketing implementation within Quantity Surveying Consultancy Firms (QSCF). Specifically this research has three objectives:

(1) To identify the principal barriers to marketing implementation
(2) To classify / group the barriers based on identified characteristics
(3) Determine the levels of hindrance when the firms are grouped based on age, size and educational background of top manager.

The unit of analysis is Quantity Surveying Consultancy firms in Ghana that are self-employed in consultancy business rather than an individual Quantity Surveyor who is in a paid up employment.

This article reports part of a larger study that was undertaken to investigate certain marketing elements that were measurable within Quantity Surveying Consultancy Firms, in an effort to assess the extent to which the marketing concept has been adopted and implemented. The article is structured as follows: First, a review of extant literature relevant to marketing performance barriers of professional service organisation is done. This is followed by a description of the research methods and procedures used in the study. The results of the enquiry are then discussed. Finally, implications, limitations and directions for future research are offered.

MARKETING IN THE CONTEST OF CONSTRUCTION

Despite the understanding of what marketing is, it continues to be a subject of various definitions articulated by different individuals to suit various situations. Cicmil and Nicholson (1998) noted that definitions of marketing are broad and varying, with proliferation of concepts and misconceptions about its true nature. Fisher (1989) identified an unbalanced view of marketing, and noted that to a larger number of firms, marketing appears to be synonymous with selling, business lunches, and double-gazing hypes. Shearer (1990) brought to light the problem of conceptualizing marketing in construction. The research also found a prevalence of the view that marketing in construction is in essence selling promises, because the client is normally being asked to buy something that does not exist. Morgan and Bernicle (1991) noted that many construction enterprises still often fail to realize that marketing entails more than just playing with a few isolated promotional tools, such as distributing brochures, advertising, and film shows, which they often employ without following a structured marketing plan formulated in line with the organizations aims and objectives.

The confusion over the true meaning of marketing coupled with lack of a single universally accepted definition for marketing in the consulting industry might have a number of causes. Yisa *et al.* (1995) noted that comparing to other construction management functions such as estimating, scheduling and cost control, literature on marketing in construction is very sparse. This according to Yisa *et al.* (1995) suggests that the industry's professionals are being educated without a systematic study of this important aspect of management. Harris (1991) noted that professional education and training have always been streamlined and narrowed down to production of highly scientifically trained professionals from the universities with

little or no management training. This points to lack of marketing as being part of the wider problem. This according to Fisher (1989), has bought about many deeply held misconceptions about the appropriateness and value of general management skills and marketing skills in particular. As a result, construction firm owners do not seem to be aware of the economic payoff to be derived from the appropriate use of modern management systems and are, thus, unwilling to incur the cost of operating these systems on their construction projects. Pheng (1991) therefore observed that marketing has attracted only little attention among construction contractors and professionals alike. Morgan and Bernicle (1991) noted that the U.K. construction industry has been slow in adopting marketing principles. This, Morgan and Morgan (1990), believe is due to the fact that marketing is still a new phenomenon that is viewed with scepticism.
Freidman (1984) is of the view that the firms in the past have not met with difficulties in obtaining the required level of works to maintain survival and profit. Such firms therefore rely on their reputation and quality of their work to continue winning new order and this prevents them from recognizing the essence of marketing. Pearce (1992) pointed out the most popular belief in the industry that the most important part of the organization is the production side. Yisa *et al.* (1995) explains that the professionals look for opportunities that fit their capabilities rather than adapting their capabilities to suit current and future market opportunities. Bell (1981) also took notice of the existence of a wide misconception/perception that only clients can create demand for work, and that the firms themselves are not capable of doing so. Other researchers also argue that the industry is not capable of being planned, citing the dynamic environment as a reason that prevents any long and medium term planning (More, 1984;Pearce,1992), but this has been refuted by Yisa *et al.* (1995).

BARRIERS TO EFFECTIVE MARKETING PROGRAMME

A number of factors have been identified to be responsible for the low utilization of marketing by professional service firms. These factors control or limit the firms' growing need for greater commercialization of their services in a highly completive market (Morgan *et al.*, 1994). Kotler & Conner (1977) described the three key factors as follows: disdain commercialism, association code of ethics and equating marketing with selling.

Disdain of Commercialism

Kotler and Conner (1977) noted that a few professionals live to think of themselves as businessmen. They rather show that they are motivated by service to their clients than the money they receive for carrying out such service. This attitude is making the firms reluctant to pursue any effective marketing programme even though there is a growing need for greater commercialization of their services because of the stiff competition prevailing in the market (Morgan *et al.*, 1994).

Association Code of Ethics

Some associations have rules that must be followed by member firms while others have what they describe, as Standards of Good Practice that firms must adhere to. Kotler and Conner (1977) observed that professional associations have erected stringent rules against commercial behaviour. In some professions, an absolute prohibition exists against anything that resembles selling activity. Advertising, direct solicitation, and referral commissioning, have been banned (Kotler and Conner, 1997).
Jaafar *et al.* (2008) observed that the action of some professional association to ban the use of marketing activities such as advertising, direct solicitation and referral commission has led to

the limited use of effective marketing strategies. Kotler & Conner (1997) also observed that other professional firms adhere to certain "standards of good practice" and this, according to them, tends to limit the use of effective marketing and sales techniques.

Equating Marketing with Selling

Although marketing is a much larger idea than selling, professional firms show little interest in it because they equate it to selling which the professional bodies place ban against. Fisher (1989) similarly found that to a large number of firms marketing is synonymous with selling. Yisa *et al.* (1995) attributes this to ignorance or misunderstanding of the concept of marketing in the industry. Dickman *et al.* (2005) similarly described equating marketing to selling as one of the misconceptions about marketing in the industry. This, in the view of Yisa *et al.* (1995), can be attributed to the fact that literature on marketing in construction is sparse, suggesting that the industry's professionals are being educated without a systematic study of marketing which is an important aspect of management.

Besides these three issues raised by Kotler and Conner (1977), Morgan *et al.* (1994) also added four issues to the list of barriers as follows: lack of in-house marketing expertise, professional limitations, lack of partner level acceptance of marketing as a legitimate business function and resource constraint.

Lack of In-House Marketing Expertise

The findings of Yisa *et al.* (1995) revealed that, in a larger percentage of firms, marketing is managed by a partner/director/senior manager, in addition to other responsibilities. Yisa *et al.* (1995) indicated the percentages as 95%, 80% and 22% for architects, engineers and contractors respectively. This indicates a lack of importance placed on marketing and as a result, no expert is employed to oversee it; rather it is added to the responsibilities of others who may even have no knowledge about it. The lack of in-house marketing expertise can also be attributed to the issue of low consultation fees that reduces the firms' revenue thereby making it difficult for the firms to pay for the services of a marketing expert.

Professional Limitation

Yisa *et al.* (1995) noted that when a construction management function, such as estimating, scheduling and cost control is compared, marketing lacks adequate literature. They concluded that the industry's professionals are not properly educated on marketing as an important management function. Similarly, Harris (1991) observed that professional education has always aimed at the production of highly scientifically, trained professionals from the universities with little or no management training. As pointed out earlier by Yisa *et al.* (1995), Harris (1991) also confirms that professional education and training is always streamlined and narrow to achieve that aim. It is therefore clear that the focus and content of professional education and training has made the professionals handicap of marketing management techniques.

Again, Pearce (1992) points out that, in many cases, contractors and professionals alike believe that the most important part of the organization is the production side. They look for opportunities that fit their capabilities as contactors, rather than adapting their capabilities to suit current and future market opportunities (Yisa *at al.*, 1995). As a result, the professionals become limited in their ability to perform as managers, particularly on issues regarding marketing. These events end up with a lack of in-house marketing expertise to prepare and oversee the marketing program.

Lack of Partner Level Acceptance of Marketing as a Legitimate Business Function
In some firms, marketing is managed by partners/directors/senior managers. Many firms depend on either directors or partners to do the marketing work (Yisa *et al*., 1995, Jaafar *et al.,* 2008). In events where such partners are members of the professional bodies and therefore do not accept marketing as a legitimate business function, then the firms may not be able to mount any effective marketing programme.

Resource Constraint
Yisa *et al.* (1995) looked at resources for managing marketing in an organization in terms of manpower, skills and budget. The adequacy of these resources can guarantee a successful marketing program in the industry. However, because of the low consultation fees charged (Jaafar *et al.,* 2008) the firms are not able to allocate adequate funds to support marketing activities. Much attention is paid to the production side (Pearce 1992) than the management side of which marketing is key (Dikmen *et al.,* 2005).

The limited budget prevents the firm from sourcing the services of external marketing experts. This is because the available funds are used to cover operating costs and production related issues such as supervision (Jafaar *et al.,* 2008) that are considered as most important part of the firm (Yisa *at al.*, 1995). Regarding the skills in terms of marketing skills, the professionals are handicapped because their education and training are geared towards production of highly scientifically trained profession with little or no management training (Harris 1991) because the professionals believe that the important part of the organization is the production side but not the management side (Pearce, 1992) of which marketing is an important tool.

As far as the manpower requirements are concerned, it is either lack of funds that limits the number of employees or the low levels of salaries to workers that do not encourage them to stay. Jafaar *et al.* (2008) observed a shortage of supporting employees especially CAD operators and attributed it to the low salary schemes offered by the firms compared with the manufacturing and other sectors. This in the view of Oglesby *et al.* (1989), can be attributed to the reason that firms' owners (professionals) do not seem to be aware of the economic payoff to be derived from the appropriate use of modern management systems and are, consequently, unwilling to incur the cost of operating these systems on their construction projects.

Engineers Paradigm
Dikmen *et al,* (2005) explains that the presence of cultural barriers in the industry is a resistance to marketing-oriented approach to management in the industry. Seymour and Rooke (1995) observe that management practices are dominated by the engineers' paradigm which has resulted in the limited use of market-driven strategic management. This, in the view of Richardson (1996), is a hurdle that needs to be overcome if marketing can be adopted and implemented in the industry.

RESEARCH METHODOLOGY
The target population for this study consisted of Quantity Surveying Consultancy firms that are duly registered with the Ghana Institution of Surveyors (GhIS) and earns their livelihood by engaging in activities so described as the duties and functions of Quantity Surveying firms in the GhIS constitution and the Act that establishes the professional bodies (NRCD 143). The unit of analysis is the individual firms that constitute the Quantity Surveying division of the GhIS.

The sampling frame was a list of Quantity Surveying practising firms in Ghana as at 2012 that are self-employed in consultancy business in the private sector. A questionnaire survey of the 48 firms was conducted using the snowball sampling technique to reach respondents. Questionnaires were administered in collective situations and by personal administration. Responses of 45 firms were retrieved, giving a satisfactory response rate of approximately 94%. The entire retrieved questionnaires were suitable for subsequent analysis.
Table 1, provides a socio-demographic profile of the respondents who participated in the study. The census was respondents who participated in the study. The sampling frame was highly dominated by small and medium sized firms and majority of the respondents (82%) did not have management background in terms of education and training.

Table 1: A Socio-demographic Profile of Respondents

Characteristic of respondents	Percentage of respondents
Experience by years of operation	
Below 10	42.2%
10 - 20	40.0%
Above 20	17.8%
Size of firm by number of employees	
Less than 10 (small)	24.4%
10 – 25 (medium)	62.2%
More than 25 (large)	13.3%
Background of respondents	
Management related	18%
Highly technical	82%

Source: Field Data, 2013

Data Collection

The initial questionnaires were pretested with a convenience sample of approximately 15 QSCF who are largely based in Accra, Ghana. This was achieved by the use of Cooper and Schindler's (2006) collaborative participant pre-testing method. Data for the main study were collected over a three-month period during January and March 2013 via questionnaire survey. The questionnaires were delivered to the top management members responsible for day-to-day running of the firm by the researcher.
Before conducting the survey, a list of registered QSCF together with their location, details were obtained from the GhIS. Telephone calls were made to the firms to book appointment for visit to the firms. During the visit, the purpose of the survey was discussed and each firm's top management's permission was obtained. As questionnaire surveys have been used previously in studies on construction marketing, survey questionnaires were designed as the research instrument and administered to the respondents as in the similar studies carried out by several other researchers (Morgan and Morgan 1991; Namo and Fellows 1993; Marr*et al.,* 1996; Bowen and Rwelamila, 1995 Arditi*et al.,* 2008, Yisa *et al.*, 1995, Morgan 1990)
Questionnaires were then delivered to the firms together with a package of paper napkins worth GhC 50 as an incentive for participation. Two weeks after the initial delivery of the questionnaires, a post card was sent to respondents reminding them to complete the questionnaire. Follow up surveys were sent to those respondents who had not returned their surveys with the one-month period until all the completed questionnaires were retrieved.

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Measures

Marketing performance barriers

The measure included eight Likert scale statements of which the scale points were labelled as follows: 1 = not severe, 2 = less severe, 3 = moderately severe, 4 = severe and 5 = very severe. The items were randomised in the questionnaire to minimize the impact of order bias.

Demographic Variables

The demographic variables measured include age of firm, size of firm and educational background of respondent.

ANALYSIS

The eight principal items on barriers to marketing performance were subjected to Principal Component Analysis (PCA) with varimax (orthogonal) rotation, to ascertain the appropriate latent factors for the hypothesized two-factor model. The factors were confirmed based on the content of the items with factor loadings exceeding 0.50, since the greater the loading, the higher the variable's status as a pure measure of the factor (Kilne, 2002). The result of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy and the Bartlett's Test of Sphericity is shown in Table 2.

Table2: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.588**
Bartlett's Test of Sphericity	Approx. Chi-Square	104.049
	Df	28
	Sig.	.000
Percentage variance explained by extracted factors		55.046%

Source: Field Data, 2013

To verify if the data were suitable for factor analysis, Kaiser-Meyer-Olkin Measure (KMO) of Sampling Adequacy and Bartlett's Test of Sphericity were used. From Table 2, with a KMO of 0.59 which is greater than the recommended value of 0.5 (Child, 1990) and a Bartlett's Test of Sphericity being statistically significant at 0.5, supports the factorability of the data set (Ofori & Dampson, 2011). From scree plot in Figure 1, there is a clear break or a change (or elbow) in the shape of the plot, which is at factor two. Base on this, two factors were extracted to represent the barriers in marketing performance. From Table 2 these two factors explained 55.05% of the total variation in the data and that also meets the cumulative proportion of variance criteria, which states that the extracted components should together explain at least 50 per cent variation (Fields, 2005).

The extracted factors together with the weights of each variable and their means are given in table 3.

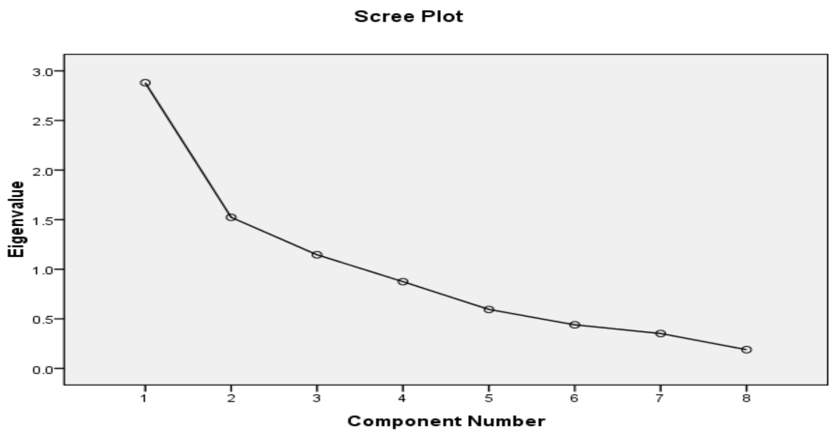

Figure 1: Scree plot of Eigen values

From Table 3, the first factor was mean as external factor, while the second factor was mean as internal factor. The external factors were made up of equating marketing with selling, professional limitations, lack of partner acceptance of marketing as a legitimate function and association code of ethics. They are the factors that pertain to the external environment within which the firms operate. They could also be described as institutional pressure that control or limit the activities of the firms. With the external factors, association code of ethics had a mean score of 3.8 with a standard deviation of 1.04. This indicates that association code of ethics is the most severe external barrier to marketing performance of the firms compare to other external factors. This is expected as Kotler and Conner (1977) attributes this to the fact that professional bodies have elected stringent rules against commercial behaviour.
Again, lack of knowledge about the true meaning of marketing makes them equate marketing to selling (Richardson, 1996) which prevents them from practising marketing because most selling techniques are banned by the professional bodies. On the contrary, association code of ethics is the external factor that contributes less to the variation in the data concerning barriers to marketing performance of the firms. This is because association code of ethics had a percentage weight of 18.78%. In addition, equating marketing with selling had the highest percentage weight of 26.48, meaning, it contributes more to the variation of barriers of marketing performance than the others.

Table 3: Factors Inhibiting Marketing Performance of the QSCF Firm

Barriers	**Factor Loadings**		**Factor Score**	**Weight of Barriers**	**Mean**	**St. Dev.**
	Ext.	**Int.**				
External Environment Factors						
Association code of ethics	0.741		0.178	18.78	3.80	1.036
Equating marketing with selling	0.689		0.251	26.48	3.51	0.757
Professional limitations	0.779		0.274	28.90	3.49	1.121
Lack of partner acceptance of marketing as a legitimate function	0.703		0.245	25.84	3.40	1.074

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www.ajaronline.com Vol.2, No.2 (Pages 126-139) ISSN 2408-7920 (October 2015)

Internally Generated factors					
Engineer Paradigm	0.797	0.138	21.43	4.02	1.252
Lack of in-house marketing expertise	0.453	0.088	13.66	3.91	0.701
Disdain of commercialism	0.193	0.248	38.51	3.40	0.78
Resource constraints	0.768	0.17	26.40	3.80	1.079

Source: Field Data, 2013

The internal factors were made up of engineer paradigm, lack of in-house marketing expertise, disdain of commercialism and resource constraints. They are those that have to do with the firms themselves such as management culture, practices, etc.

With the internal factors, engineer paradigm had a mean score of 4.02 with a standard deviation of 1.25. This indicates that engineer paradigm is the most severe internal barrier to marketing performance of the firms as compared to other internal factors. This is not surprising because the engineers' paradigm has been described as being responsible for the cultural barrier that plugs the way of marketing-oriented approach to management (Seymour, 1995; Richardson, 1996). Dikmen *et al,* (2005) describes this cultural barrier as the major barrier that needs to be overcome if marketing can be adopted in the construction industry. In addition, lack of in-house marketing expertise is the internal factor that contributes less to the variation in the data concerning barriers to marketing performance of the firms. This is because lack of in-house marketing expertise had the lowest percentage weight of 13.66%. On the other hand, disdain of commercialism had the highest percentage weight of 38.51%, meaning, it contributes more to the variation of barriers of marketing performance than the others internal factors.

The Mann-Whitney *U* test was used to determine if there are any significant differences in the severity of the internal barriers to the firms when they are grouped in terms of experience, size and the education type of the top management. Tables 4, 5 and 6 gives the results of the Mann-Whitney *U* tests conducted on the various groups.

Table 4: Severity of Internal Factors with Respect to Experience of firm

Internal Factors	**Median Score**		**U**	**Z-value**	**P-value**
	Years of Experience				
	Below 10	**10 and Above**			
Engineer Paradigm	4.00	5.00	203.0	-1.094	.274
Lack of in-house marketing expertise	4.00	4.00	192.0	-1.484	.138
Disdain of commercialism	3.00	3.00	235.0	-.298	.766
Resource constraints	4.00	4.00	229.5	-.425	.671

Source: Field Data, 2013

Table 4, shows that there were no significant differences in severity of internal barriers to marketing practices for quantity surveying consultancy firms who have been in operation for not more than10 years and those who had at least 10 years of operation with respect to engineer paradigm (U =203, z = -1.094, P-value = 0.274), lack of in-house marketing expertise (U = 192, z = -1.484, P-value = 0.138), disdain of commercialism (U =235, z = -0.298, P-value = 0.766) and parameters and resource constraints (U = 229.5, z = -.425, P-value = 0.671). This can be attributed to the fact that in the firms production related issues are of concern much more than management issues and that may explain why the firms do not bother about the barriers to their marketing performance.

Table 5: Severity of Internal Factors with Respect to Size of firm

Internal Factors	Median Score Firm Size (Number of Employees)		U	Z-value	P-value
	Below 25	25 and Above			
Engineer Paradigm	5.00	3.00	87.000	-1.084	.279
Lack of in-house marketing expertise	4.00	4.00	93.000	-.941	.347
Disdain of commercialism	3.00	3.00	90.500	-.956	.339
Resource constraints	4.00	3.00	103.500	-.476	.634

Source: Field Data, 2013

Table 5, shows that there are no significant differences in the severity of internal barriers of marketing practices of QSCF whose top managers hold qualifications that are highly technical or management related. This is supported by their respective p-values. For engineer paradigm the p-value is equal to .279, for lack of in-house marketing expertise, the p-value is equal to .347, for disdain of commercialism, the p-value is equal to .339 and for the resource constraints, the p-value is equal to .634. All these p-values are greater than 0.05 level of significant which indicates that no statistical difference exists between them. It could be expected that the firms that are larger will have no problems with resource constraint and in-house marketing expertise. The test result therefore suggests that firms grow in size not in management practices.

Table 6: Severity of Internal Factors with Respect to size of firm

Internal Factors	Median Score Key Component of Education and Training		U	Z-value	P-value
	Highly Technical	Management Related			
Engineer Paradigm	5.00	4.00	135.000	-.417	.676
Lack of in-house marketing expertise	4.00	4.00	131.000	-.593	.553
Disdain of commercialism	3.00	3.00	110.000	-1.219	.223
Resource constraints	4.00	4.00	122.500	-.800	.424

Source: Field Data, 2013

From Table 6, it can be observed that there were no statistical significant differences in the severity of internal barriers of marketing practices of QSCF whose top managers hold qualifications that are highly technical or management related. This is because, engineer paradigm had a Mann-Witney *U* value of 135 with z = -.417 and P-value = 0.274>0.05. Lack of in-house marketing expertise had a Mann-Witney *U* value equal to 131 with z = -.593 and P-value = 0.553>0.05. Also, disdain of commercialism had a Mann-Witney *U* value of 110 with z = -1.219 and P-value = 0.223 and resource constraints had Mann-Witney *U* of 122.5 with z = -.800 and P-value = 0.424. All their p-values are clearly greater than 0.05 levels of significant, proving no differences in internal barriers to marketing practice with respect to education and training.

DISCUSSION

Globalization, changing client needs, advances in technology, rapid changes in project procurement and implementation process and pervasive utilization of ICT (Jaafar *et al.,* 2008) have forced professional service organisations to pay attention to the entire competition experience. Marketing is now recognised as one of the more important functions for helping the firms to meet the unprecedented challenges faced by the professional service organisation (Kotler and Conner, 1997).

This study investigated the underlying barriers that inhibit the marketing performance of QSCF in Ghana. To the researcher's knowledge, it is the first study that examines barriers to marketing performance and establishes the effect of demographic factors of a firm on its marketing performance.

The results of the factor Analysis (FA) indicates that the factors that inhibit the marketing performance of QSCF are in two folds: Internal generated factors and External environment factors. The internal factors are as a result of the firm's own limitations in terms of resources that are made up of capacity of manpower, skills and budgets. These factors can be managed by the firms for their levels of hindrance to be reduced if the firm's resources capacity improves. The external factors are those the firm has no control of, and are as a result of the firm's affiliation with professional bodies. These include factors such as association code of ethics, equating marketing with selling, professional limitations and a lack partner level acceptance of marketing as a legitimate business function.

The results of the Mann-Whitney *U* reveals no significant differences in the severity of the marketing performance barriers as felt by the firms when the firms are grouped based on years of experience, size of firm and educational background of top manager. When the firms were grouped as: those above ten years and those below ten years in existence, no significant difference was observed in the way the barriers affect the firms marketing performance. The implication of this is that QSCF are practising 'business as usual' solutions. As a result the firms only grow in the number of years but not in the management approaches that can deal with challenges such as the marketing performance barriers. This is expected because the professional firms look for opportunities that fit their capabilities rather than adapting their capabilities to suit current and future marketing opportunities (Yisa *et al.,* 1996) making the need for expansion not a priority.

In terms of size of firm, the firms were grouped as those with more than 25 employees and those with less than 25employees. The effect of the barriers on the firms was the same in both groups. This also suggests that although the firm grows in size, there exist no corresponding growth in the management structures to deal with the barriers. It appears attention is more on production than on management (Pearce, 1992).On the educational background of the respondents, no significant difference existed between top managers with technical background and top managers with management background. In a way, this was expected in the sense that within the QSCF firms, the structure that exists does not favour the adoption and implementation of marketing. All emphasis is on production rather than the management aspects of which marketing is a key element (Pearce, 1992).

CONCLUSION

Moore (1984) noted that, 'Too often opportunities are not recognised soon enough for the full benefits to be obtained, and sometimes competitors have already made their moves. Unless such opportunities and the way they are likely to change are clearly recognised, the vital decisions necessary to ensure growth and increased profitability are unlikely to be made'. This suggests that careful consideration of the available and potential markets and those that can be created is the basis on which future profitability is built.

The QSCF can no longer allow the barriers that can be controlled to inhibit their marketing performance. A process of new thinking and realignment towards marketing at faster rate is a necessary first step. This calls for some educational processes which will incrementally absorb marketing thinking and operationalize it into established practices and decision making actions.

Besides, improvement in marketing resources in the firm in terms of manpower, skills and budget is an essential prerequisite to cross the hurdles. The firms must have an adequate number of personnel whose responsibilities are solely dedicated to marketing. In addition to that, the firm must employ marketing professional who have professional qualifications in marketing. These resources can achieve results when they are backed by adequate financial support. That calls for adequate budget allocation to cater for marketing activities in the firm.

The implementation of such programmes will improve the firms' capacity to reduce or eliminate the internal marketing barriers. This can be a foundation for tackling the external environmental barriers.

Limitations and Directions for Future Research

Some limitations might be related to the method of analysis. The first limitation may be the value of KMO of 0.59. Although this is adequate since the statistically significant value is 0.5 (Child, 1990; Ofori and Dampson, 2011), the KMO value could have been improved by deleting some of the items. This was not done due to the fact that the factors where just a hand full. Again, the extracted factors explained only 55.05% of the total variation in the data. These limitations can be improved in future research.

Further, this current research was limited to principal marketing performance barriers. Future research work should examine other potential factors that might influence the QSCF reluctance to marketing adoption and implementation. Particularly the push and pull factors such as institutional and contingency factors so that the problem of barriers to QSCF adoption of marketing can be explained within the institutional and contingency models.

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