External Marketing Relationship Practice of Quantity Surveying Firms in the Selected States in Nigeria

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ABSTRACT

It has been established that marketing is very significant to the success of any organization, especially in a competitive environment. In the Quantity surveying profession, marketing might be more relevant than other professions because it is less known. The significance of marketing and competitive business environment calls for effective marketing practice by Quantity Surveying Firms (QSFs). One of the effective ways is to build a strong external marketing relationship, which exists between a firm and its client. Therefore, this paper investigated the external marketing relationship practice of QSFs with a view to enhancing firms' productivity and client satisfaction. Forty-six (46) registered QSFs and fifty-nine (59) corporate clients in Lagos, Oyo, and Ondo States were assessed through questionnaire survey. Data were collected on the attributes of parties involved in external marketing. The collected data were analysed using Mean Item Scores (MIS) and Analysis of Variance (ANOVA). The results reveal important attributes of clients to include "pay on time (MS=4.59)", "willingness and readiness to take advice from the firm (MS=4.59)", and "make expectations known clearly to the firm (MS=4.54)". From the findings, clients averagely displayed these attributes. The result of ANOVA shows that firms viewed the importance of these clients' attributes in the same way at p>0.05 except for one of these attributes (making expectations known clearly to the firm), which firms viewed its importance differently at p<0.05. Furthermore, results show the important attributes of firms to include: "ability to give clients value for their money (MS=4.51)", "knowing clients' requirements (MS=4.51)", and "being attentive (MS=4.47)'. Findings show that these attributes were adequately displayed by QSFs. The perceptions of clients on the importance of these firms' attributes were the same at p>0.05. The study concluded by establishing attributes for strong external marketing relationship to include: "readiness of a client to take advice from the firm", "ability of a client to pay on time", "ability of a firm to satisfy the client", and "knowing the client's requirements". The study recommended that QSFs and clients should endeavour to possess and display these attributes for the enhancement of service delivery in terms of firms' productivity and clients' satisfaction.

Keywords: Attributes, Clients, External Marketing Relationship, Quantity Surveying Firms.

INTRODUCTION

The business environment in Nigeria is highly competitive. Due to this fact, every sector tends to look for a way of standing out in the competitive business environment by employing effective strategy. Quantity surveying firm is one of the professions that operate in such a competitive environment. One of the effective strategies for standing out in a competitive environment is firm-client relationship, which is described by this study as an external marketing relationship. Marketing is an activity that paves the way to excellent service delivery and as well as a tool for making the services of the firm known to the public (Ebunoluwa and Ojo, 2021). Olatunde (2016) affirmed that the quantity surveying profession was less known among the respected and lucrative professions in Nigeria despite its existence for over four decades. Presently, the profession is yet to be known widely (Chidiebere *et al.,* 2017). In other words, the quantity surveying profession is at the growth stage while other professions in the built environment are at the saturated stage. Hence, marketing might be more germane to the quantity surveying profession than other professions. The significance of marketing to the success of a quantity surveying firm (QSF) in a competitive business environment calls for effective marketing practices, one of which is external marketing relationship (Guzzoni, 2005; Kotler and Armstrong, 2006; Kaylene, 2017; Michael, 2000; Ebunoluwa, 2019). External marketing is centered on the relationship that exists between the firm and the client (Yadav and

Dabhade, 2013; Kaylene, 2017). The outcome of this relationship depends on the extent to which parties involved performed their roles. In external marketing, parties involved must possess and display good attributes to have a long-term relationship. For this study, the expected attributes of firms and clients in external marketing relationship were assessed.

LITERATURE REVIEW

External marketing relationship is an interaction that occurs between a firm and its client; in this interaction, the goal of a firm is to deliver excellent service to its client at a profit, which will invariably lead to the growth of the firm. Similarly, the client aims at receiving excellent service from the firm, which can better be achieved if the client is ready and willing to perform its obligations. The performance of each party determines the outcome of relationship. Parties involved in any transaction usually expect a good outcome. However, the good outcome might be jeopardized if the parties involved fail to perform their roles adequately (Ebunoluwa, 2019; McShan, 2021). It is on this note that this study assessed various attributes of firms and clients for excellent service delivery. Attributes could be described as the characteristics of parties involved in the marketing activities. Hence, the display of good attributes by firm and client denotes a good external marketing relationship (Ebunoluwa, 2019; Subramaniam, 2020).

Attributes of Firm (Employer) in External Marketing Relationship

The amount of money and time spent in retaining the existing clients is not as much as the one spent to acquire new clients (Kaylene, 2017). Besides, the success of any organization depends on the number of clients that transact with the firm. Therefore, firms that want to stand out in a competitive environment must be ready and eager to satisfy their clients excellently (Mahapatra, 2013). One of the ways of satisfying clients is by displaying good attributes that will lead to clients' retention. Table 1 highlights the attributes of a good firm.

Table 1: Attributes of Firm (Employer) in External Marketing Relationship

Attributes of firm
fulfill client's requirements (Gregory, 2017; 2015; Kent, 2007)
give client value for his money (Ebunoluwa, 2019; Gregory, 2015)
respond to the client in person (Arthur-Aidoo, *et al*.)
advice client sincerely
patience in dealing with a client (Kent, 2007)
be attentive (Kent, 2007; Ojo and Ebunoluwa, 2019)
clear communication (Ebunoluwa, 2019; Kent, 2007)
know the client's requirements (Ebunoluwa, 2019; Gregory, 2017)
use of positive language (Gregory, 2017)
have time management skills (Gregory, 2017)
read customers critically (Gregory, 2017)
be calm (Gregory, 2017; Kent, 2007)
goal-oriented focus (Gregory, 2017; Kent, 2007)
handle surprises (Gregory, 2017; Kent, 2007)
have persuasion skills
able to do extra work for a client Ebunoluwa and Ojo, 2021; Chekitan *et al.,* 2000)
Able to end conversation well and address the last wish of the clients (Gregory, 2017)
willing to buy good ideal from the client (Kent, 2007)

Attributes of Client in External Marketing Relationship

Client is the second party involved in the external marketing relationship. Every client expects to receive excellent services from the firm. Guzzoni (2005) describes a client's expectation as a belief about the service of the firm (pre-assessment of firm), which serves as a reference point against which performance (post-assessment of firm) is being judged. However, clients might not be able to achieve their expectations failure to perform their roles adequately. Due to this fact, clients need to perform their roles by displaying attributes that will enhance service delivery. Table 1 highlights the attributes of a good client.

Table 2: Attributes of Clients in External Marketing Relationship

Attributes of client
have a realistic budget (Ojo and Ebunoluwa, 2019; Jean-Luc, *et al.,* 2017)
rarely haggle on price for quality sake (Ebunoluwa, 2019; Jean-Luc, *et al.,* 2017)
Engage an expert (Ebunoluwa, 2019; John 2008)
willing to take advice (Ebunoluwa, 2019; John 2008)
have a single point of contact (Ebunoluwa, 2019; Jean-Luc, *et al.,* 2017)
participate in the project delivery process (Ebunoluwa, 2019; Jean-Luc, *et al.,* 2017)
pay on time (Ebunoluwa, 2019; Yes, 2017; Laura, 2009; Jean-Luc, *et al.,* 2017)
make expectations known clearly (Ebunoluwa, 2019; Yes, 2017)
recognize the brilliance of the firm (Ebunoluwa, 2019; Yes, 2017)
respect time of the firm (Ebunoluwa, 2019; Yes, 2017)
give constructive feedback to the firm (Ebunoluwa, 2019; Yes, 2017)
send business their way (Ebunoluwa, 2019; Yes, 2017)
commit to quality (Ebunoluwa, 2019; Laura, 2009)
offer a team discount (Ebunoluwa, 2019; Laura, 2009)
thank firm in a meaningful way (Ebunoluwa, 2019; Laura, 2009)
allow a reasonable time for the work (Ebunoluwa, 2019; Laura, 2009)
available for questions (Ebunoluwa, 2019; Laura, 2009)
pay a fair amount for work required (Ebunoluwa, 2019; Laura, 2009)
has high integrity (Ebunoluwa, 2019; Laura, 2009)
allow the freelancer to do their job (Ebunoluwa, 2019; Laura, 2009)
always seeks an ongoing relationship (Ebunoluwa, 2019; Laura, 2009)

RESEARCH METHODOLOGY

This study focused on the assessment of external marketing relationship practice of quantity surveying firms in some selected states in Nigeria. The study review literature related to external marketing, which helps in identifying attributes of a good external marketing relationship. Three states (Lagos, Oyo and Ondo) were selected for this study. Two sets of questionnaires were designed for the collection of data from the target respondents (quantity surveying firms and clients) in the selected states. The first questionnaire contains the attributes of a client to be assessed by quantity surveying firms while the second questionnaire contains the attributes of quantity surveying firms to be assessed by clients. The assessment was based on the level of importance of attributes and the extent to which the attributes were displayed. Each set of questionnaires captured both the respondents' background and attributes. There are one hundred and twenty-five (125) registered quantity surveying firms in Lagos State, fourteen (14) in Oyo State and four (4) in Ondo State (NIQS Database, 2016). The study employs purposive and total enumeration sampling techniques. In Lagos, 30% (38) of firms were selected while 100% were captured in Oyo (14) and Ondo States (4). Therefore, a total of fifty-six (56) registered quantity

surveying firms were sampled for this study. In getting the required respondents' clients for this study, the sampled quantity surveying firms were asked to recommend two of their clients to participate in the assessment exercise. This gives a total of one hundred and twelve (112) respondents' clients. In all, one hundred and sixty-eight (168) sample size comprising 56 quantity surveying firms and 112 clients were sampled for this study. Data collected on the respondents' background were analysed using frequency and percentages while data collected on the objective of this study were analysed using Mean Item Score (MIS) and Analysis of Variance (ANOVA).

ANALYSIS, RESULTS AND DISCUSSIONS

This study assessed the two parties (firm and client) involved in external marketing relationship. One hundred and sixty-eight (168) respondents were sampled in Lagos, Oyo and Ondo states. From the study area, one hundred and five (105) questionnaires were filled to satisfaction; these comprise forty-six (46) quantity surveying firms and fifty-nine (59) clients. The 105 collected questionnaire could be considered adequate considering its equivalent response rate of 63%. The high response rate shows the involvement of eligible participants in this study and the credibility of the data collected (Maria, 2018). Data collected on the background of quantity surveying firms include years of existence of the firm, highest academic qualification, professional qualification, and years of professional experience. Similarly, data collected concerning the background of clients comprise the type of organization of the client, highest academic qualification, and years of patronizing the firms. The collected data on respondents' backgrounds were analyzed using frequency and percentages.

Considering the background characteristics of quantity surveying firms, the results reveal that 91.3% of the firms had been in existence for more than 10 years with 37% of them existing between 11 and 20 years, 32% between 21 and 30 years while 21% had been in existence for over 30 years. Averagely, the surveyed firms in the study area had been in existence for almost 21 years. The result obtained on academic qualification of the respondents shows that employers in quantity surveying firms in the study area have sound academic qualifications; 84.8% of them had a minimum of BSc while 54.4% had additional higher degrees comprising 45.7% MSc and 8.7% Ph.D. The result of professional qualification indicates that adequate numbers of employers in quantity surveying firms are Members and Fellows of the Nigerian Institute of Quantity Surveyors (MNIQS=54.3%; FNIQS=45.7%). Likewise, the result reveals that 58.7% of them have more than 20 years of professional experience. This portrays a good image of firms where information on firm-client relationship can be supplied. Furthermore, the result obtained on clients' background reveals that 37.3% of the surveyed clients were private organizations, 32.2% were into construction-related activities, 13.6% were from ministry and 3.4% were institution-based organizations. The result on the academic qualification of the clients shows that they were academically sound. Adequate numbers of them had their BSc (37.3%) degree while 42.4% of them had higher degrees comprised 39% MSc/MBA and 3.4% Ph.D. Additionally, the result shows that the surveyed clients had been patronizing quantity surveying firms for about 11years.

Based on the result obtained on firm and clients' background, this study established that the surveyed respondents are qualified in supplying the information needed for the research work.

Assessment of Firm-Client Relationship (External Marketing Relationship Attributes)

Considering the focus of this study, which centered on firm-client relationship, clients were assessed by employers of quantity surveying firms while employers were assessed by clients via their respective attributes. The assessment was based on the level of importance and extent of display of the attributes using 6- point Likert scale of 0-5.

Ranking of Clients' Attributes by Employers of Quantity Surveying Firms

Employers of quantity surveying firms assessed clients that patronized their firms based on the attributes possessed and displayed by the clients. The responses of firms were presented in Table 3 for the MIS result.

Table 3: Level of Importance and Extent of Display of Clients' Attributes

Attributes of Client	Level of Importance (LOI)		Extent of Display (EOD)	
	MIS	R	MIS	R
pay on time	4.59	1	4.02	4
take advice from firm willingly	4.59	1	3.74	8
make expectations known clearly	4.54	3	4.07	3
engage an expert for the proposed work	4.50	4	4.09	1
commit to quality	4.48	5	4.09	1
pay a fair amount for work received	4.43	6	3.74	8
have a realistic budget	4.41	7	3.67	11
high integrity	4.35	8	3.85	7
allow reasonable time for the work	4.24	9	3.46	17
rarely haggle on price for quality' sake	4.24	9	3.57	16
give constructive feedback to the firm	4.13	11	3.87	5
make himself available for questioning if need be	4.00	12	3.67	11
always seek an ongoing relationship	3.98	13	3.87	5
send businesses their way	3.91	14	3.74	8
respect time of the firm	3.78	15	3.63	13
recognizes the brilliance of the firm	3.74	16	3.63	13
thank firm in a meaningful way	3.59	17	3.30	19
offer a team discount	3.59	17	3.20	20
have a single point of contact	3.52	19	3.46	17
participate in the delivery of project	3.48	20	3.59	15
allow the freelancers to do their jobs	3.09	21	3.00	21
MWA	*4.06*		*3.68*	

MIS=Mean Item Score; R=Rank; MWA=Mean Weighted Average;
  ▮ = *important;*
  ▮ = *averagely displayed*

Table 3 shows the results of data collected on clients' attributes as assessed by firms. Considering the level of importance, a mean weighted average (MWA) of 4.06 was established as a reference judgment. Eleven (11) attributes of clients had MIS above 4.06, which implies that employers of quantity surveying firms attached high importance to these clients' attributes. The top five (5) important attributes include "pay on time (MIS=4.59)",

"take advice from the firm willingly (MIS=4.59)", "make expectations known clearly (MIS=4.54)", "engage an expert for the proposed work (MIS=4.50)", and "commit to quality (MIS=4.48)". This result implies that quantity surveying firms will appreciate a client who possesses and display these attributes adequately. For instance, a firm will prefer to continually transact with a client who is ready to take sincere advice and as well pay on time for service received. This will enhance service delivery and invariably lead to a long-term relationship (Saeed, 2019), hence, a good external marketing relationship

Considering the extent to which the client displayed this attribute, a MWA of 3.68 was established as a reference judgment as shown in Table 3. Ten (10) attributes of clients had MIS above 3.68. This could be interpreted that these ten (10) attributes were well displayed. The top five (5) displayed attributes include "engage an expert for the proposed work (MIS=4.09)", "commit to quality (MIS=4.09)", "make expectations known clearly (MIS=4.07)", "pay on time (MIS=4.07)", and "give constructive feedback to the firm (MS=3.87)". It could be seen from the results presented in Table 3 that the order of ranking the top five (5) on level of importance of clients' attributes differs compared to the order of ranking extent of display. This could be interpreted as clients did not satisfy quantity surveying firms as expected. In order words, considering the established MWA for the level of importance (LOI) and extent of display (EOI), the MWA of LOI is 4.06 while the MWA of EOD is 3.68. Following the Likert scale adopted for the study, this implies that QSFs attached high importance to clients' attributes (MWA = 4.06) while the attributes were averagely displayed by clients (MWA = 3.68). The effect of this is that client's satisfaction might be suffered for failing to perform his role in service delivery. Rao (2019) affirms that clients can determine the type of service they will receive from the firm. Hence, their unique roles must be well performed

Ranking of Employers of QSFs' Attributes in External Marketing Relationship

Employers of quantity surveying firms were assessed by clients based on the possession and the display of the attributes of employers in quantity surveying firms. The assessment was equally based on the level of importance and extent of display of the attributes. The results of clients' responses via MIS are shown in Table 4.

Table 4: Attributes of QSF in External Marketing Relationship

Attributes of Quantity Surveying Firms	Level of Importance (LOI)		Extent of Display (EOD)	
	MIS	R	MIS	R
give client value for his money	4.51	1	4.34	1
know clients' requirements	4.51	1	4.15	5
be attentive	4.47	3	4.07	10
advice client sincerely	4.44	4	4.05	13
fulfill clients' requirements	4.41	5	4.14	7
goal oriented focus	4.39	6	4.08	9
patience when dealing with client	4.39	6	4.17	3
communicate clearly	4.39	6	4.19	2
have time management skills	4.32	9	4.07	10
read client and identify needs	4.32	9	4.07	10
end conversation well and address the last wish of the client	4.29	11	4.17	3
respond to the client in person	4.24	12	4.15	5
use positive language	4.20	13	4.10	8
buy good idea from the client willing	4.05	14	4.02	14
handle surprises	4.03	15	3.97	15
do extra work for client	3.78	16	3.66	16
MWA	*4.30*		*4.09*	

MIS=Mean Item Score; R=Rank; MWA=Mean Weighted Average;
▮ *= very important and highly displayed*

Table 4 shows the result obtained on the data collected from clients on quantity surveying firms' attributes using MIS. Considering the level of importance of firms' attributes, a MWA of 4.30 was established as a reference judgment. Ten (10) attributes of firms had MIS above 4.30. This signifies that the ten (10) attributes were highly important to be possessed by employers of quantity surveying firms. The top five (5) important attributes include "give clients value for money (MIS=4.51)", "know the client's requirements (MIS=4.51)", "be attentive (MIS=4.47)", "advice clients sincerely (MS=4.44)", and "fulfill client's requirements (MIS = 4.41)". The implication of the result is that clients will continually engage the service of quantity surveying firms that possess these attributes. The possession and display of these attributes by quantity surveying firms will not only increase profit margin but give them a competitive edge over their competitors (Ebunoluwa, 2019; Anning-Dorson *et al*., 2020; Selvam *et al*., 2010).

Furthermore, considering the extent of display of the attributes by quantity surveying firms, a MWA of 4.09 was established as a reference judgment as shown in Table 4. Eight (8) attributes of quantity surveying firms had a MIS above 4.09. This could be deduced that these eight (8) attributes were well displayed by the firms. The top five (5) of these attributes include "give the client value for money (MIS=4.34)", "communicate clearly (MIS=4.19)", "end conversation well and address the last wish of the client (MIS=4.17)", "patience when dealing with the client (MIS=4.17)", and "know clients' requirements (MIS=4.15)". Considering the ranking order of the top five attributes, LOI and EOD differ but within the established MWA of 4.09. Nevertheless, quantity surveying firms should brace up in satisfying their clients at all levels. Jeske *et al*. (2015) affirm that the satisfaction of customers (clients) should be the priority of every organization; this does not exempt quantity surveying firms. In all, the MWA of LOI and EOD of quantity surveying firms' attributes show that employers of quantity surveying firms satisfied their clients more than clients do. From the assessment of the two parties in external marketing relationship through MIS, the study discovered that the quantity surveying firms displayed their attributes more than clients. This could be interpreted that quantity surveying firms performed their roles in external marketing more than clients.

4.3 Perceptions of Respondents on Attributes of a good External Marketing Relationship

Further assessment on external marketing relationship was carried by subjecting the data collected to Analysis of Variance (ANOVA) based on the location of the respondents. This is to test the level of significant differences in the perceptions of the respondents concerning the level of importance of the firms-client's attributes. Table 5 shows the perceptions of quantity surveying firms on the level of importance of clients' attributes.

Table 5: Level of Importance of Clients' Attributes as Perceived by Quantity Surveying Firms

Attributes of Client	LAGOS		OYO		ONDO		ANOVA	
	MS	R	MS	R	MS	R	F value	P value
take advice from firm willingly	4.59	3	4.50	1	5.00	1	1.714	0.192
pay on time	4.66	1	4.33	2	5.00	1	0.498	0.611
make expectations known clearly	4.66	1	4.17	4	5.00	1	3.651	0.034*
Engage an expert for the proposed work	4.59	3	4.17	4	5.00	1	2.126	0.132
commit to quality	4.59	3	4.08	10	5.00	1	4.837	0.013*
pay a fair amount for work received	4.53	6	4.08	10	5.00	1	2.754	0.075
have a realistic budget	4.50	7	4.25	3	4.00	12	0.535	0.589
have high integrity	4.50	7	3.83	13	5.00	1	3.237	0.049*
allow reasonable time for the work	4.34	9	4	12	4.00	12	0.703	0.501
rarely haggle on price for quality sake	4.28	10	4.17	4	4.00	12	0.147	0.863
give constructive feedback to the firm	4.22	11	3.83	13	4.50	8	2.175	0.126
available for questioning if need be	3.97	12	4.17	4	3.50	19	0.971	0.387
always seeks an ongoing relationship	3.91	14	4.17	4	4.00	12	0.204	0.816
send businesses their way	3.94	13	3.75	16	4.50	8	0.364	0.697
respect the time of the firm	3.78	15	3.75	16	4.00	12	0.050	0.951
recognize the brilliance of the firm	3.69	16	3.75	16	4.50	8	0.846	0.436
thank firm in a meaningful way	3.56	17	3.67	20	3.50	19	0.034	0.966
offer a team discount	3.31	20	4.17	4	4.50	8	3.416	.042*
have a single point of contact	3.47	18	3.58	21	4.00	12	0.328	0.722
participate in the delivery of project	3.34	19	3.83	13	3.50	19	1.087	0.346
allow the freelancers to do their jobs	2.78	21	3.75	16	4.00	12	2.748	0.075

*MS=Mean Score; R=Rank; * = significant at p<0.05; ANOVA = Analysis of Variance*

From Table 5, significant differences exist in the perceptions of quantity surveying firms on the level of importance of 4 clients' attributes as revealed by the p-value at p<0.05. The attributes include make expectations known clearly (f value=3.651; p value=0.034), commit to quality (f value=4.837; p value=0.013), high integrity (f value=3.237; p value=0.049), and thank firm in a meaningful way (f value=3.416; p value=0.042). This signifies different perceptions of quantity surveying firms in the selected locations on the level of importance of clients' attributes in external marketing relationship. However, no significant differences existed in the perceptions of quantity surveying firms in the remaining 17 clients' attributes as revealed by the p-value at p>0.05. In other words, quantity surveying firms perceived the importance of these 11clients' attributes in the external marketing relationship the same way.

Furthermore, Table 6 shows the perceptions of clients on the level of importance of quantity surveying firms' attributes.

Table 6: Perceptions of Clients on the Importance of Firms' Attributes in External Marketing Relationship

Attributes of Quantity Surveying Firms	LAGOS MS	R	OYO MS	R	ONDO MS	R	ANOVA F value	P value
give client value for money	4.59	1	4.38	6	4.50	2	0.607	0.549
know clients' requirements	4.59	1	4.43	2	4.40	4	0.430	0.653
be attentive	4.56	3	4.38	6	4.50	2	0.497	0.611
advice client sincerely	4.44	5	4.52	1	4.20	7	0.670	0.516
fulfill clients' requirements	4.30	10	4.43	2	4.60	1	0.839	0.438
goal oriented focus	4.48	4	4.43	2	4.10	11	1.125	0.332
Patience when dealing with client	4.44	5	4.43	2	4.20	7	0.603	0.551
communicate clearly	4.44	5	4.29	9	4.40	4	0.328	0.721
have time management skills	4.37	9	4.19	12	4.40	4	0.348	0.708
read client and identify needs	4.44	5	4.19	12	4.20	7	0.847	0.434
end conversation well and address the last wish of the client	4.30	10	4.33	2	4.10	11	0.426	0.656
respond to client in person	4.22	13	4.24	11	4.20	7	0.011	0.989
use positive language	4.30	10	4.10	14	4.10	11	0.558	0.576
buy good idea from the client willing	3.81	15	4.29	9	4.10	11	1.690	0.194
handle surprises	4.07	14	3.95	16	4.00	15	0.133	0.875
do extra work for client	3.74	16	4.05	15	3.20	16	2.175	0.123

From Table 6, no significant difference existed in the perceptions of clients on attributes of quantity surveying firms as revealed by the p-value. This inferred that the perceptions of clients on the importance of quantity surveying firms were the same.

CONCLUSIONS

From the findings of this study, quantity surveying firms attached very high importance to some of the clients' attributes, which were averagely displayed by the clients. Paramount among these attributes is "pay on time". Moreover, findings show that clients attached a high level of importance to some of the attributes of quantity surveying firms, which were adequately displayed by the firms. Among is give clients value for money.

Recommendations

Based on the conclusions drawn from this study, it is recommended that clients should endeavor to perform their roles in order to receive excellent service from quantity surveying firms. Likewise, Quantity surveying firms should continually perform their roles for excellent service delivery. The performance of both parties will determine their level of satisfaction. The study focused its assessment on firm-client relationship in the southwest, future research can investigate firm-client relationship in other regions of the country.

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