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Assessment of Impact of Survival Management Strategies on Quantity Surveying Firms in Nigeria

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Abstract

The instability of the nation's economy often makes firms focus on their survival and growth throughout their lifetime in an increasing competitive business environment. This thereby, put firms under pressure to offer wider range of services to grow and survive. The rapid changes and increasing competition among the firms in every sector led them to be faced with challenges of how to remain relevant and remain in business of their field of operations, hence, survival became the order of the day for quantity surveying firms (QSFs) as they scramble for effective ways and strategies to survive. Flowing from this knowledge, this study aimed at assessing the impact of survival management strategies on quantity surveying firms (QSFs) in Nigeria. However, due to the constraints of time and logistics, the survey for this study was carried out in the Federal Capital Territory (FCT), Abuja which is well endowed with good number of required QSFs. The study assessed the level of awareness and adoption of identified survival management strategies as well as the possible impacts of these survival management strategies on the QSFs in Abuja, Nigeria. Using census sampling, 126 registered and practicing QSFs were sampled out of the 135 registered QSFs in FCT Abuja. Survey research approach was adopted, a well-structured questionnaire was designed and administered to quantity surveyors in the sampled 126 registered QSFs in FCT Abuja. A total of 109 questionnaires were returned and the data was analysed using mean item score (MIS) and standard deviation (SD). The result of the study showed that, improved service delivery, improved networking, proper financial management, retainment of experienced staff, technology usage and effective management of knowledge toped the essential survival management strategies adopted for the survival of QSFs in FCT. The study concluded that all the identified survival management strategies adopted by the QSFs in FCT, have significantly impacted the QSFs in FCT and Nigeria at large with improved credibility, improved decision making, more effective and efficient organizational management and improvement in technology adoption. Firms networking and col*labour*ation in sharing knowledge with each other, build credibility and foster a good relationship between firms and clients then ensure improved delivery of services.

Keywords: firms, impact, practices, strategies, survival management.

1. Introduction

Quantity surveying firm (QSF) is a professional service sector in the construction industry that provide consultancy services and manage financial related issues for their clients (Page, *et al.,* 2004; Abidin *et al.,* 2011). QSF employs the services of quantity surveyors (QS) and other resources to carry out quantity surveying activities. Aje and Awodele (2006) defined a quantity surveyor as a professionally trained, qualified and experienced in dealing with problems related to construction cost, management, and communication in the construction industry. The QS play a key role in the construction industry; tasked with managing the finances of projects, including estimation of costs and keeping projects on budget (Mbachu, 2011; NZIQS, 2020). Aluthwela and Perera (2016) opined that QSFs count heavily on the skills, expertise, and knowledge of QS to address clients' needs.

Quantity surveying firms (QSFs) are under pressure to offer wider range of services so as to grow and survive as a result of the rapid changes and increasing competition in the market (Okereke, *et al.,* 2022). This competition led firms in the sector to be faced with challenges of how to remain relevant and remain in business of its field of operations (Moyanga and Agboola, 2020). Therefore, survival became the order of the day for most QSFs as they scramble for effective ways and strategies to survive (Okereke, *et al.*, 2022).

While there are existences of studies on survival management strategies in the construction industry, a lot of them have focused on construction organisations generally in Nigeria (Ogbu, 2017). However, the QSFs which are one of the critical organisations in the delivery of construction projects, especially in areas of cost management of the built environment assets of the construction industry have been under explored (Okereke, *et al.*, 2022). Adegbembo, *et al.,* (2020) posits that QSFs occupy an appreciable proportion of construction organisations in the built environment; thus, their survival is critical to their continuous contribution to the nation's infrastructure development, and the

essential influence of the construction industry on national development. The survival of QSFs requires a strategic framework that will overcome their threats and weaknesses and embrace the strengths and opportunities of the profession to ensure they remain relevant in the ever-changing construction industry (Tashmika and Nishani, 2020). Githaiga, (2005) states that Quantity Surveying practices explore numerous survival practices that include exploiting strategic opportunities by diversifying to other areas such as prompt dispute resolution, project evaluation, project and contract management, project accounting and auditing, property valuation, keeping abreast with technological innovation in construction worldwide. Flowing from this knowledge, this study assesses the impact of survival management strategies on quantity surveying firms in Nigeria.

2. Literature review

2.1 Strategic management framework

According to Kennedy, *et al.*, (2015) strategic management encompasses the execution of the actions and putting in place measures that allow resources to be aligned and decisions to be assessed based on the long-term objectives. As an important practice, it gives a strong influence towards firms success. Barrack, (2018) stated that strategic management concerns with dealing with main issues of the firm's actions: the preferred business in which the firm will take on, and the preferred of competitive strategy that will grant the firm to profit. Strategic management as a process, comprises setting organization's goals, developing policies and strategies to achieve the goals and establishing a detailed implementation plan to ensure the ends are met (Kennedy, *et al.*, 2015).

2.2 Quantity Surveying Firm (QSFs) services in Nigeria

Oke *et al.,* (2016) stated that QSFs are professional oriented organisations that provide services that cover all aspects of project procurement, contractual and cost management in infrastructural development. QSF is a professional service sector in the construction industry that provide consultancy services and manage financial related issues for their clients (Abidin *et al.,* 2011; Moyanga and Agboola, 2020). In general, there are services offered by QSFs (Olanipekun, *et al.,* 2013) these are: preliminary cost advice and feasibility studies; cost planning and advising on contractual methods; advising on selection contractor and other consultants; tender documents preparation and other tendering activities; evaluating and estimating of construction works; preparing and agreeing accounts for or with contractors; preparing expenditure statements for tax accounting purposes; periodic financial reporting and technical auditing; replacement value for insurance; project management related services; giving expert evidence in arbitrations; value management related services and other cost, procurement and contractual responsibilities.

According to Adegbembo*, et al.,* (2020) the actions of QSFs in Nigeria are governed by the rules and regulations enacted by actors in the quantity surveying practice. The Nigeria Institute of Quantity Surveyors (NIQS) and Quantity Surveying Registration Board of Nigeria (QSRBN) regulate the professional and legal aspects of the profession in Nigeria.

QSFs mainly depend on the skills, expertise, and knowledge of Quantity Surveyors to address clients' needs. Hence, the recruitment of qualified employees, especially the Quantity Surveyors is critical to the success of the firm, while knowledge sharing between individuals also contributes to both individual and organizational learning. To retain and share knowledge among employees, the development of a portal that is readily accessible to all the employees is crucial (Adegbembo *et al.,* 2020).

2.3 Strategies for survival of QSFs

A developing country like Nigeria has always been experiencing several economic turbulences (Okereke, *et al*., 2022). The ups and downs in the economic situation in the country have both direct and indirect effects on the continuity, sustenance and survival of the construction industry as well as the construction organisations of which QSFs are a part (Ogbu 2017). Quantity surveyors need to enhance their skills further and help to develop technological innovations to achieve sustainable buildings. The drive towards sustainable development will offer opportunities for quantity surveyors to focus beyond costs and provide leadership in the relevant areas to ensure the overall economic viability of constructed items.

In a recessionary period, Adegbembo, *et al., (*2020) in a study conducted in Lagos, Nigeria, concluded that the top essential practices for the survival of construction firms are; improved service delivery, improved networking, effective knowledge management and retaining of experienced staff in the company. In a similar but different study, Abidin, *et al.,* (2014) in assessing competitive strategy and performance of QSFs in Malaysia, discovered that firms in Malaysia preferred strategies such as branding, relationship, marketing, reputation and innovation. Others include; effective knowledge management, financial management, improved project delivery, mergers, acquisitions, and joint ventures, technology usage, diversification, training, and retraining of employees. Babalola (2005), opined that the training of the younger generation is imperative for continuity of any profession, and further reiterated that

it is important for developing countries to consider available training methods to evolving technologies and challenges.

2.4 Effective knowledge management

Knowledge Management (KM) is considered as an essential factor to ensure increased and sustainable productivity and performance of organizations since knowledge plays a crucial role in creating, developing and retaining sustainable competitive advantage both in developed and developing countries (Santoso, 2020; Koochakzadeh and Behzadi, 2019). KM has been described as a key driver of organizational performance and one of the most important resources for the survival and prosperity of organisations (Omotayo, 2015). KM is an emerging concept area in several industries, of which the construction industry is not an exception. An efficient implementation of KM practices in any organization helps the organization uphold a competitive advantage through knowledge resources development (Nisha, 2018). Adegbembo, *et al.,* (2020) posited that nowadays, organisations can no longer compete solely based on financial capital and strength; knowledge is the new competitive advantage in business.

2.5 Proper Financial Management

Paramasivan and Subramanian (2009) argued that financial management helps to improve the profitability position of business organisations with the help of strong financial control devices such as budgetary control, ratio analysis, and cost volume profit (CVP) analysis. Similarly, in a study on small business in Vietnam, Kieu (2004) observed that efficiency in financial management practices such as accounting information system, financial reporting and analysis, working capital management, fixed asset management, financial planning and outstanding performances in financial characteristics had a positive impact on profitability.

2.6 Technology Usage

The use of IT and the integration of computer applications in QS services can help to increase the level of productivity in the construction industry and expand the range of information available and the services provided in addition to speeding up construction and reducing costs (Oyediran and Odusami, 2004). Ashworth and Hogg (2002) summarized the impact of IT in construction as increased speed of delivery and task execution, improved communications, enhanced quality and provision of a wider range of services.

2.7 Retainment of Experienced Staff

Retaining employees who possess valuable knowledge should be an important aspect of the human resource objective of any organization (Adegbembo, *et al.,* 2020). According to Ibironke (2014), QSFs in Nigeria perform poorly due to the high turnover of employees. This implies that employees are not retained by firms on a long-term basis and these employees leave the firms with the knowledge they have acquired. Ultimately, this results in leakage or total loss of knowledge.

2.8 Improved Networking

Empirical studies confirmed that col*labour*ating firms are more innovative than non-col*labour*ating ones, irrespective of their size (OECD, 2001a). However, research findings have shown that the tendency to engage in knowledge-based networks decreases with firm size. This is both a reflection and part of the explanation, of the fact, that the innovativeness of many small and medium enterprises (SMEs) is limited. The creation of appropriate conditions and incentives for increased participation of SMEs in innovative networks is thus a key policy challenge.

2.9 Improved Service Delivery

The delivery of high-quality services is an important pursuit for service providers that seek to create and provide value to their customers (Grönroos and Ravald, 2011). Through the provision of high levels of service quality, companies can achieve increased customer satisfaction, loyalty and therefore long-term profitability (Zeithaml and Bitner, 2000).

2.10 Diversifying

Some scholars have opined that the diversification of expertise has become important success factors to organisations in a recessed economy (Abu, *et al.,* 2018). Furthermore, organisations that diversify into a wide variety of fields become less vulnerable to uncertainty. Mac-Barango (2017) also noted that observers in the industry have attributed the diversification of services to structural changes in the construction sector; technological organizational as well as the dynamics of socio-economic and political factors. Ogbu (2017) suggested that strategic diversification into other construction-related businesses may help reduce the impact of the economic downturn on organisations.

3. Research methodology

To achieve the aim of this research, the study adopted a quantitative research approach using a questionnaire as the primary instrument for data collection, examining the relationship between realities and comparing findings with existing theories or previous research reports (Creswell and Creswell, 2005). The questionnaire was used because it is economical and it covers a broader audience, commonly used in social research instruments (Blaxter *et al.,* 2001).

The target population for this study is the quantity surveyors in the quantity surveying firms/companies in Nigeria. However, due to the constraints of time, logistics and some other uncontrollable problems, the survey for this study was carried out in the FCT Abuja which is well endowed with good number of required firms. According to the Quantity Surveyor Registration Board of Nigeria (QSRBN) (2019), the list of registered quantity surveyor's firm membership are 403 firms and the registered quantity surveyors (RQS) membership are 2774. Amongst this, 135 firms are based in the FCT Abuja, according to the Nigerian Institute of Quantity Surveyor (NIQS) (2024), representing 33.5% of the practicing firms in Nigeria. The sample size for the study was 126 firms. This is sufficient as noted in Gino and Gray, (2011), argument that a sample size of between 30% and 50% of the total populace is a representative and adequate for the analysis.

A closed-ended questionnaire type with a 5-point Likert scale rating was used. The questionnaire used was designed into four (4) sections which include, the respondents' background information, the level of awareness, the level of adoption of survival strategies and the impact of survival management strategies on the survival of QSFs performance in Abuja, Nigeria. The questions in the sections of the questionnaire were designed to measure specific aspect of the set objectives accordingly. The questionnaires were administered to the quantity surveyors in FCT Abuja by self, through face-to-face contact and email.

During the survey period that lasted for twelve (12) weeks, a total of 109 responses were received. The background information of the respondents was analysed using frequencies and percentiles. The data collected on the survival strategies were analysed using MIS. The reliability of the research instrument was determined using Cronbach's alpha test. The test showed an alpha value of over 0.70 for the assessed variables. This implies that the data is of good quality and unbiased.

The formula used for calculating MIS for data analysis is expressed in Equation 1 as follows:

$$MIS = \frac{\Sigma W}{N} \qquad \text{Eqn. 1}$$

Where: Σ = Summation, W = Weight, and N = Total

MIS is being ranked from 1.00 to 5.00 and the decision rule adopted for the MIS analysis.

4. Data presentation and analysis

4.1 Response rate

A total of 126 questionnaires was issued out and 109 were filled and returned showing an effective response rate of 86.51%. The response rate for the questionnaire is sufficient as depicted in Fincham (2008) where it was highlighted that a survey should be greater than 80% for it to be unbiased. The remaining 13.49% not received are as a result of lack of interest on the part of the respondents. This is as indicated in table 4.1 below.

Table 4.1: Response rate

Questionnaires Issued Out	Frequency	Percentage (%)
Filled and returned	109	86.51
Non-response	17	13.49
Total issued out	**126**	**100**

4.2 Respondents' background information

The background information of the respondents is very important to ascertain the credibility of the results from the field survey. According to the survey, the respondents background information are hereby analysed as below.

From Table 4.2 the respondents' ranks/responsibility in their various organisations show that 22.02% are Project Managers, 15.60% are Contract Managers, 13.76% are Procurement Managers, 9.17% are Commercial Managers, 25.69% are Principal Partners/Managing Partners, 11.01% are Senior Estimators/Senior Quantity Surveyors while the remaining 2.75% fall under the other classifications. In terms of their years of experience in the industry, the survey revealed that 11.01% have between 1-5 years of experience, 13.76% have between 6-10years of experience, 38.53% have spent between 11-15years in the industry, 28.44% have spent 16-20years, and 8.26% have over 20 years of industry experience. The distribution of their years of experience shows that they have considerable industry experiences that can aid in meeting this study aim.

The literacy levels and comprehensive capability of the respondents revealed that the majority of respondents accounting for 40.37% had MSc./M.Tech while the next 30.28% had BSc/BTech. The 12.84% of the respondents had PGD, 9.17% had HND, while the remaining 7.34% had PGD. This implies that the respondents are educationally qualified to comprehend the questions asked and contribute meaningfully to the subject of this study. The professional status of the respondents shows that a larger proportion of them, 57.80% are corporate members of the Nigerian Institute of Quantity Surveyors, (NIQS) while 27.52% are Fellow members, NIQS. The remaining 14.68% are probationer members. This shows that the participants are professionally qualified and have the requisite knowledge and authority to make a meaningful contribution to this study's objective.

Table 4.2: Respondents' background information

Variables	Classification	Frequency	Proportion (%)	Cumulative (%)
Ranks/Responsibility	Project Managers	24	22.02	22.02
	Contract Managers	17	15.6	37.61
	Procurement Managers	15	13.76	51.38
	Commercial Managers	10	9.17	60.55
	Principal Partners/Managing Partners	28	25.69	86.24
	Senior Estimators/Senior Quantity Surveyors	12	11.01	95.41
	Others	3	2.75	100.00
	Total	**109**	**100.00**	
Years of Experience	1 – 5 Years	12	11.01	11.01
	6 – 10 Years	15	13.76	24.77
	11 – 15 Years	42	38.53	63.3
	16 – 20 Years	31	28.44	91.74
	Above 20 Years	9	8.26	100.00
	Total	**109**	**100.00**	
Highest Education Qualification	HND	10	9.17	9.17
	PGD	14	12.84	22.02
	BSc/BTech	33	30.28	52.29
	M.Sc./M.Tech	44	40.37	92.66
	PhD	8	7.34	100.00
	Total	**109**	**100.00**	
Professional Status	Fellow NIQS	30	27.52	27.52
	Corporate member of NIQS	63	57.8	85.32
	Probationer member	16	14.68	100.00
	Total	**109**	**100.00**	

4.3 Evaluating the level of awareness of survival strategies by Qs firms in Abuja Nigeria

Table 4.3 presents the opinions of respondents as regards their awareness of the identified survival practices in QSFs in Abuja, Nigeria. The top four (4) survival strategies includes; improved service delivery with (MIS=4.82), improved networking with (MIS=4.65), proper financial management with (MIS=4.57) and effective management of knowledge with (MIS=4.51). While the least two (2) ranked survival strategies are; change in geographical location with (MIS=3.01) and documentation of improvement in process with (MIS=2.84). However, the overall average of awareness of the QSFs in FCT Abuja, Nigeria on all the identified survival practices is 3.96 MIS.

Table 4.3: Evaluating the level of awareness of survival strategies by Qs firms in Abuja Nigeria

Survival Strategies Practices	MIS	S.D	Rank	Remark
Improved Service Delivery	4.82	0.4120	1st	Very High Awareness
Improved Networking	4.65	0.4977	2nd	Very High Awareness
Proper Financial Management	4.57	0.6568	3rd	Very High Awareness
Effective Knowledge Management	4.51	0.6752	4th	Very High Awareness
Retainment of Experienced Staff	4.43	0.6988	5th	High Awareness
Technology Usage	4.36	0.7394	6th	High Awareness

Improving organizational structure	4.32	0.8151	7th	High Awareness
Branding	4.30	0.8222	8th	High Awareness
Diversifying into other construction-related businesses	4.22	0.8092	9th	High Awareness
Staff layoff/downsizing	4.20	0.9106	10th	High Awareness
Reduction of service charges	4.17	0.9112	11th	High Awareness
Synergy among professionals and collaborations	4.14	0.8972	12th	High Awareness
Reduction of overheads	4.12	0.9101	13th	High Awareness
Going after work in new areas	4.02	1.0097	14th	High Awareness
Workforce training and retraining	3.59	1.0176	15th	High Awareness
Cost reduction and cost minimisation	3.38	1.0283	17th	High Awareness
Focus on enhancing products offered or services rendered	3.25	1.0378	16th	Fair Awareness
Mergers, acquisitions, and joint ventures	3.17	1.1291	18th	Fair Awareness
Project evaluation	3.04	1.1298	19th	Fair Awareness
Change in geographical location	3.01	1.1587	20th	Fair Awareness
Documentation of improvement in process	2.84	1.1318	21st	Fair Awareness
Overall Average	**3.96**			**High Awareness**

4.4 Assessing the level of adoption of survival management strategies by Qs firms in Abuja Nigeria

Table 4.4 shows the view of the respondents concerning their level of adoption of the identified survival practices in QSFs in Abuja, Nigeria. The top three (3) survival strategies includes; improved service delivery with (MIS=4.84), improved networking with (MIS=4.72) and proper financial management with (MIS=4.69). While the least two (2) ranked survival strategies are; project evaluation with (MIS=3.18) and change in geographical location with (MIS=3.08). Meanwhile, the overall average means is 4.23, high adoption.

Table 4.4: Assessing the level of adoption of survival management strategies by Qs firms in Abuja Nigeria

Survival Strategies Practices	MIS	S.D	Rank	Remark
Improved Service Delivery	4.84	0.3645	1st	Very High Adoption
Improved Networking	4.72	0.4532	2nd	Very High Adoption
Proper Financial Management	4.69	0.5036	3rd	Very High Adoption
Retainment of Experienced Staff	4.62	0.4867	4th	Very High Adoption
Technology Usage	4.60	0.5631	5th	Very High Adoption
Effective Knowledge Management	4.57	0.6141	6th	Very High Adoption
Improving organizational structure	4.53	0.6607	7th	Very High Adoption
Branding	4.48	0.6610	8th	High Adoption
Diversifying into other construction-related businesses	4.43	0.6717	9th	High Adoption
Staff layoff/downsizing	4.41	0.7099	10th	High Adoption
Reduction of service charges	4.39	0.7189	11th	High Adoption
Synergy among professionals and collaborations	4.32	0.7313	12th	High Adoption
Reduction of overheads	4.30	0.7265	13th	High Adoption
Going after work in new areas	4.29	0.8199	14th	High Adoption
Workforce training and retraining	4.20	0.9927	15th	High Adoption
Cost reduction and cost minimisation	4.17	0.9760	17th	High Adoption
Focus on enhancing products offered or services rendered	4.08	0.9538	16th	High Adoption
Mergers, acquisitions, and joint ventures	3.75	0.9043	18th	High Adoption
Documentation of improvement in process	3.20	1.0522	19th	Fair Adoption
Project evaluation	3.18	1.0985	20th	Fair Adoption
Change in geographical location	3.08	1.1314	21st	Fair Adoption
Overall Average	**4.23**			**High Adoption**

4.5 Determination of the impact of survival management strategies on the survival of QSFs in Abuja, Nigeria

Table 4.5 shows the view of the respondents in respect of the extent to which the logistics management activities of their firms influence some identified critical success factors based on their experiences, thereafter, the general impact in QSFs in Abuja, Nigeria.

Maintaining credibility, improved decision making, more effective and efficient organisational management, improvement in technology adoption and improve ethical credibility ranked highest while constant cash flow, changing workforce, changing expectations and values of workers and constant job ranked least among the impact

of adopting survival practices by QSFs. This implies that QSFs are more concerned about their image and delivery of quality services to clients than the money or jobs they will acquire.

Table 4.5: Determination of the impact of survival management strategies on the survival of QSFs in Abuja Nigeria

Adopted Survival Strategies Practices on QSFs	MIS	S.D	RII	Rank	Remark
Maintaining credibility	4.86	0.3461	0.9725	1st	Very High Influence
Improves decision making of the organisation	4.78	0.4784	0.9560	2nd	Very High Influence
More effective and efficient organisational management	4.59	0.5646	0.9174	3rd	Very High Influence
Improvement in technology adoption	4.41	0.6833	0.8826	4th	High Influence
Improve ethical credibility	4.24	0.8623	0.8495	5th	High Influence
Improves competition strategy of the firm	4.13	0.9139	0.8257	6th	High Influence
Effective service delivery	4.01	0.9953	0.8018	7th	High Influence
Avoids bankruptcy	3.86	1.0043	0.7725	8th	High Influence
Constant cash flow	3.74	1.1005	0.7486	9th	High Influence
Changing workforce, changing expectations and values of workers	3.61	1.1708	0.7211	10th	High Influence
Provides constant job	3.53	1.1512	0.7064	11th	High Influence
Overall Average	**4.16**				High Influence

5. Results and discussion

5.1 Level of awareness and adoption of survival practices

Improved service delivery, improved networking, proper financial management, effective management of knowledge, retainment of experienced staff and technology usage top the essential survival practices QS in QSFs in FCT Abuja, Nigeria are aware of and have adopted in their respective firms. This finding supports the findings of Adegbembo, *et al., (*2020) in a study conducted in Lagos, Nigeria that concluded that the top essential practices for the survival of construction firms are; improved service delivery, improved networking, effective knowledge management and retaining experienced staff in the company. However, the overall average of the awareness and adoption of all the identified survival management strategies in QSFs in FCT Abuja, Nigeria are rated high awaereness and high adoption respectively.

5.2 Impact of the adopted survival practices

Maintaining credibility, improved decision making and more effective and efficient organisational management ranked highest among the impact of adopting the identified survival management strategies by QSFs. Maintaining credibility ranked the highest practices and this is in line with Adegbembo, *et al., (*2020) who stated that winning economic profile is accompanied by the struggle for values and maintaining a reputation. Improved decision making and more effective and efficient organizational management ranked next, and this is in line with Gino and Gray (2011) who stated that leadership style influences the success of the firm. Improvement in technology adoption ranked next and this is in line with Ashworth and Hogg (2002) who stated that the impact of IT (improved technology) in construction industry leads to increased speed of delivery and task execution, improved communications, enhanced quality and provision of a wider range of services.

6. Conclusion

The study concludes that the most critical survival management strategies been aware of and adopted by QSFs in FCT Abuja, Nigeria are improved service delivery, improved networking, proper financial management, retainment of experienced staff, technology usage, effective knowledge management, branding and adoption of innovative ideas. These assessed survival management strategies have high level of influence and play a critical role in ensuring that Quantity Surveying firms survive the economic downturn and the stiff competitive market of the construction sector. Finally, the study concluded that all these identified survival management strategies adopted by the QSFs in FCT, have significantly impacted the QSFs in FCT and Nigeria at large with improved credibility, improved decision making, more effective and efficient organizational management, improvement in technology adoption, improved ethical credibility and improved competitive strategy. The improved service delivery impacted improved credibility and foster good relationship between the clients and the firms. The collaborative efforts of QSFs in pooling resources together to tackle the prevailing challenges helps firm to maneuver its way to survive under harsh competitive and economic conditions.

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