

# Prospect Of Human Resources Management In Enhancing Higher Productivity In Construction Industries In Enugu State, Nigeria

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## ABSTRACT

The research study was on the prospects of human resources management in enhancing higher productivity in construction industry. Construction industry accounts for a significant portion of world economic activities especially in emerging economies where infrastructural developments are much needed. Construction industry is typically characterized as a labour intensive and low-technology sector. The study used both primary and secondary data. primary data comprised of questionnaires distributed to construction industry workers, oral interview, and personal observation. The data were analyzed using simple table and percentages. The result revealed that effective human resources management in construction industry enhance higher productivity, efficient human resources management have positive impact on employees performance that can led to construction industry objectives and goals. It was concluded that organization cannot achieve good productivity and financial performance without implementing well recognized human resources management for the organization.

**Keywords:** Human Resources Management, Higher Productivity, Construction Industry

## INTRODUCTION

Management has been defined as getting things done through people. Management is seen as application of man, material, money and machine in order to achieve organization goals. According to Robins and Coulter (2007) management recognizes four basic resources: man, material, money, and machine. These resources are commonly called the 4Ms of management, which are of great importance to management.

In recent years, there have been an increased in emphasizing the need for construction industries to be more client and market oriented, a tantalization vision of a new quality world driven by clients with an emphasis on best value. This is likely to have significant implications for the business model and management in the industry. However, while construction constitutes an important component of global economic activity, and the very nature of the work is labour intensive there has been lack of attention given to the study of human resource management issues. Yet it has long been recognized that the way employees are managed can have important implications for organizational performance, and can even be a differentiated between successful and unsuccessful organizations (Marchington and Wilkinson, 2012). Context specific factors are believed to partly explain typical approaches to managing people in the sector. These include the nature of complex project-based environments, ingrained cultural norms, cyclical demand and structural flexibility. Delivery of construction projects often requires the co-ordination of a multiplicity of actors, within a largely fragmented, transcend and heterogeneous workforce. The construction industry therefore offers a rich and distinctive context for the study of employment issues, and an interesting counterpoint to the employment models traditionally associated with many manufacturing of service contexts.

Much of the existing research tends to paint a fairly bleak picture of employment practices and industrial relations in the construction sector, often depicted as an informal, casualized and even cavalier approach to the management of people with long working hours (Townsend et al, 2011; Lingard et al, 2008) and high rates of health and safety accidents (Loudoun, 2010). Through management styles clearly vary between firms and across countries, thus making it difficult to generalize, the construction industry has been beset by a poor image in relation to approach to human resource management and workforce relations (ILO, 2001). In contrast to the model of Human Resources Management developed

by Storey (1995) which emphasizes on approach to people management concerned with developing and utilizing employees in pursuit of organizations objectives, people management in construction is often characterized as a 'Black Hole'. Perhaps it is a by-product of the gendered nature of the construction industry, but Ness and Green (2012) reported hostility of project managers towards human resources management as a concept, citing evidence from managers who described investment in human resources as a luxury and viewed human resources practitioners as open pushers. Indeed the British government has published various reports exhorting the need for a review of traditional employment practices, for both economic and social reasons. Encouragingly, there is also some evidence of the existence of more 'enlighten' approaches to managing people.

## **MATERIALS AND METHODS**

The study used both primary and secondary data. The primary data were obtained using field surveys, In-depth Interview, Focus Group Discussion and Questionnaire administered to the stakeholders (Client, Contractor, Consultant, Labor, External factors) in the construction industry. The questionnaires were structured to elicit much information as possible on the prospect of human resources management in enhancing higher productivity in construction industry in Enugu State

## **DETERMINATION OF SAMPLE SIZE**

To achieve adequate sample characteristics representation of the population, the researcher followed the principle of random selection. Borget et al, 1996) defined random sampling as a process in which everybody in the target population has equal chance of being selected into the sample of the study.

## METHOD OF DATA ANALYSIS

The data will be presented and analyzed using simple table, frequency and percentages. The statistical measure used simple table, frequency and percentages. The statistical measure used is chi-square ( $\chi^2$ ). It is used in testing hypothesis concerning the difference between a set of observed frequency (FO) of a sample and a corresponding set of expected or theoretical frequencies (Fe).

The formula is given thus:

$$\chi^2 = \frac{\sum (OF - ef)^2}{EF}$$

$\chi^2$  = Chi-Square( $\chi^2$ )

FO = Observed frequency

Fe = Expected frequency

## RESULTS AND DISCUSSION

Table. 1 shows the distribution of respondents by gender in the study area

Gender	Number of Respondents	Percentage %
Male	95	63
Female	55	37
Total	150	100

The table above shows that 95 of the respondents, which is 63% were males. While 55 of the respondents, which is 37% were females. The higher number of male recorded from the table shows that construction industries requires a lot of energy which need the services of able men.

Table 2 shows the distribution of respondents by Age in the study area

AGES	NUMBER OF RESPONDENTS	PERCENTAGE %
20-30	50	33%
31-40	45	30%

41-50	35	23%
51 and above	25	17%
<b>Total</b>	<b>150</b>	<b>100%</b>

**Source:** Field Survey 2015

The above table shows that 50 respondents which is 33% are between the ages of 20-30 years, 45 respondents which is 30% of them are between the ages of 31-40 years, 35 respondents which is 23% are between the ages of 41-50 years while 25 respondents which is 17% of the respondents are 51 years and above.

**Table 3 Shows Distribution of Respondents by Working Experience in the study area**

<b>YEARS</b>	<b>NUMBER OF RESPONDENTS</b>	<b>PERCENTAGE %</b>
1-5	30	20%
6-10	70	47%
11 and above	50	33%
<b>Total</b>	<b>150</b>	<b>100%</b>

The above table shows that 30 respondents which is 20% have a working experience between 1-5 years, 70 respondents which is 47% have a working experience of 6-10 years, while 33% of the respondents have a working experience of 11 years and above.

**Table 4 shows distribution of respondents according to marital status in the study area**

<b>STATUS</b>	<b>NUMBER OF RESPONDENT</b>	<b>PERCENTAGE %</b>
Single	95	63%
Married	55	37%
<b>Total</b>	<b>150</b>	<b>100%</b>

The above table shows that 95 respondents which is 63% are single while 37% of them are married.

**Table 5. Shows prospect of human resources management in enhancing higher productivity in construction industry**

<b>OPTIONS</b>	<b>NUMBER OF RESPONDENTS</b>	<b>PERCENTAGE %</b>
Being Human and Capital Oriented and Resource Management Focus	110	73%
Being Management Focus	40	27%
<b>Total</b>	<b>150</b>	<b>100%</b>

The above table shows that 110 respondent representing 73% said that being human capital oriented and resource management focused is the prospect in enhancing higher productivity in Construction industry in Enugu State while 40 respondents represents 27% said being management focused.

**Table 6 show extent has human resources management impacted on employees' performance**

OPTION	NUMBER OF RESPONDENT	PERCENTAGE %
To high extent	100	67%
To no extent	50	33%
<b>Total</b>	<b>150</b>	<b>100%</b>

The table above shows that 100 respondents which is 67% said to a high extent while 50 respondent which is 33% of them said no.

**Table 7 show effective human resource management had any impact on the company's goals and objective**

OPTIONS	NUMBER OF RESPONDENTS	PERCENTAGE %
Yes	110	73%
No	40	27%
<b>Total</b>	<b>150</b>	<b>100%</b>

The table above shows that 110 respondent which is 73% said yes while 40 respondent which is 27% of them said no.

### Discussion

In most organizations and construction industries today, productivity and welfare of worker are not given adequate attention. This result in many industries incurring a lot of losses as a form of wastage caused by management of the organization of which workers are unable to perform their various job effectively to enhance productivity (Druker et al.,2010). According to Andries (20120, problem faced by industry is lack of training and development programmes, job dissatisfaction as most employees don't find it easy doing the job assigned to them because they don't have the necessary skills needed to handle their job effectively. Other problems are increase in cost of labor turn over in the industry as result of the worker's

incompetence, lack of adequate and competent human resource department who can bring adequate productivity to the industry. The above mentioned problems have nothing to offer the industry but rather decrease in service delivery which in turn affects the overall enhancement of the productivity.

Based on the results, the prospects of human resource management in enhancing higher productivity in construction in Enugu State can be enhanced through an efficient human resources management. The result was in line with the study of Atkinson (1984), who reported that effective human resources management has the ability to impact positively on employees' performance in construction industry. The result also revealed that industry cannot achieve good productivity and financial performance without implementing well recognized human capital management and efficient human resource management strategies. According to Ayesha et al (2012) an effective appraisal and performance management system helps curtailing turnover issues and low productivity. A well recognized benefits and compensation program helps in motivating employees. Through effective implementation of human resources management practices, high rate of absenteeism can be controlled and minimized. Work force and work alignment are complimentary to each other. Works or tasks should be allocated according to abilities and capabilities of employees. For better productivity and high performance, good welfare packages should be allocated to every employees of the company. Construction company should adopt good quality management philosophy which fosters training, workforce empowerment, good employees - management relationship and formation of high performing teams. Effective human resources management with good working environment can enhance productivity levels effectively and efficiently in construction company of Enugu State

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