

## **Influence of Human Resources Management on Labour Productivity in Building Construction in Bauchi State Nigeria**

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### **Abstract**

*This study investigates the influence of Human Resources Management (HRM) on labour productivity in building constructions within Bauchi. Effective HRM practices, such as recruitment, training, employee motivation, and welfare programs, are essential for ensuring high productivity levels, particularly in the construction industry, which relies heavily on labour-intensive operations. The research adopts a mixed-methods approach, combining both qualitative and quantitative data. Surveys and interviews were conducted with professionals in the construction industry, including project managers, contractors, and labourers from selected building construction in Bauchi state, Nigeria. The data were analysed using descriptive and inferential statistical techniques to explore the relationships between HRM practices and labour productivity. Findings from the study reveal that HRM practices, particularly adequate training and motivational incentives, have a significant positive impact on labour productivity. Recruitment processes that focus on selecting skilled and experienced workers also contribute to improved constructions outcomes. On the other hand, the lack of employee welfare and poor communication between management and workers were found to negatively affect productivity, leading to constructions delays and increased costs. The study concludes that the implementation of robust HRM practices is crucial for improving labour productivity in building projects. Recommendations are made for construction industry to invest in continuous training, enhance employee welfare, and foster better communication between management and workers to boost productivity and constructions efficiency.*

### **INTRODUCTION**

The construction industry in any economy worldwide exhibits virtually the same characteristics in varying degrees. The construction industry is perhaps one of the largest employers of labour among the other sectors (Abiola-Falemu, 2015; Argaw & Citra, 2019). According to the National Bureau of Statistics (2021), the Nigeria construction industry contributed 10.17% to Nigeria nominal gross domestic product (GDP) in the first quarter of 2021, higher than the 7.94% it contributed a year earlier and the 8.40% contributed in the fourth quarter of 2020. In the construction companies of developing countries, human resources (HR) account for a significant part of the project cost. The cost of human resources management (HRM) costs includes personnel administration, wages, employee training, cost of communication, welfare, and compensation for health and safety. Hence, effective human resources management will result in a highly motivated workforce leading to high productivity and quality improvement and minimizing cost and time overruns. Therefore, human resources play the role of effectively utilizing other resources in project execution (Ameh & Daniel, 2017; Rasool et al., 2019). Modern theoretical philosophy agrees that the human element needs to be taken care of; this element is more important than all business-related. One success

criterion for organizations and institutions is measured by how the human element is taken care of. In particular, top managers are becoming more aware of the vital role of human resources in the success of their organisations to achieve performance (Al-Hawary & Shdefat, 2016).

Overall, the performance management process for elevating organisational performance involves development, synchronisation, technological progression, enhanced competitive edge, and the capacity to generate economic value. However, it should be noted that from the perspective of the construction industry, the definition of efficient performance can differ from one firm to another. Hence, each firm should implement a performance management system that is most applicable to its situation (Vermeeren et al., 2014; Roshartini et al., 2020). The construction industry ties its performance level to management effectiveness. An organisation comprises well-versed workers regarding their roles and job descriptions will ultimately be profitable (Roshartini et al., 2020). Hence, the efficient and effective utilising of human resources to achieve the set goals and understand the relationship between organisational performance and human resources practices contributes to generating and sustaining the desired organisational performance and competitive advantage (Ameh & Daniel, 2017). The apparent neglect of the human resource management of organisations may have also contributed to the general decline in production activity and resultant economic recession experienced by Nigeria recently (Joseph & Chima, 2020). According to Ameh and Daniel (2017) labour turnover in the construction industry is believed to be caused by ineffective human resources management characterised by poor training or lack of opportunity for training, poor wages and compensation, irregularity of the workload, security and safety issues, among others. Thus, the study is to assess the influence of human resources management practices on the organisational performance of construction firms in order to improve their competitive advantage.

### **Aim And Objectives of the Study**

- i. To assess the productivity level of construction workers in building projects in Bauchi State, Nigeria.
- ii. To evaluate the effectiveness of human resource management practices in building construction projects in Bauchi Nigeria.
- iii. To determine how performance management influence overall productivity in building construction projects in Bauchi Nigeria.
- iv. To determine the effect of human resources management utilization on gender productivity in building construction projects in Bauchi.

### **Research Questions**

- i. What is the level of labour productivity of construction workers in building construction projects in Bauchi, Nigeria?
- ii. What is the effectiveness of Human Resource Management practices in enhancing the performance of building projects in Bauchi State?
- iii. How does performance management influence overall productivity in building construction projects in Bauchi Nigeria?
- iv. What is the effect of human resources management utilization on gender productivity in building construction projects in Bauchi?

### **Scope of the Study**

The study looks into improving productivity in the construction industry through human resource development. The study further delves into determining whether productivity been enhanced through efficient human resources management in the construction industry, ascertaining the extent to which human resources management impacted on employees' performance, and determining whether effective human resources management has any impact on the achievement of the company's objective. Thus, due to financial and time constraint, this study will be carried out in Bauchi metropolis, Bauchi State Nigeria.

### **CONCEPTUAL FRAMEWORK**

#### **The construction industry defined**

According to DBIS (2015), "the construction sector is a key sector for the UK economy. The construction sector is defined as: (i) construction contracting industry; (ii) provision of construction related professional services; and (iii) construction related products and materials". The construction industry is a system containing all the practitioners including the clients, the contractors, sub-contractors and consultants, and those in the manufacture, supply and distribution of construction materials. It also includes the construction training schools.

The construction industry can be divided into three major segments. These include; Construction of building-by-Building Contractors, or General Contractors. These contractors build residential, industrial, commercial, and other buildings. The second category is the Heavy and Civil Engineering Construction Contractors that build sewers, roads, highways, bridges, tunnels, and other projects. Specialty Trade Contractors who perform specialized activities relating to construction such as carpentry, painting, plumbing, tiling, and mechanical and electrical works form the third segment. Those that lease heavy earth moving equipment, plant and machineries for construction purposes are also in this category.

#### **The Nature of Construction Industry in Nigeria**

Construction industry in Nigeria is neither organized nor controlled. There is no clear cut between the contractors and some of them are just in business to make profit irrespective of the nature of work. In 2017 Julius Berger Nig Plc, a major player in the construction market in Nigeria, supplied Mercedes Benz saloon cars to the federal government. Though major construction companies in Nigeria segregate jobs by scope, internationally, market segregation has gone from scope to specialization in the industry. For example, Redrow, popular United Kingdom builders, will not go out of residential buildings construction and Lang O'Rourke will not do anything other than Public-Private Partnership (PPP).

#### **Challenges of Construction Industry in Nigeria.**

- **Dearth of Visionary Leaders:**

Visionary leaders are the builders of a new dawn, working with imagination, insight, and boldness. They present a challenge that calls forth the best in people and brings them together around a shared sense of purpose. Visionary leaders are change agents. Nigeria contains few change agents and therefore lacks the needed infrastructure to develop the nation.

- **Wide dichotomy between demand and supply:**

Due to poor performances of most past leaders in the area of infrastructure provision, the agitation for infrastructure development overwhelms the provision. With a land mass of 9,110,000 square

kilometers of land and over 160,000 million people, Nigeria has a total road network of 193,200KM. This comprises of 34,123KM federal roads, 30,500KM state roads and 129,577 KM local government roads. Unfortunately, over 70% of the federal roads are in bad state of repair. In the area of housing, Nigeria requires about 17 million housing units and 60 trillion naira in order to meet its housing needs.

- **Need for HRD in Construction Industry**

There is a consensus in literature that the conditions to which construction companies are expected to make meaningful impact on the economy requires a well-trained workforce. For instance, (Chan, Suen, & Chan, 2005; Odusami, Oyediran, & Oseni, 2007) observed that skills and knowledge have become the only sources of sustainable long term competitive advantage in the construction industry. There is an increased need for more varied skills in the construction industry including the ability to address, not only technical, but also financial, property management, and environmental concerns.

## **THEORETICAL FRAMEWORK**

### **Human resources assessment model**

The theoretical frame work that guides the analysis of the study is human resources assessment model which attempts to explicate the methods, process and necessity for human resources assessment to both employees and organizations. The theory views human resources evaluation as indispensable rational process and prerequisites for competitive advantage, enhance productivity as well as accomplishment of workers' and organizational objectives. An effective evaluative policy involves coherent steps which ensure that the objectives of the policy are attained at minima at cost. The theory posits that it is strategic for workers' and organizational objectives to be considered and incorporated into organizations' employee assessment strategies. This ensures that the organization remains competitive and has comparative advantage over its competitors in the market. Thus, the model deems human resources evaluation as a desideratum for improved organizational competitiveness and comparative advantage in a global competitive market.

### **Resource Based View Theory**

The RBV assumes that a firm uses resources to exploit the available opportunities and neutralize any threats for the purpose of achieving a competitive advantage over the others. Those advancing this theory believe that any performance by any organization is basically determined by the resources that are found in the organization. The resources used by organizations can be grouped into the physical resources, the human resources, and the organizational resources (Selznick & Recardo, 2007). Human resources encompass all workers in the organization, all trainings, any experience acquired, intelligence, skills, competences, knowledge and their unique abilities. According to this theory HR is one of its internal resources that if utilized properly has the potential to deliver competitive advantage to the organization in this case the MOH.

### **Human Capital Theory**

The theory on human capital is practiced by top managers to assess the workforce in the organization with a view of gaining knowledge of the workers skills and productivity or lack of it. This knowledge is vital in ensuring the organization has productive workforce. Bearing in mind that gathering experience requires skills and may take time, it is vital to nurture the human capital in order to enhance performance (Green, 2008). Human capital is the supply of creativity and the

possession of skills by employees in an organization (Kwon, 2009). Collins (2007) asserts that this idea of having the correct human capital involves gradually acquiring the right mix of workers in the organization.

### **EMPIRICAL REVIEW**

Agu, & Ugochukwu (2015) examined 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 employee's 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.

### **RESEARCH METHODOLOGY**

Methodology Data for this paper are generated from both primary and secondary sources. The primary data were derived from research questionnaire while the secondary data were generated from Journals, book magazines, E-Library and other table works on the subject matters. Then, simple random sampling technique was utilized by the researcher to sample Ninety-Nine (99) respondents. These represents were selected from project manager, site engineers, building teams, Skilled Construction Workers and Unskilled Construction Workers. Out of the distributed eighty (80) questionnaire were retrieved. The primary data were presented in tabular frequency, while simple percentage method of analysis was adopted. Besides, content analysis was used to analyze the secondary data of the study.

## DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULT

**Table 1: Effectiveness of Human Resource Management (HRM) influences practices and organizational performance in construction building projects.**

<b>Effectiveness of Human Resource Management (HRM) influences practices and organizational performance in construction building projects.</b>				
<b>Items</b>	<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>
Effective alignment leads to improved project outcomes, as employees are better equipped and motivated to achieve the organization's goals.	21 (26.3)	20 (25.0)	21 (26.3)	18 (22.5)
Well-trained employees are more productive, make fewer mistakes, and can adapt to new challenges, thus improving the overall performance of the project.	19 (23.8)	20 (25.0)	21 (26.3)	20 (25.0)
Effective human resource development can improve teamwork and communication among project teams, leading to more coordinated efforts and better project outcomes.	20 (25.0)	21 (26.3)	19 (25.8)	20 (25.0)
Effective HRM practices that focus on employee motivation—through incentives, recognition, and career development opportunities—lead to higher levels of engagement and productivity.	21 (26.3)	21 (26.3)	20 (25.0)	18 (22.5)

**Source: Field Survey, 2024**

From the responses obtained as expressed in the table above effective alignment leads to improved project outcomes, as employees are better equipped and motivated to achieve the organization's goals, an effective HRM process ensures that the right talent is recruited, which is crucial for the success of construction projects. Selecting individuals with the necessary skills, experience, and cultural fit is key, well-trained employees are more productive, make fewer mistakes, and can adapt to new challenges, thus improving the overall performance of the project, Well-trained employees are more productive, make fewer mistakes, and can adapt to new challenges, thus improving the overall performance of the project, effective human resource development can improve teamwork and communication among project teams, leading to more coordinated efforts and better project outcomes and Effective HRM practices that focus on employee motivation—through incentives, recognition, and career development opportunities—lead to higher levels of engagement and productivity. This shows that Effectiveness of Human Resource Management (HRM) influences practices and organizational performance in construction building projects.



**Table 2: Productivity been enhanced through efficient human resources management in the construction of building Project in Bauchi**

<b>Influence of performance management on overall productivity in building construction projects in Bauchi Nigeria?</b>				
<b>Items</b>	<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>
Regular training ensures that workers are up-to-date with the latest construction techniques, safety standards, and technological advancements, leading to higher efficiency and fewer mistakes.	22 (27.5)	21 (26.3)	19 (23.8)	18 (22.5)
By aligning workers' skills with their roles, projects can be completed more efficiently, as specialized workers perform tasks faster and with greater expertise.	20 (25.0)	20 (25.0)	22 (27.5)	18 (22.5)
Utilizing HR software for tasks like timekeeping, project management, and communication can streamline operations and reduce administrative burdens.	20 (25.0)	20 (25.0)	20 (25.0)	20 (25.0)
Engaged employees are generally more productive and committed to their work, which translates into better project outcomes.	20 (25.0)	20 (25.0)	20 (25.0)	20 (25.0)
Performance appraisal of construction workers leads to high efficiency and productivity	20 (25.0)	20 (25.0)	20 (25.0)	20 (25.0)

**Source: Field Survey, 2024**

From the responses obtained as expressed in the table above productivity been enhanced through efficient human resources management in the construction of building Project in Bauchi, by aligning workers' skills with their roles, projects can be completed more efficiently, as specialized workers perform tasks faster and with greater expertise, utilizing HR software for tasks like timekeeping, project management, and communication can streamline operations and reduce administrative burdens and engaged employees are generally more productive and committed to their work, which translates into better project outcomes. This shows that productivity is enhanced through efficient human resources management in the construction industry.

**Table 3: Effect of human resources management utilization on gender productivity in building construction project in Bauchi**

<b>effect of human resources management utilization on gender productivity in building construction projects in Bauchi</b>				
<b>Items</b>	<b>SA</b>	<b>A</b>	<b>SD</b>	<b>D</b>
Effective human resource management encourage competitiveness in gender productivity in building construction project	20 (25.0)	20 (25.0)	20 (25.0)	20 (25.0)
Project managers encourage gender participation in building construction projects	20 (25.0)	20 (25.0)	20 (25.0)	20 (25.0)
Effective motivation and personnel management improve gender participation and productivity in building construction industry	20 (25.0)	20 (25.0)	20 (25.0)	20 (25.0)
Women tend to be better project managers than their male counterparts	20 (25.0)	20 (25.0)	20 (25.0)	20 (25.0)

**Source: Field Survey, 2024**

From the responses obtained as expressed in the table above effect of human resources management utilization on gender productivity in building construction projects in Bauchi

metropolis up-to-date with the latest construction techniques, safety standards, and technological advancements, leading to higher efficiency and fewer mistakes, by aligning workers' skills with their roles, projects can be completed more efficiently, as specialized workers perform tasks faster and with greater expertise, utilizing HR software for tasks like timekeeping, project management, and communication can streamline operations and reduce administrative burdens and engaged employees are generally more productive and committed to their work, which translates into better project outcomes. This shows that productivity is enhanced through efficient human resources management in the construction industry.

In this study, our focus was on Influence Human Resources Management practices on Organizational performance on construction of building projects in Bauchi using three companies which are Solid Builders Construction industry, CCECC Nigeria Ltd, MBH Power Ltd Nigeria Bauchi State as a case study. The study specifically was aimed at highlighting whether productivity been enhanced through efficient human resources management in the construction industry, ascertain the extent to which human resources management impacted on employees' performance and determine whether effective human resources management has any impact on the achievement of the company's objective. A total of 99 responses were validated from the enrolled participants where all respondent is drawn from staff of the above-mentioned companies within Bauchi Metropolis.

## CONCLUSION

The prospects of human resource management in enhancing higher productivity in construction can be enhanced through an efficient human resources management. The result was in line with the study of Atkinson (2015), 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.

However, based on the finding of this study, the following conclusions were made:

- 1) Productivity been enhanced through efficient human resources management in the construction industry.
- 2) The extent to which human resources management impacted on employees' performance is high.
- 3) Effective human resources management has an impact on the achievement of the company's objective.
- 4) 4.To determine the effect of human resources management utilization on gender productivity in building construction projects in Bauchi.

## RECOMMENDATION

Based on the responses obtained, the researcher proffers the following recommendations:

For better productivity and high performance, good welfare packages should be allocated to every employee of the company. Construction company should adopt good quality management philosophy which fosters training, workforce empowerment, good employee's management relationship and formation of high performing teams.



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