

Human Resource Management Practices and Manpower Productivity of Construction Firms in Port Harcourt, Rivers State

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ABSTRACT

This study focuses on Human Resource Management Practices and Manpower Productivity of Construction Firms in Port Harcourt, Rivers State. The conceptual framework presented the link between the predictor variable which is Human Resources Management Practices and the criterion variable which is the Manpower Productivity while the moderating variable is organizational culture posing a contextual influence on the variables. The study focused on three dimensions which are: training of manpower, welfare and compensation. Three measures was used which are effectiveness, efficiency and innovation while organizational culture served as the moderating variable. The population for the study comprises of 180 managers, heads of departments and supervisors in selected construction firm in Rivers State. The instrument used for this study was a structured questionnaire which was subjected to reliability test. The data gathered from this study was subjected to analysis using Spearman Rank Order Correlation Coefficient to establish the relationship between the variables. From the analysis, the study shows that there exist a significant relationship between human resource management practices and manpower productivity. It was recommended that organizations should effectively utilize human resource management practices to replicate positive outcome in manpower.

Key Words: *Human Resource Management Practices, Training, Manpower Welfare, Compensation, Innovation, Efficiency, Effectiveness, Manpower Productivity*

INTRODUCTION

Background to the Study

In contemporary times, the actualization of organizational set goals as well as productivity is vested to a great extent on the utilization of the appropriate Human Resource Management practices to harness the activities of the organization. The Human Resources in every organization is very important since it coordinates other vital resources like the financial assets and technical assets to bring about productivity. The potentials, talents and skills possessed by any organization is expressed by the Human Resources available in that firm. Therefore, successful performance of task is directly proportional to the perfect harnessing of the Human resources in any organization.

Many organizations experience several setbacks as a result of employing the wrong people, retrenching the right people or not training the available people. This may affect an organization so much that it may crash due to lack of qualified personnel to handle necessary operations, technology and production units. Hence it is very imperative to utilize the best and appropriate Human Resource Management practices to sustain the productivity of an organization.

The planning aspect is a vital tool utilized by human resource managers to ensure an effective and smooth running of the firm. The human potentials and the material resources must be well coordinated to ensure that productivity is maximized and cost and loss are minimized for the organization to grow, expand and survive.

The gathering of data and information that will engage the right planning for the present and future demand of human resources is an important aspect of Human Resource Management. It involves observing the trends and demand for labour, skills and talents to predict and forecast rightly to avoid a breakdown of the system. This will involve the utilization of strategies that will fill in any existing gap of human resources.

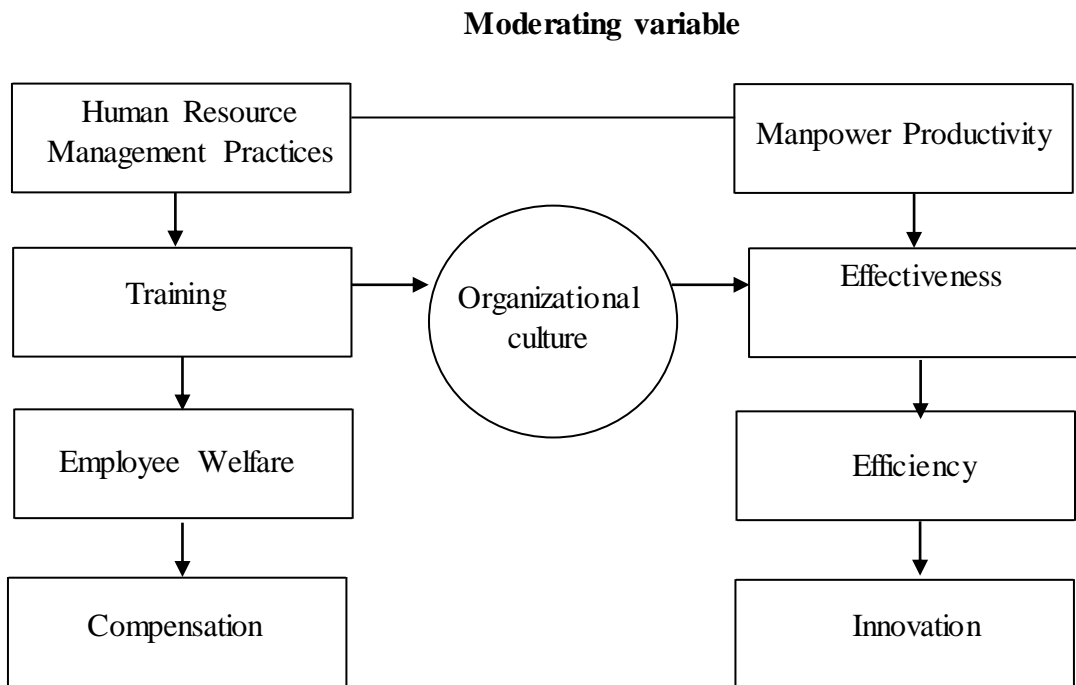
In view that human resource management inclines on the concept that the people (human potentials) in any organization are the most important resources in that organization that should be managed to get the right result, it is vital to identify the problems and challenges faced by the people in order to avoid any negative disposition that could arise from their reaction to lower the organizational goals and productivity. It is necessary to monitor the efficiency and effectiveness of the manpower and look into the surrounding challenges that impedes their productivity as well as major on the factors and favourable conditions that brings out the best in them. This should be done regularly since there exist a regular competitive force and the need for organizational survival. There also exist a regular change in governmental policies that will affect the organization and the manpower directly or indirectly.

Technological changes, is also a strong force that affect the manpower and the organization which is to be planned for and the human resource manager. It spells the kind of skill to be employed or the kind of training to be given to manpower, hence this research is aimed at

providing a research-based literature that will be utilized by researchers and human resource managers to increase productivity among manpower.

The grievances of manpower are usually displayed in their withdrawal and reduced work input which over a long time will be significant in the reduced turnover in productivity which is a threat to the existence and continuity of any organization, hence there is the need for the investigation/research on the utilization of Human Resource Management practices to increase manpower productivity to enhance the profitability and continuity of the organization. Therefore, this study stands to evaluate the impact of Human Resource Management practices on the productivity of manpower with a centered concentration on training of manpower, welfare and the compensation of manpower.

Conceptual Framework of the Research on Human Resource Management Practices and Manpower Productivity



Aims and Objectives

The aim of this study is centered on the determination of the extent to which Human Resource Management practices can propel the productivity of manpower.

Objectives of the Study

1. To determine the relationship between training and manpower effectiveness
2. To evaluate if there exist a relationship between manpower training and efficiency
3. To investigate the relationship between training and innovation

Research Questions

The following research question was administered to evaluate the extent of influence of the application of Human Resource Management practices on manpower productivity:

1. To what extent does the training of manpower influence their effectiveness?
2. To what extent does training affects efficiency?
3. To what extent does training influence the innovativeness of manpower?

Hypothesis

The following hypothesis was adopted for this research;

H₀₁: There is no significant relationship between training of manpower and their effectiveness.

H₀₂: There is no significant relationship between training of manpower and their efficiency

H₀₃: There is no significant relationship between training and manpower innovation

METHODOLOGY

The cross sectional survey method, a form of quasi-experimental design, was utilized for this study. The instrument used for data collection was a structured ‘Questionnaire’. The target population for this study comprised of the Managers, Head of Department HODs, and Supervisors in the oil servicing companies in Port Harcourt, Rivers State of Nigeria. There are about one hundred and eighty (180) workers who were Managers, HODs and Supervisors from the four selected oil serving companies that made up the population for the study. The simple random sampling technique was employed in the organization and in order to ensure that the population was given equal chances of being selected for the study.

The use of Questionnaire was the main instrument for collecting primary data in this study. The questionnaires were divided into (2), section 1, has the socio-demographic information of the respondents, while section 2, sought for the opinion of the respondents, concerning the extent to which Human Resource Management practices can propel the productivity of manpower. The questionnaire was personally administered, through the use of resource persons, to the randomly chosen managers, HODs, and Supervisors in the 3 oil serving companies studied. A total of 180 questionnaires were distributed amongst the respondents and introduction letter was attached to the questionnaires. Of the 180 questionnaires distributed, 120 were retrieved, which represents 66.67% of the total questionnaires distributed immediately after the completion.

The questionnaire was given to the researcher’s superiors for validation. Two other experts in the field was also consulted. A pilot testing was carried out using 10 workers of Reynolds Construction Company Nig. Ltd. to test the reliability of the instrument. The reliability was tested through the ‘Test Retest Reliability’ method. The test shows the relationship with the coefficient of reliability of 0.7

The percentage method was used in analyzing the research questions while the spearman's Rank order correlation coefficient statistical tools were used to test the generated null hypothesis, one and two respectively.

DATA PRESENTATION, ANALYSIS AND RESULTS INTERPRETATION

Presentation of Data

Table 1: Demographic data

S/N	Selected firm	No Distributed	Retrieved	Used
1	Siapen Construction Ltd	45	23	23
2	Aveon offshore Nig Ltd.	30	27	27
3	Ponticealli Nig. Ltd.	42	26	26
4	Oilserv Ltd	25	24	24
5	Drill-quip Construction	38	20	20
	Total	180	120	120

Data Analysis

Table 2: Training of Manpower and Effectiveness

S/N	Item	SA	A	D	SD	Total No of Respondent	Mean X	Remark
1.	In my firm manpower are sent on regular training to improve their effectiveness	48	41	20	11	120	3.0	Agreed
2.	My training equips me to do a better work for my firm	62	55	2	1	120	3.5	Agreed
3.	I can now perform better and faster on my job with my training	65	50	5	0	120	3.4	Agreed
	Total						9.0	

From table 2, their mean response showed that they all agreed on the items in the table with mean scores greater than the criterion mean score of 2.5. This implies that training of manpower correlated positively with effectiveness.

Table 3: Training of Manpower and Efficiency

S/N	Item	SA	A	D	SD	Total No of Respondent	Mean X	Remark
1.	The training my firm guide me makes more efficient on my job	63	57	0	0	120	3.5	Agreed
2.	I can work very smoothly due to the type of training I have been given	57	66	2	1	120	3.3	Agreed
3.	The professional training and course has enabled me deliver any task given to me without mistakes	43	69	8	0	120	3.2	Agreed
Total							10.0	

From table 3, their mean response showed that they all agreed on the items in the table with mean scores greater than the criterion mean score of 2.5. This implies that training of manpower correlated positively with efficiency.

Table 4: Training and Innovation

S/N	Item	SA	A	D	SD	Total No of Respondent	Mean X	Remark
1.	The level of training given to manpower in my firm influences their creativity	53	58	5	4	120	3.3	Agreed
2.	I am more creative and practice after being trained by my firm	52	55	0	1	120	3.2	Agreed
3.	I gained a higher level of creativity during my training programme	57	53	7	3	120	3.4	Agreed
Total							9.9	

From table 4, their mean response showed that they all agreed on the items in the table with mean scores greater than the criterion mean score of 2.5. This implies that training correlated positively with innovation.

Interpretation of Findings

Using Spearman's Rank Order Coefficient

$$\text{Rho} = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

H₀₁: There is no significant relationship between training of manpower and their effectiveness.

Table 5: Test for Hypothesis one (H₀₁)

	Training of manpower	Effectiveness
Spearman's rho	1.000	.680
training of manpower Correlation Coefficient Sig. (2 tailed) N	120	.000 120
Effectiveness	.680	.680
Correlation Coefficient Sig. (2 tailed) N	.000 120	1.000 120

** Correlation is significant at the 0.05 level (2-tailed).

Table 5 reveals that the rho value is 0.680 using a two-tailed test $p > 0.000$ at $p < 0.05$ level of significance, indicates a positive correlation, showing a strong significant relationship between training of manpower and effectiveness. Thus, the null hypothesis is rejected and alternate hypothesis accepted meaning that there is a significant relationship between training of manpower and effectiveness.

H₀₂: There is no significant relationship between training of manpower and their efficiency

Table 6: Test for Hypothesis two (H₀₂)

	Training of manpower	Efficiency
Spearman's rho training of manpower Correlation Coefficient Sig. (2 tailed) N	1.000 120	.650 .000 120
Efficiency Correlation Coefficient Sig. 2 (tailed) N	.650 .000 120	1.000 120

** Correlation is significant at the 0.05 level (2-tailed).

The analysis in table 6 shows that rho value is 0.650 using a 2-tailed test; $p = 0.000$ at $p < 0.05$ level of significance indicating a positive correlation between training of manpower and efficiency. Hence, the null hypothesis is rejected and alternate hypothesis accepted. There is therefore a significant relationship between training of manpower and efficiency.

H₀₃: There is no significant relationship between training and manpower innovation

Table 7: Test for Hypothesis three (H₀₃)

	Training	Manpower innovation
Spearman's rho Training Correlation Coefficient Sig. (2 tailed) N	1.000 120	.845 .000 120
Manpower innovation Correlation Coefficient Sig. 2 (tailed) N	.845 .000 120	 120

** Correlation is significant at the 0.05 level (2-tailed).

In table 7 rho value is 0.845 using a 2-tailed test, $p = 0.000$ at $p < 0.05$ level of significance. Meaning it is positively correlated and showing a strong and significant relationship between training and manpower innovation. Hence, the null hypothesis is rejected and alternate hypothesis accepted. There is therefore, a significant relationship between training and manpower innovation.

Discussion of Findings

Discussion of Hypothesis One (H₀₁) Findings

H₀₁: There is a significant relationship between training of manpower and their effectiveness. The result of the analysis show that $\rho = 0.680$ where $p = 0.000$ by adopting the interpretation of strength of relationship by Evans (1996). This indicates that $r < 0$, hence correlation is statistically significant and has a strong relationship. Thus, the null hypothesis is rejected and alternate hypothesis accepted meaning that there is a significant relationship between training of manpower and effectiveness. The result of the findings are supported by the findings of Ewton (2007) Eruemegbe (2015) and Armstrong (2001).

Discussion of Hypothesis Two (H₀₂) Findings

H₀₂: There is a significant relationship between training of manpower and their efficiency. The result of the analysis shows that $\rho = 0.650$ where $p = 0.000$ by adopting the interpretation of strength of relationship by Evans (1996). This indicates that $r < 0$, hence correlation is statistically significant and has a strong relationship. There is therefore a significant relationship between training of manpower and efficiency. The findings corroborate with Mohammadnoor (2014) who supports that training correlates positively with manpower efficiency.

Discussion of Hypothesis Three (H₀₃) Findings

H₀₃: There is no significant relationship between training and manpower innovation. The result of the analysis show that $\rho = 0.845$ where $p = 0.000$ by adopting the interpretation of strength of relationship by Evans (1996). This indicates that $r < 0$, hence correlation is statistically significant and has a strong relationship. There is therefore, a significant relationship between training and manpower innovation. The findings corroborates with Miles (1978) who supports that training correlates positively with innovation.

Summary of Findings

From the research, the following findings were made;

- ❖ There is a significant relationship between training of manpower and effectiveness
- ❖ There is therefore a significant relationship between training of manpower and efficiency.
- ❖ There is therefore, a significant relationship between training and manpower innovation

Conclusion

Based on the findings of this research work, the result shows that there is a significant relationship between the dimensions of human resource management practices (training manpower welfare and compensation) and manpower productivity.

Effective management practices is very necessary in achieving a successful and sustainable manpower workforce. The training of manpower enhance a fulfilling career and a pool of experience that enhances manpower productivity.

Regular and appropriate compensation is a veritable tool for motivating manpower put in their best to enhance the growth of the organization.

Organizational culture provides a fertile ground for human based capital to carryout effective control of an organization to enhance productivity.

Recommendations

Based on the result obtained from this study this following:

1. Organizations should effectively utilize human resource management practices to replicate positive outcome in manpower
2. Training and retraining of manpower should be given great attention improve workers effectiveness efficiency and innovation.
3. Compensation of manpower should be used to create harmonizing environment that will trigger manpower positive tendencies.

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