

**A HUMAN RESOURCE MANAGEMENT POLICY DEVELOPMENT
(HRMPD) FRAMEWORK FOR LARGE CONSTRUCTION COMPANIES
OPERATING IN GHANA**

By

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the Degree of

DOCTOR OF PHILOSOPHY

Department of Building Technology
College of Architecture and Planning

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DECLARATION

I hereby declare that this submission is my own work towards the PhD and that, to the best of my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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ABSTRACT

A framework for the development of Human Resource Management (HRM) policies in large construction companies in Ghana was the main outcome of this study. Ongoing research on HRM practices of project-based organizations have been undertaken mainly in the developed world especially Europe and North America although some current research has focused on developments in the developing world. There has however been very little research on HRM policy development guides for HRM practitioners within the construction industry globally and Ghana in particular.

The extent of HRM practices and policies in large construction companies operating in the country was examined. Following the literature review and field work, a Human Resource Management Policy Development (HRMPD) framework was developed to aid large construction companies to develop appropriate HRM policies to enhance their HRM function and productivity. A mixed method research approach and a cross-sectional research design were adopted. Quantitative data collected were analyzed using univariate and bivariate techniques whereas Qualitative data were analyzed using structured narrative and content analysis methods.

The research concluded that, large construction companies rely on personnel management rather than HRM ideology in managing employees within their organizations. It was found that, these companies lack appropriately trained personnel to manage the HRM function hence the function is relegated to the background and is mainly reactive. In addition, these companies do not have HRM policies to guide the function as only a few have implicit ones. Companies rely on Collective Agreement and/ or Management Prerogative in managing their people. In view of the negative effects of pursuing personnel management practices, the investigation showed that, companies have realized the need for appropriate HRM policies to espouse their philosophies concerning HRM as well as improve their

competitiveness in attracting and retaining the right calibre of employees and in project delivery. This study has contributed significantly to existing literature on HRM and has provided useful pointers for enhancing the HRM function within these companies.

The proposed tool, the HRMPD framework, aims at assisting large construction companies operating in Ghana develop appropriate HRM policies to enhance their HRM function. A flow-chart was adopted for the framework design which is in three main stages: formulation; implementation; and evaluation. The evaluation stage of the framework feeds back into the first two stages if the policies are not satisfactory after evaluation. The framework was tested on a sample of stakeholders, via attitude testing using the Likert Scale, who agreed with the logic and content of the framework. It was further validated via review meeting and attitude testing on selected 'Experts' who also agreed to the logic and content of the framework with suggestions for possible improvement.

Key words: Human Resource Management; Human Resource Management Policy; Policy Development Framework; Construction Industry; Ghana

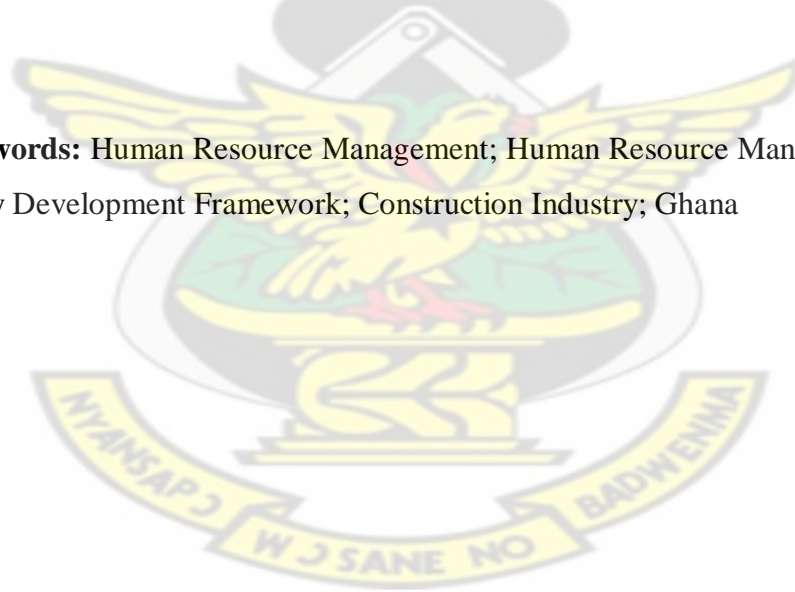


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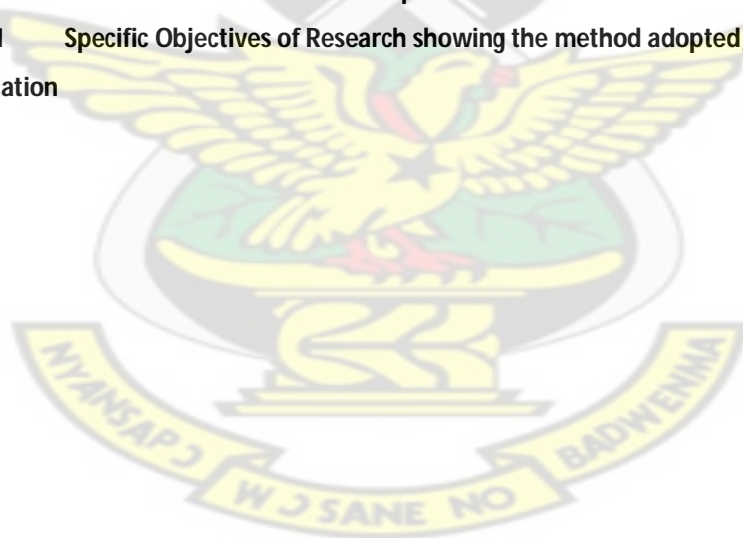
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LIST OF ABBREVIATIONS

ABCECG	-	Association of Building and Civil Engineering Contractors of Ghana
ASROC	-	Association of Road Contractors
BoD	-	Board of Directors
CA	-	Collective Agreement
CAWU	-	Construction and Allied Workers Union
CBA	-	Collective Bargaining Agreement
CBMWU	-	Construction and Building Materials Workers Union
CEO	-	Chief Executive Officer
CoS	-	Condition of Service
GEA	-	Ghana Employers Association
GM	-	General Manager
GoG	-	Government of Ghana
GPRS I	-	Ghana Poverty Reduction Strategy
GPRS II	-	Ghana Poverty Reduction Scheme
HR	-	Human Resources
HRM	-	Human Resource Management
IR	-	Industrial Relations
MD	-	Managing Director
MDA	-	Municipal and District Assemblies
MDGs	-	Millennium Development Goals
MoFEP	-	Ministry of Finance and Economic Planning
MoT	-	Ministry of Transportation
MWRWH	-	Ministry of Water Resource, Works and Housing
PM	-	Personnel Management
PPA	-	Public Procurement Act 2003, Act 663
RGD	-	Registrar General's Department
TUC	-	Trade Union Congress

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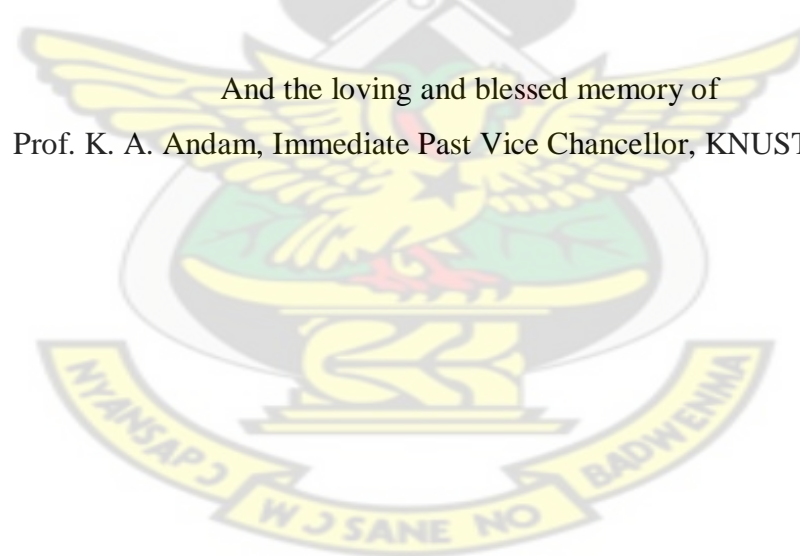
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DEDICATION

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To:

My parents: Mr. and Mrs. O. B. Agbodjah, Siblings: Yawa, Aku, Adjo and Edem,
Nieces/ nephew: Mimi, Sessie, Essie and Kiki, and Husband: Richard



And the loving and blessed memory of
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CHAPTER 1:

INTRODUCTION

1.1 GENERAL

The Construction Industry has attained a broad spectrum of employees making it a labour intensive industry, more especially, in developing economies (Mlinga and Wells, 2002). Its birth can be traced to the onset of the concept of division of labour when sects of people did and controlled the building work so well that it became more economical to pay those ‘talented’ people for the construction of buildings (Fellows et al., 1983). History about the Ghanaian construction industry shows that it developed along lines similar to the pattern in Britain when the bricklayers were acting as master builders. It has since developed into two broad sectors: the formal (Anvuur et al., 2006) and informal (Miles and Ward, 1991; Mlinga and Wells, 2002; Wells, 2001) sectors.

The basic goal of construction project delivery is to enhance quality of product within the right duration and at the right cost, which will require amongst others a highly skilled and committed workforce. The adoption of appropriate Human Resource Management (HRM) practices to enable workers and their employing organizations reach a mutual understanding “about the nature and objectives of the employment relationship between them and then to fulfil these agreements” (Torrington and Chapman, 1979) will positively influence this cause. Organizations are increasingly looking at HRM as a unique asset that can provide them with sustained competitive advantage (Krishnan and Singh, 2007). The organization’s philosophy on how to manage its workforce, its policies, therefore needs to be well defined to enhance its ability to attract and retain the right calibre of employees to provide it (the organization) with the required competitive advantage (Armstrong, 2001).

The state of HRM generally in the country leaves room for improvement (Budhwar and Debrah, 2001) especially within the construction industry. It is in this vain that this research reviews the HRM practices and policies of large construction companies operating in the country and develops a procedural framework aimed at aiding these companies enhance their HRM practices.

This chapter provides an introduction to the research. It provides a background and a justification for the research, the research questions, aim, and specific objectives, the approach adopted for the research, a summary of the benefits of the research to industry and the structure of the thesis.

1.2 BACKGROUND TO RESEARCH

Whether one is a job applicant searching for a first job: full or part-time, a manager of an organization, its Chief Executive Officer (CEO) or a shareholder, HRM affects them in a variety of ways (Mathis and Jackson, 2000). Organizations profess that people are the source of their competitive advantage, whether they be technological experts, accommodating customer service experts, or visionary managers (Katz et al., 2000). Text abounds in HRM at the strategic and organizational levels and is also a well-developed academic discipline (Loosemore et al., 2003). Due to this, many approaches and techniques have been developed for ensuring that people are managed and developed such that it aligns with the goals and strategies of the organization. The construction industry however presents particular challenges that have the potential to undermine the applicability and effectiveness of these processes (Loosemore et al., 2003).

This subsection establishes the context for the need to examine HRM practices adopted by construction companies within the Ghanaian construction industry. It discusses challenges facing the construction industry and then focuses on the Ghanaian industry by establishing how their practices militate against the utilization

of existing HRM techniques and approaches. It finally discusses the scope of the research and why it was limited to this scope.

1.2.1 Challenges in HRM within the Construction Industry

The construction industry remains labour intensive (Langford et al., 1995) in spite of technological developments, prefabrication and automation amongst other developments. It is still human resources that paradoxically spell the success or failure of companies (Katz et al., 2000). The complexity and dynamism of the construction industry's project based culture however threaten to undermine the applicability of many central tenets of the HRM strategies which have been applied successfully in more stable sectors. Authors, including Turner (2007), Keegan et al. (2007) and Gareis (2007), have reported on HRM in project-based companies which provides lessons for companies within this project-based industry. This challenge however, coupled with the diverse nature of construction activities, the unique one-off nature of products, short notices of the need to execute projects, project durations, and the increasingly demanding clients amongst others, according to Loosemore et al. (2003) adds to challenges in HRM within this sector.

Due to these factors, there remains the need to employ what Loosemore et al (2003) describe as a 'transient' workforce who tend to be geographically dispersed. These pose challenges to the workforce: longer working days; more expense in transfers; work-life balance management; and job insecurities amongst others. This transience arises within projects as well as at various stages of the project where different team compositions are required (Loosemore et al., 2003). Human resourcing within the industry is influenced by this transience and the tendency for projects to be executed in spite of short notices as well as changing demands of clients with regards to quality, specifications and insecurities associated with future projects as well as its geographical location.

The devolution of the HRM responsibility, often without the requisite training or central support, is a special characteristic of HRM within the construction industry

(Loosemore et al., 2003). Further, construction has been cited as a model industry in its ability to exploit the benefits of labour market flexibility in its use of peripheral workers (Ofori and Debrah, 1998) and outsourcing of works (Wells, 2007) as a response to its operational characteristics and uniqueness. Rethinking Construction (Egan, 1998) identified commitment to people as a key requirement for construction improvement within the UK construction industry. Druker et al (1996) reported that personnel managers describe the industry as a people-oriented industry with effective teamwork, human initiative and intuition perceived as key to a competitive advantage. However, “a stubborn history of communication problems between its culturally diverse and organizationally fragmented occupational groups” in the words of Druker et al. (1996), has resulted in hard HRM approaches. These coupled with the shrinking of the appropriate labour market which is as a result of the image of construction work makes attraction as well as the retention of adequately skilled professionals and artisans to enhance productivity in delivery cost, time and quality, a challenge.

1.2.2 The Ghanaian Construction Industry and HRM

The Government of Ghana, in the Ghana Poverty Reduction Scheme (GPRS II), identified the construction industry as a priority sector for foreign and private investment. In the 2008 budget, the industry is recorded to have contributed 1.0% to GDP growth and an 11.0% growth in industry as shown in Figure 1.1 (MoFEP and Ghana Statistical Services, 2007). Its share of the national GDP of 10.6 billion USD as of 2005 (The World Bank, 2007) stands at 9.0% and it employed about 2.3% of the economically active population of the country in 2002 (Amankwaa, 2003; MoFEP and Ghana Statistical Services, 2007). The construction industry in Ghana accounts for a sizeable proportion of the nation’s economic and developmental growth.

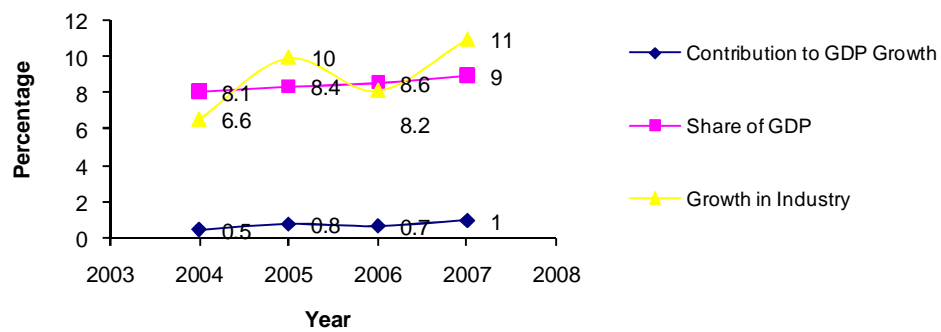


Figure 1.1 Share of Industry and its Contribution to GDP and Growth in Industry
Source: Ghana Statistical Board/ MoFEP (National Budget 2007 & 2008)

The industry is described as diverse, complex and dynamic with increasing uncertainties with regards to technological developments, the national budget and resource availability. Companies within the industry thus operate in a constantly changing environment in the face of volatile economic environment, shifting political climate and a highly competitive market (Dansoh 2004). The sector is perceived by Gilham and Ebohon (2004) to work with systems that have been largely imposed or inherited and relies mainly on systems, structures and professional practices that emanate from colonial rule. HRM practices are based on provisions in legislation, Labour Act 2003, Act 651, and regulations which bear the industrial relations ideology of pluralism and collectivity.

1.2.3 Scope of the Research

The research area is the Republic of Ghana, a country in sub-Saharan Africa between latitude 4°N and 12°N and longitude 4°W and 2°E. It is a colonial creation, pieced together from numerous indigenous societies arbitrarily consolidated, and divided, based on European interests (Berry, 1994; Bunnett and Okunrotifa, 1999; Metcalfe, 1994). Ghana is divided into ten regions for administrative and developmental purposes. Development is however not evenly distributed as it seems to be concentrated in the southern sector and the regional capitals (Every culture, 2006; Schildkrout, 1978). The country had a population of approximately twenty

million with a 3% growth rate as of 2000 (Amankwaa, 2003). The construction industry employed 2.3% of the working population of the country in 2000, which is estimated to be nine million (Amankwaa, 2003; Ghana Statistical Services, 2000).

The Ghanaian Construction Industry comprises two sectors discussed in Section 3.2 of this thesis. This thesis limits its self to the formal construction industry. Within the formal sector, there are a wide number of company classifications based on the classification of the Ministry of Transport (MoT) and the Ministry of Water Resources, Works and Housing (MWRWH) discussed in Sections 3.4 and 3.5 of this thesis. Due to availability of a current list of registered companies and accessibility to companies, companies with the D1K1 MWRWH classification were employed. However, the MWRWH had a four year old list which could not serve the purpose of the research adequately. As per their requirements however, all D1K1 companies operating in the country have to be a member of the employer organization: Association of Building and Civil Engineering Contractors of Ghana (ABCECG). The ABCECG was therefore contacted for a list of members as of 2004. This formed the basis of the sample frame for the research. These companies, by the classification of MWRWH, have the maximum resource, financial and asset based hence are described in this research as large construction companies.

1.3 JUSTIFICATION FOR RESEARCH

There are countless examples of corporate and project crises in the construction sector which have arisen as a result of people's behaviour and it will seem that HRM has the potential to eliminate more construction risks than any other management approach (Loosemore et al., 2003). According to this author, HRM has the potential of releasing a significant amount of productivity potential in the construction industry which has remained untapped because of widespread ignorance of good practices in this area. However, the construction industry remains one of the most problematic industries in which to manage people effectively, attributable to its unique characteristics and nature. Researchers the world over,

though concentrated in Europe and North America, have worked extensively on HRM with relatively little work on a guide for companies, especially those in the construction industry, and in Ghana for that matter, on how to develop appropriate policies. Also was the shortage of literature on the state of HRM within the Ghanaian construction industry.

Due to this limitation in existing secondary data, a preliminary survey was conducted to provide the research with the state of HRM within the industry to aid in delimiting appropriately the problem at hand and how this research can be focused to address it. From this preliminary investigation, the Ghanaian construction industry was found to have encountered problems in attracting and retaining the right calibre of employees in recent years **(IN04-PS-I)**¹. Companies tend to experience high turnover rates which have resulted in employers not being committed to the development and general well being of their employees. Like in a vicious cycle, employees tend not to be committed to the companies they work for. This has had adverse effects on the individuals in the form of insecurities and low satisfaction hence they tend to be on the lookout for ‘better’ opportunities either in this or other industrial sectors **(IN02-PS-I; IN03-PS-I; IN04-PS-I)**². A significant number of professionals migrate to different countries contributing to the ‘brain-drain’ syndrome currently crippling the human resource base of the country.

This non-commitment also affects employee performance and productivity which has adverse time, cost and quality implications on companies and their outputs. It was further deduced from the preliminary interviews **(IN02-PS-I; IN03-PS-I; IN04-PS-I; IP01-PS-I; IP02-PS-I)**³ that, within the industry, foreign companies or local companies with foreign partners tend to be able to attract professionals and

¹ Coding detailed in Appendix A7 of thesis

² Coding detailed in Appendix A7 of thesis

³ Coding detailed in Appendix A7 of thesis

artisans alike. This was asserted to be associated with the desire and willingness of employees to work with a foreign company. It was also inferred from these interviews that, the mainly centralized management system of construction companies result in low employee participation in decision making: both technical and managerial, which result in a low sense of belonging to the company. This situation is not helped in an industry where most of the companies (especially local) are owned by sole proprietors or manned by a Board of Directors (BoD) which comprise a man and his nuclear family (in which case the latter are not involved in the running of the company hence the companies existing as a sole proprietorship companies in practice). These result in very flat organizational systems, an ideal, according to HRM literature, for the utilization of established HRM approaches and techniques, but with a highly centralized management system which eliminates employee involvement, participation or empowerment.

These assertions propelled the need to investigate what exact HRM practices are adopted by large construction companies operating in the country and what solutions can be proposed towards the achievement of organizational and industrial goals. This consequently propelled the need to investigate the nature of HRM in the country and what provisions have been made by way of legislation and regulations. Further was the need for an in depth investigation of the structure and characteristics of construction companies, their general management and HRM practices and how the HRM function is integrated into the structure of the organization. This research, sought to accomplish the afore mentioned as well as design a procedural framework to assist construction companies develop appropriate policies to enhance their HRM practices.

1.4 RESEARCH QUESTIONS, AIM AND OBJECTIVES

This sub-section will discuss the research questions this research sought to address, its specific aim and specific objectives which will lead to the achievement of this aim. It is important to note however that the research did not employ the use of

hypothesis in the investigation of the HRM practices of the sampled construction companies as well as in the framework design. It however employed the use of some hypothesis to assist in the analysis of some quantitative data which was collected for the framework testing in Chapter 7 of this thesis. These hypothesis fall in the third category of hypothesis as described by Fellows and Liu (2003) where hypothesis were formed as a result of initial investigations, and in the particular case of this research, in the testing of the designed procedural framework.

1.4.1 Research Questions

In the wake of challenges facing the construction industry as a result of adopted HRM techniques and approaches, there is the need for research to propose alternatives as Green (2002) said, “Research may aid human development by highlighting the precarious and debatable nature of knowledge rather than one-dimensional and accumulative ‘truths’”. HRM techniques and approaches which are largely affected by the external context (Hendry and Pettigrew, 1990) have been developed in the past. A majority of these models have been developed based on the North American and European scenarios (Hall, 2004). There is therefore the need for research in other social, economic, geographical and industrial contexts to either develop or modify these models for adaptation. This need and HRM challenges the Ghanaian construction industry is encountering led to the primary question this research sought to answer:

What can be done to aid large construction companies operating in Ghana, enhance their HRM practices to promote productivity enhancement in delivery?

Five sub-research questions were asked to provide an adequate build-up to answer this primary research question stated above. The five sub-research questions are:

- i. *What are HRM practices and policies and what do they entail?*
- ii. *What is the state of HRM in construction companies operating in Ghana?*

- iii. *What HRM challenges are Ghanaian construction companies faced with?*
- iv. *Do these challenges call for an enhancement of their HRM practices?*
- v. *How can construction companies enhance their HRM practices?*

1.4.2 Research Aim

Construction methods in vogue have a regressive impact on the already fragile HRM practices within the building, construction and engineering industry (Druker et al., 1996; Egan, 1998; Green, 2002; Loosemore et al., 2003). They are promoting what Green (2002) describes as an HRM of control, exploitation and surveillance. There is indeed a rapid decline in the recruitment and retention of intelligent, young and exuberant people that the industry so badly needs to flourish into a good and beneficial business entity. The need for enhancing these practices is laudable and indeed acceptable. However the question of whether this is the case within the Ghanaian setting and if so, how this can be accomplished remains unanswered. It is in this vain and the quest to answer the research questions asked in Section 1.4.1 above that this research is being undertaken. It aims at...

...providing a tool for enhancing HRM in large construction companies operating in Ghana

1.4.3 Specific Objectives

To answer the research questions asked in Section 1.4.1 and to achieve the aim identified in Section 1.4.2, the following specific objectives will have to be accomplished:

- i. *To identify the key components of HRM activities and established policy areas;*

- ii. *To investigate the HRM practices adopted by large construction companies operating in Ghana;*
- iii. *To design and test a tool - a procedural framework, to assist large construction companies enhance their HRM practices; and*
- iv. *To validate the designed tool - procedural framework*

1.5 RESEARCH APPROACH AND PROCESS

The research leaned towards a subtle realism ontological position with an interpretative epistemological position. The research however maintains that, the various ontological and epistemological positions discussed in Section 4.2 of this thesis are not mutually exclusive in the achievement of the research aim. The research employed a mixed-method strategy that is, combining a number of qualitative and quantitative research methods though it was dominated by qualitative methods including: a cross-sectional design and official statistics and diaries amongst others. Attitude measurement was employed in testing and validating the designed procedural framework. Data analysis was mainly qualitative: structured narrative and content analysis, techniques with some quantitative: univariate and bivariate analysis, techniques mainly to analyze the quantitative data collected.

Research questions, aim and specific objectives were established after a preliminary survey and review of existing literature. The research then proceeded to the field study which covered sampling, designing of instruments, data collection and data analysis. During this period, existing literature was still being reviewed. The outcome of the fieldwork was the HRM practices of the construction companies within the Ghanaian construction industry. This coupled with a review of existing literature on HRM informed the design of the HRM policy development procedural framework. The framework was thus tested and validated through review meetings

and attitude measurements. During the framework testing however, some hypotheses derived from the logic of the framework were tested. The research process is discussed in more detail in Section 4.2.4 of this thesis.

1.6 SIGNIFICANCE AND BENEFITS OF RESEARCH

The research has immense benefits to academia and industry alike. The following subsections provide bulleted points of the significance of the research and some of its benefits to industry.

1.6.1 Significance of the Research

The significant implications of this research include the under bulleted:

- The research has furnished the construction industry, researchers and all stakeholders with the nature of the existing HRM practices of construction companies operating in Ghana
- Documentation of the major factors influencing the development of HRM policies will aid managers in decision making, as different mixes of these factors will require differing management practices;
- The designed procedural framework has furnished managers with a guide to the development of appropriate policies which will enhance HRM, provide a competitive advantage and promote the achievement of organizational goals;
- The data collected from the field survey can be used as a basis for future research as well as in longitudinal surveys; and
- Findings will inform the GoG and MDAs of the HRM needs of the industry to inform policy development especially at this stage of the nation's development where emphasis is placed on human resource development.

1.6.2 Benefit of Research to Industry

Benefits to construction companies from this research and its output include:

- The ability to attract and retain the right calibre of employees the industry requires to meet its goals;
- Measures to improve employee development, knowledge and skill base geared towards total company and industrial development;
- Bases for foreign companies to model their existing HRM policies to suit local conditions, norms and traditions; and
- A framework to assist in the development of appropriate HRM policies and serve as a learning tool in the training of HRM personnel and practitioners for the industry.

1.7 THESIS STRUCTURE

The thesis is organized into eight main chapters. Figure 1.2 shows the interconnectivity between these chapters, details of which are discussed below:

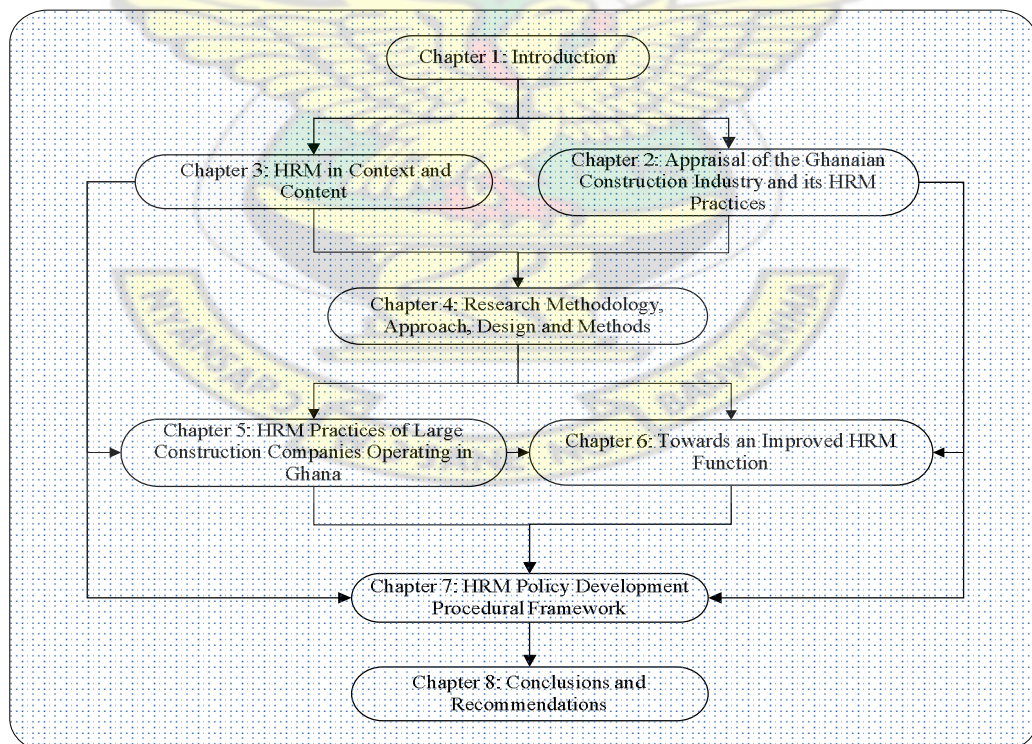


Figure 1.2 Thesis Structure

The first chapter of this thesis is an introduction to the entire research. It provides a background of the subject area in addition to putting the research into context. The research questions, aim and specific objectives as well as the approach adopted for the entire research is presented. This chapter also outlines the significance and benefits of the research to academia and industry. The thesis structure is also provided and discussed in this chapter.

The second chapter examines the concept of 'organizational studies' to provide the research with a framework in which the HRM function, which is the focus of the research, sits and can be studied. It further puts the research in its right theoretical context by conducting an in-depth examination of the HRM function, looking at the evolution of the concept, its content and current approaches adopted by organizations in their bid to ensure an effective and efficient HRM function. It also touches on HRM policies, policy types and areas. Finally, the chapter touches on HRM within the construction industry.

The third chapter discusses the Ghanaian construction industry by recounting its significance, describing the structure of its stakeholders and its product as well as Project Management and Procurement within this industrial sector. It further provides information on various GoG ministries who are directly related to this industry, their roles and component departments. This build up leads to a documentation of the general nature of HRM within the local industry.

The fourth chapter is basically the strategy, approach and methods adopted for this research as well as a description of the entire research process. It first of all discusses the research approach comprising the philosophical considerations, strategy and design of the research. This is done by identifying existing philosophical positions, strategies and designs and identifies the choices made for this research. It then describes the kind of data and nature of data collection adopted at various stages of the research. The techniques of data analysis adopted are then

discussed and justified as well as how the collected data is presented in the thesis. The design, testing and validation of the designed framework are also discussed.

The fifth chapter is concerned with the HRM practices of large construction companies operating in the country. It first of all defines the characteristics of the sampled companies and some general management practices as well as project execution characteristics. It then describes the HRM function as it exists in the sampled companies. It finally discusses the implications of the HRM practices adopted by these companies.

The sixth chapter looks at moving towards an enhanced HRM function by first discussing some suggestions made by respondents in the cross-sectional survey on how this function can be enhanced. It then focuses on one mode of enhancing practices: existence of appropriate policies, hence, recounts the nature, type and characteristics of HRM policies of large construction companies operating in the country. It finally discusses the need for explicit HRM policies within these companies and their need for a procedural framework to assist in the development of explicit but appropriate policies.

The seventh chapter is concerned with the design of the HRMPD procedural framework. It re-states the need for the framework to set the tone for the discussions on the design, testing and validation of the framework. It then discusses the process adopted in the framework design, testing and validation. It further discusses the various stages in HRM policy development as proposed by the framework: Formulation, Implementation and Evolution. It finally describes and documents the results of the framework testing and validation, and suggestions for improvement.

The final chapter, chapter eight, provides a conclusion to the entire research. It provides a summary of the rationale for the research, a summary of its main findings and its achievements by providing answers to the aim, specific objectives and questions of the research. It outlines the contribution of the research by stating its

philosophical contributions, theoretical contributions and practical contributions for use by industry. It outlines the limitations of the research and makes recommendation for further research.

1.8 CHAPTER SUMMARY

This chapter has provided an introduction to the thesis and touched on the background to the research, a justification for the research, the research question, aim and specific objectives. It also identified the significance and benefits of the research to academia and industry and has provided an outline of the entire thesis.

It is established in the background that, once one is connected, either directly or indirectly to an organization, the practices adopted by the organization in managing its workforce affects them in a variety of ways. An organization stands to gain a competitive advantage by virtue of their HRM practices, hence the need for appropriate practices. The fragmented and project based nature of the construction industry poses challenges to established HRM tenets which work well in more stable settings. Unfortunately, this industry is labour intensive despite technological developments harnessing the need for appropriate HRM practices to ensure quality of output over the right duration at the right cost.

The Ghanaian industry suffers from these same challenges which has resulted challenges including its inability to attract and retain the right calibre of employees to provide it with a competitive advantage as well as shortage of skilled personnel amongst others. These have over the years had adverse effect on productivity, performance and commitment further affecting project delivery quality, time and cost. These prompt the need for this research which aims at providing a tool, a procedural framework, to enhance HRM in large construction companies operating in Ghana via the development of appropriate policies.

CHAPTER 2:

HUMAN RESOURCE MANAGEMENT IN CONTEXT AND CONTENT

2.1 GENERAL

This chapter documents existing literature on the subject matter, HRM. It first seeks to evaluate literature on organizational thinking by describing an organization, historic and contemporary organizational management as well as organizational structures. This puts HRM in context: within the organization, and assists in understanding the influence of developments in organizational thinking on the concept. It subsequently examines the HRM concept, its evolutions and developments as well as definitions and dimensions of the concept. It then looks at Strategic HRM, the practice in vogue. HRM practices generally adopted within the construction industry are also accounted for. Finally, existing literature on HRM policies is evaluated to identify existing policy types, their nature and appropriate policy areas. This chapter therefore provides an extensive background to enhance understanding of the subject by looking at it in context and in content as well as put the entire research in an appropriate theoretical context.

2.2 ORGANIZATIONAL MANAGEMENT

“Every managerial act rests on assumptions, generalizations, and hypothesis; that is to say, on theory. Our assumptions are frequently implicit, sometimes quite unconscious, often conflicting; nevertheless, they determine our predictions that if we do ‘a’, ‘b’ will occur. Theory and practice are inseparable” (McGregor, 1960).

Organizational management is a broad subject area which has received a lot of attention and research in both academia and industry. A study of organizational

thinking, development and management aids in understanding the inter-relationship between the development of management theory and its effects and influences on HRM. It also aids in understanding how the structures, management characteristics and nature of the construction industry influence HRM within construction companies and how theory can be incorporated in enhancing HRM practices.

This section discusses the chronology of organizational management practices. It first seeks to identify and describe an organization and then historical developments of organizational thinking and contemporary organizational management practices. It then touches on organizational structures, their characteristics and the circumstance which will require employing a particular structure. It sets the tone for appraising literature on and the understanding of the HRM concept, strategic HRM and HRM policies within organizations as well as establishes the need for appropriate practices and policies within construction companies.

2.2.1 What is an Organization?

A lot of work has been done on the concept of organizations and it can be said to, as Mullins (2002) puts it "... trace back thousands of years". The concept has over the years gone through philosophical and conceptual developments up until the 1980s, with Taylorism representing the peak of this movement. Various authors have various ways of describing or defining this concept: a group of people who work together (Wordnet Definitions, 2007); a formal group of people with one or more shared goals (Wikipedia-Organization, 2007b); a group of people structured to accomplish an overall or common set of goals (Management Help, 2007). It can basically be described as a group of people identified by shared interests or purposes (Microsoft Encarta, 1999) and be said to exist to achieve set objectives and provide satisfaction to its members (Mullins, 2002).

Organizations can be described as interactions and efforts of **people** in order to achieve **objectives** channelled and coordinated through **structures** directed and controlled via **management** (Mullins, 2002). It is defined by these main factors

plus the culture, values and norms which they develop. Armstrong (2003) described two basic factors that determine how an organization functions in relation to their internal and external environments: their structure; and the processes that operate within them. Philip Selznick (1957) introduced this idea of matching the organizations internal and external environments. A wide range of organizational studies encompass the study of organizations from a multiple view point, methods and levels of analysis.

2.2.2 The History of Organizational Thinking

The history of organization can be traced to the days of Plato, the Greek Philosopher and his student, Aristotle, who in their works wrote about the essence of leadership, classified people into groups and addressed the complex issue of communication. The 16th century philosopher, Niccolò Machiavelli however laid the foundation for contemporary work in organizational power and politics (Wikipedia-Organization, 2007a). In 1776, Adam Smith (2000) advocated a new form of organizational structure based on the division of labour. Centuries down the line, Frederick Winslow Taylor (1911) introduced the systematic use of goal setting and rewards to motivate employees. Soon after, Max Weber (1947) wrote about rational organizations and initiated discussion of charismatic leadership (Elwell, 1996). In the words of Mahoney and Deckop (1986), "...the focus of organizational science was on understanding and managing the behaviour of people as individuals, in groups and in formal organizations. Both scholarship and practice shifted from design and administration of activities to managing a work force for the accomplishment of organizational objectives".

Though contemporary management traces its roots back to these early writers, organizational studies is considered to have begun as an academic discipline with the advent of scientific management in the 1890s and has since evolved (Table 2.1). Prominent early scholars who developed a wide range of management theories and models included Chester Barnard; Henri Fayol; Mary Parker Follett; Frederick Herzberg; Abraham Maslow; David McClelland; and Victor Vroom.

Table 2.1 Evolution of Organizational Theories

School	Concept	Authors
Classical	Control; Order; Formality	Fayol (1961); Taylor (1911), Urwick (1947)
Bureaucratic	Mechanistic; Bureaucratic	Perrow (1980); Max Webber (1946)
Human Relations	Informality	Barnard (1938); Roethlisberger and Dickson (1931)
Behavioural Science	Humanistic	Argyris (1957); Herzberg, Mansner and Synderman (1957); McGregor (1960); Likert (1961)
Systems	Relationship; Structure; Interdependence	Miller and Rice (1967); Katz and Kahn (1966)
Socio-technical	Task and Social Intereltnship	Emery and Trist (1972)
Contingency	A function of existing circumstances	Burns and Stalker (1961); Woodward (1965); Lawrence and Lorsh (1976)

Modified from Armstrong (2003) and Loosemore et al (2003)

Recent contributions to organizational studies include the works of Mintzberg (1983), Drucker (1988), Handy (1989), Pascale (1990) and Kotter (1995). An outline of the development of approaches to organization and management thinking is as shown in Figure 2.1.

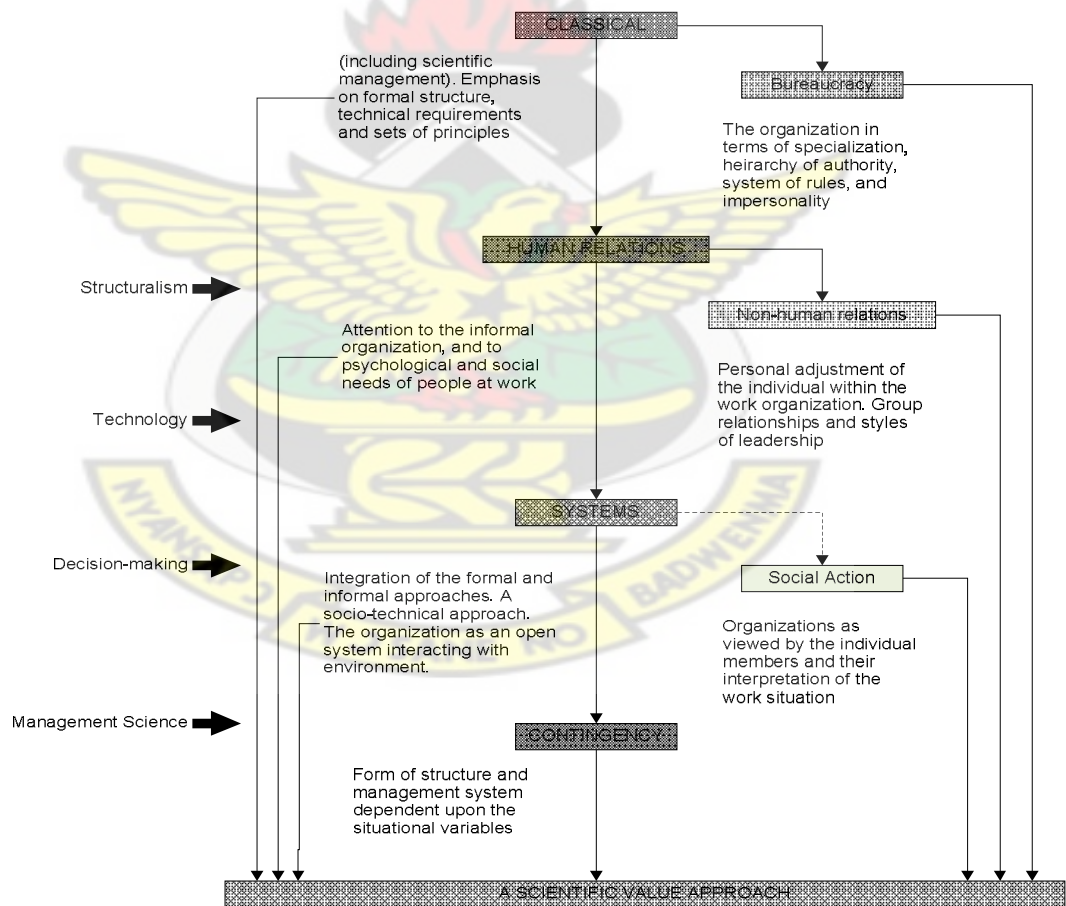


Figure 2.1 An outline of the evolution of approaches to organization and management

Source Mullins (2002)

2.2.3 Types and Properties of Organizations

Robbins (1996) described organizations as a consciously coordinated social unit, composed of two or more people that functions on a relatively continuous basis to achieve a goal or set of goals. It can be looked at in two broad types: formal and informal organizations. Schein (1988) described formal organizations as the planned co-ordination of the activities of a number of people for the achievement of some common, explicit purpose or goal, through division of labour and function, and through hierarchy of authority and responsibility. The organization in this case, is a pattern of roles and a blueprint for their co-ordination, the object of which is activities and not people. That is to say, formal organizations can exist independent of its individual members. Formal organizations can thus exist as a coalition of individuals with a number of sub coalitions though it is difficult to define specific and permanent boundaries for an organizational coalition (Cyert and March, 1992).

Ten years on, Mullins (2002) described formal organization as organizations which are deliberately planned and created; are concerned with the co-ordination of activities; are hierarchically structured with stated objectives; and are based on principles such as the specification of tasks, and defined relationships of authority and responsibility. According to this author, within the formal structure of an organization, an informal organization is always present. This he noted arises from the interaction of people working in the organization, their psychological and social needs, and the development of groups with their own relationships and norms of behaviour irrespective of those defined within the formal structure. The informal organization can be described as flexible and loosely structured with undefined relationships and spontaneous membership with varying degrees of involvement. Group relationships and norms of behaviour exist outside the formal structure hence the focus of the informal structure may conflict with the aims of the formal organization. Table 2.2 outlines the major differences between the formal and informal organization.

Table 2.2 Comparison of formal and informal organizations

Characteristic	Formal Organization	Informal Organization
Structure		
Origin	Planned	Spontaneous
Rationale	Rational	Emotional
Characteristics	Stable	Dynamic
Position terminology	Job	Role
Goals	Profitability or service to society	Member satisfaction
Influence		
Base	Position	Personality
Type	Authority	Power
Flow	Top-down	Bottom-up
Control mechanisms	Threat of firing, demotion	Physical or social sanctions (norms)
Communication		
Channels	Formal channels	Grapevine
Networks	Well defined, follow formal lines	Poorly defined, cut
Speed	Slow	Fast
Accuracy	High	Low
Charting the organization	Organizational chart	Sociogram
Miscellaneous		
Individuals included	All individuals in work groups	Only those 'acceptable'
Interpersonal relations	Prescribed by job description	Arise spontaneously
Leadership role	Assigned by organization	Result of membership agreement
Basis for interaction	Functional duties or position	Personal characteristics, ethnic background, status
Basis for attachment	Loyalty	Cohesiveness
Source	Mullins (2002)	

An organization can broadly be described in terms of two components: the operating component comprising the people who actually undertake the work of producing the products, or providing the service; and the administrative component comprising managers and analysts who are concerned with supervision and co-ordinating (Mintzberg, 1979). Mullins (2002) analysed the work organization into five components by further developing two additional broad components: operational core, operational support, organizational support, top management and middle management.

The structure, management and functioning of an organization, is not only determined by internal considerations and choices but also by a range of volatile, external, environmental factors (Figure 2.2). The organization as an open system requires for organizations to function within its total environment and multiple channels of interaction. The organization thus responds to the opportunities and

challenges, and the risks and limitations presented by the external environment to attain and maintain survival and growth. This is because, changes in the environment will affect inputs, which will affect the transformation or conversion process and hence the output (Figure 2.3). It is therefore necessary, in order to understand the operations and improve performance of an organization, to consider how they achieve an internal and external balance(Mullins, 2002).

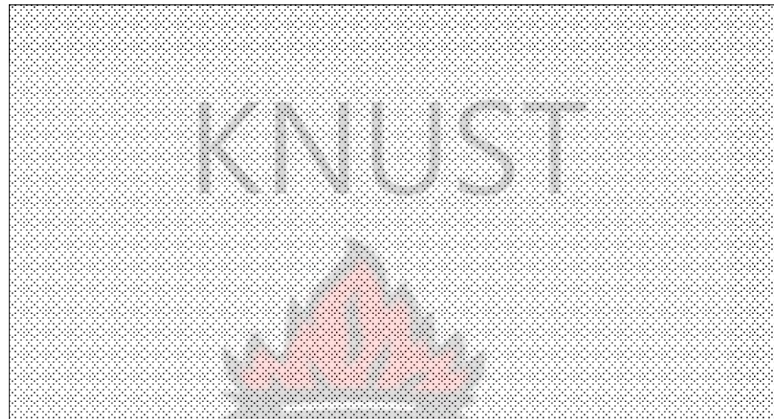


Figure 2.2 Environmental influences on the organization

Source Mullins (2002)

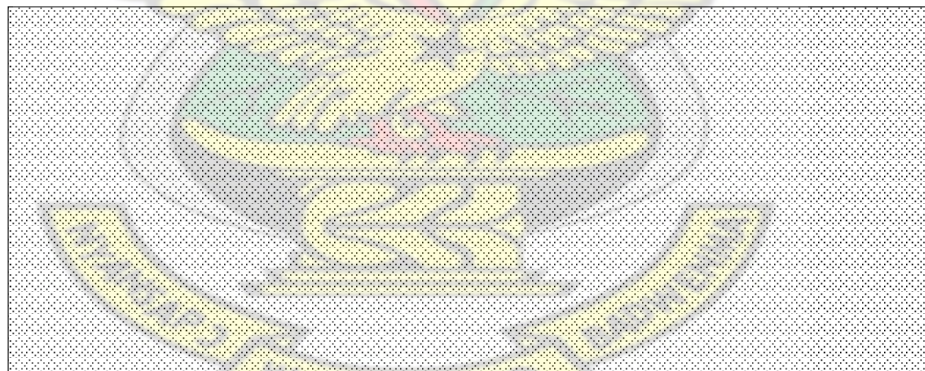


Figure 2.3 The open systems model of organizations

Source Mullins (2002)

Individuals or groups who have an interest in and/or are affected by the goals, operations or activities of the organization or the behaviour of its members are deemed stakeholders of the organization. They include a wide variety of interests and may be considered under six main sects: Employees; Providers of Finance;

Consumers; Community and Environment; Government; and other Organizations or Groups (Mullins, 2002). This can be traced to the earlier days of organizational thinking example in the Beer et al (1984) Harvard model. In policy decision making, the expectations of these various stakeholders need to be considered. It is however unlikely for all expectations to be met hence the need for what Mullins (2002) describes as a “continuous process of balancing, and explicit and implicit bargaining”. Thus, the need to satisfy the psychological contracts: the less formal expectations, which describe the beliefs of each party as to their mutual obligations (Herriot, 1998).

2.2.4 Organizational Structures

“Organizations are getting smaller and entrepreneurs are less likely to establish a dynasty for their children to inherit and are more likely to launch a project to be developed, exploited and then closed down or sold within two to three years” (Torrington et al., 2001).

Every organization has a structure which comprises all the ‘tangible and regularly occurring features which help to shape member’s behaviour’ (Child, 1977). They enable objectives which cannot be achieved by individuals working on their own to be achieved by dividing the work amongst them. Some structures are necessary to make possible the effective performance of key activities and to support the efforts of staff. These structures incorporate a network of the roles and relationships between functions and personnel to ensure a collective effort in achieving set organizational goals (Armstrong, 2003). According to this author, the organizational structure can be described as a means of controlling, coordinating and integrating the various tasks the organization is involved in. He describes organizational structures in these broad terms:

“The structure of an organization can be regarded as a framework for getting things done. It consists of units, functions, divisions, departments and formally constituted work teams into which activities relate to particular processes, projects, products, markets, customers, geographical areas or professional disciplines are grouped together. The

structure indicates who is accountable for directing, coordinating, and carrying out these activities and defines management hierarchies – ‘the chain of command’ – thus spelling out, broadly, who is responsible to whom for what at each level in the organization.” (Armstrong, 2003)

Mullins adds on by describing organizational structure as;

“...the pattern of relationships among positions in the organization and among members of the organization. Structure makes possible the application of the process of management and creates a framework of order and command through which the activities of the organization can be planned, organized, directed and controlled. The structure defines tasks and responsibilities, work roles and relationships, and channels of communication.” (Mullins, 2002)

The objectives of structure according to this author may be summarized as to provide: the economic and efficient performance of the organization and the level of resource utilization; the monitoring of the activities of the organization; the accountability for areas of work undertaken by groups and individual members of the organization; co-ordination of different parts of the organization and different areas of work; flexibility in order to respond to future demands and developments, and to adapt to changing environmental influences; and the social satisfaction of members working in the organization. The appropriate design of the structure is however what is of most significance in determining organizational performance. Drucker (1989) noted that, good organizational structures do not by themselves produce good performance while a poor organization structure makes good performance impossible, no matter how good the individual managers may be. Child (1977) added that though the allocation of responsibilities, the grouping of functions, decision-making, co-ordination, control and reward are all fundamental requirements for the continued operation of an organization, the quality of an organization's structure will affect how well these requirements are met.

Organizational operations and actual working arrangements are influenced by the style of management, the personalities of members; and the informal organization.

These lead to differences between the formal organizational structure and practice. Stewart (1999) found this relationship reciprocal hence recorded that: “People modify the working of the formal organization, but their behaviour is also influenced by it. It may make demands on them which they find an undue strain, so that they seek ways of modifying these pressures. The method of work organization can determine how people relate to one another, which may affect both their productivity and their morale. Managers, therefore, need to be conscious of the ways in which methods of work organization may influence people’s attitudes and actions. Before behaviour is put down to individual or group cussedness, managers should look for its possible organizational causes”.

Parsons (1980) identified organizations in three broad interrelated levels in the hierarchical structure: the technical level concerned with specific operations and discrete task; the managerial or organizational level concerned with the co-ordination of work at the technical level; and the community or institutional level concerned with broad objectives and the work of the organization as a whole. Mullins (2002) recorded however that, if the organization as a whole is to perform effectively, there must be clear objectives; a soundly designed structure; and good communications, both upwards and downwards, among different levels of the organization. Figure 2.4 shows the interrelated levels of an organization.

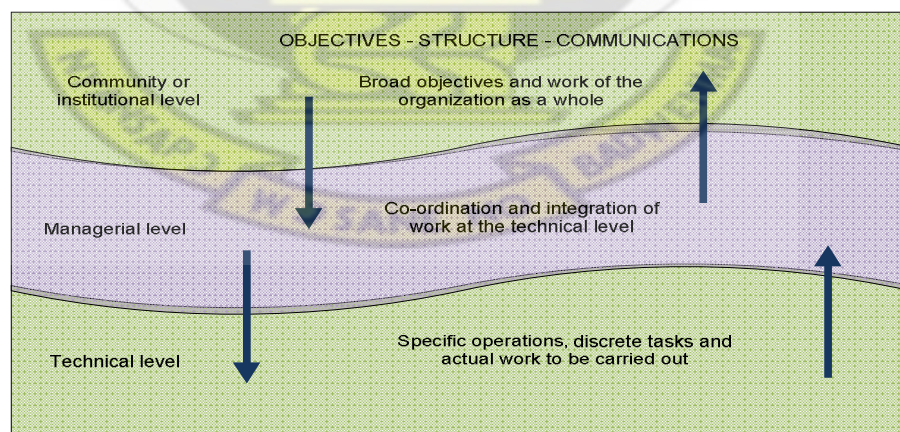


Figure 2.4 Interrelated levels of organization

Source Mullins (2002)

Organizational work is divided amongst members and jobs relate to each other within a formal organizational structure by reference to a common characteristic which forms a logical link between activities. These divisions can be by major purpose or function, by product or service or by location. In the case of division by product or service and by geographical location, it is possible that, some support services such as HRM, will be assigned to individual units within the organization. Further divisions could be by the nature of the work performed, common time scales, staff employed or customers to be served. These groupings are however flexible as they can be combined variedly to suit the needs and objectives of a particular organization. This can be based on the need for coordination; identification of clearly defined divisions of work; the economy; activity management process; conflict avoidance and design of work organizations.

The level of centralization or decentralization is one main factor in the division of work and grouping of activities. Additional factors are the size of the organization; geographical location and/ or separation; and/ or the need to extend activities to differing locations. Decentralization is however easily attainable in private sector organizations in comparison with public sector organizations due to their bureaucratic systems and the need or the higher demand for accountability in the latter. The advisability of decentralization is however based on the nature of the product or service provided; policy making; day-to-day management; and need for standardization of procedures or conditions and terms of employment. An interesting aspect of this debate is the growing emphasis on participation and empowerment.

Another issue with line authority is the span of control which refers to the number of subordinates who report directly to a particular manager or supervisor. V. A. Graicunas developed a mathematical formula for span of control providing a limit to the number of subordinates who can be effectively supervised. There is an established logical relationship between span of control and hierarchy of an

organization. Broad spans of control results in flat hierarchical structures whereas narrow spans of control results in taller hierarchical structures. The need for improved efficiency and competitiveness, the demand for more participative styles of management and greater involvement of staff, and development in information technology have all contributed towards a general movement towards 'downsizing' or flatter organizational structures (Benton, 1991). Downsizing can also result in increased decentralization with more functions performed closer to the action (Foster, 2007). Formal organizational relationships include: line relationship – vertically down flowing authority through structure; functional relationship – between people in specialized or advisory positions; staff relationship – arises from the appointments of personal assistants to senior staff; and lateral relationship – between individuals in different departments but at the same level.

Armstrong (2003) described six basic types of organizational structures which include: Line and Staff organizations; Divisionalized organizations; Decentralized organizations; Matrix organizations; Flexible organizations; and Process-based organisations. Line and staff organizations are concerned with different functions which are to be undertaken. Line organizations relate to those functions concerned with specific responsibility for achieving the objectives of the organization and to those people in the direct chain of command. Staff organizations relate to the provision of specialist and support functions for the line organization and create an advisory relationship. However, with the increasing complexity of organizations and the rise of specialist services, it becomes harder to distinguish clearly between what is directly essential to the operations of the organization and what can be regarded only as an auxiliary function.

Matrix organizations (Figure 2.5) are a combination of functional departments which provide a stable base for specialized activities and a permanent location for members of staff and units that integrate various activities of different functional departments on a project team, product, programme, geographical or systems basis (Mullins, 2002). A project team may be set up as a separate unit on a temporary

basis for the attainment of a particular task and is disbanded or its members reassigned to different tasks when the task is completed. Construction companies are typical examples of organizations which adopt this structure due to the project based nature of the industry. Challenges to the matrix structure include: ambiguity in project structures; more complex structures; ambiguity in project manages authority; and functional groups neglecting duties and responsibility.

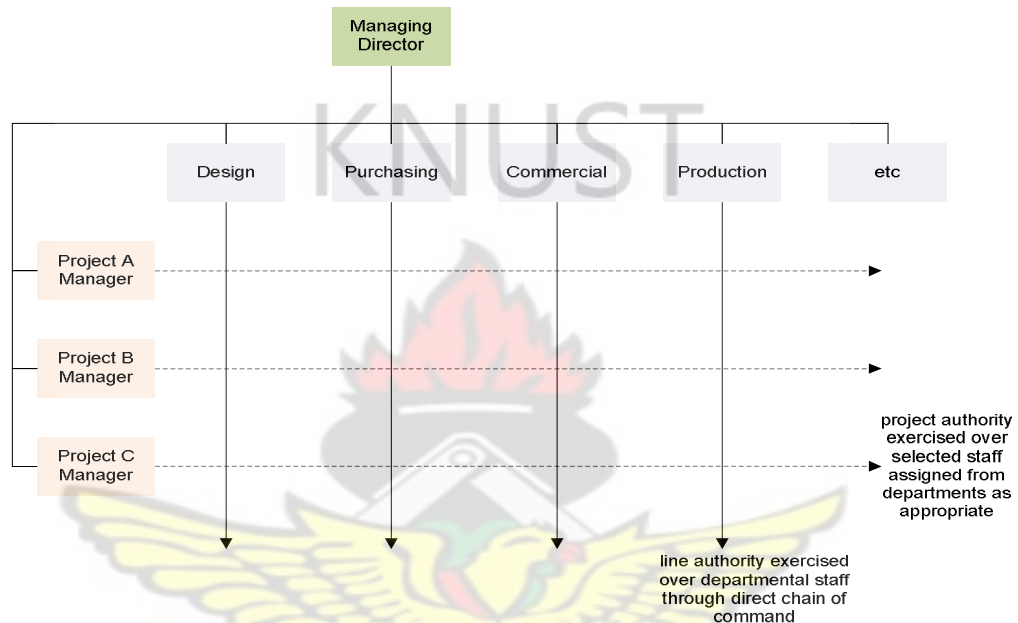


Figure 2.5 Outline of the matrix structure

Source Loosemore et al (2003) and Mullins (2002)

Also is the theoretical organizational framework for explaining how organizations cope with employee resourcing in dynamic industrial environments: the concept of flexible organizations (Figure 2.6). It encompasses three types of flexibility: functional – multi-skilling and ability of employees to switch between different tasks; numerical – ability of organization to rapidly expand or contract to cope with fluctuating workload demands through the use of short-term contracts, subcontracting and outsourced; and financial – flexible pay system based on local conditions as opposed to nationally negotiated rates (Loosemore et al., 2003).

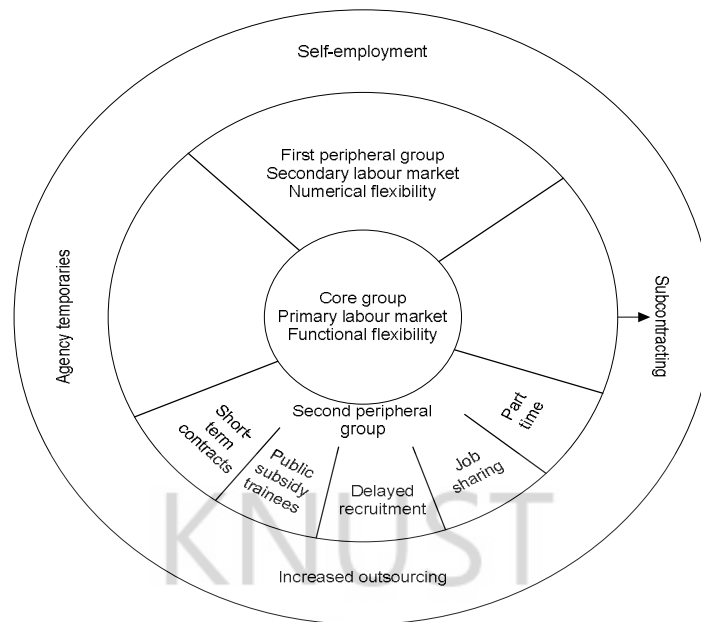


Figure 2.6 The Flexible Firm

Source: Loosemore et al (2003) developed from Atkinson (1984)

This section of the chapter has provided an overview of the origin and evolution of the concept of management and organizational thinking. It has provided information on organizational characteristics including theories, types, properties and structures amongst others to aid in understanding the characteristics of organizations. This information has helped in placing the HRM function of the organization into context: how it fits into the organization. The Section following, based on this backbone, evaluates the HRM concept to usher the discussion into a discussion on the HRM practices within the construction industry.

2.3 EVOLUTION OF THE HRM CONCEPT

History on HRM generally reflect that, its development can be traced to the Industrial Revolution in England in the late eighteenth century though it was not dubbed HRM (Loosemore et al., 2003). According to Mahoney and Decktop (1986), Taylor's account of his experiments shows the application of what is now

called job design, selection, training, and motivation with compensation in the utilization of human resources which are all sub-functions of the HRM function.

The economic and political conditions prevailing after the Second World War of 1939-45 increased the demand for labour and personnel specialists to lead this era of HRM, viewing people as resources. Though this focus of the concept was voiced out in 1959 by Yoder (1959), it was never exploited in textbooks or in corporate titles (Mahoney and Decktop, 1986). According to this account on the evolution of the concept, the authors added that a shift to HRM in both theory and practice became predominant in the 1980s. This period and the 1990s were periods of radical change in both content and context of HRM as the economic and political influences in the super power countries had its toll on HRM.

Mahoney and Decktop (1986) gave an extensive account of the evolution of this concept starting from Personnel Administration (PA), through Industrial Relations (IR), Personnel Management (PM), HRM and strategic HRM as it was developing in the 1980s. The following sub-sections will provide a brief overview of the IR and the PM evolutionary eras of the concept. The HRM and strategic HRM era, which is currently in vogue, will be discussed in later sections of the chapter.

2.3.1 Industrial Relations (IR)

The IR concept of the 1940s and 50s, according to Mahoney and Deckop (1986), sought an interdisciplinary focus for labour economists, psychologists, and sociologist interested in human resources in employment. According to these authors, its domain was viewed as all of the relationships among individuals, employers and unions that relate to work. This concept can be described as the process of regulation and control over the collective aspects of the employment relationship (Bratton and Gold, 2003). Armstrong (2001) in his view described IR as a system or web of rules regulating employment and the ways in which people behave at work. According to this author, developments in the practice of IR since the 1950s can be divided into four main phases: the traditional system existing prior

to the 1970s; the Donavan analysis of 1968; the interventionist and employment protection measures of the 1970s; and the 1980s programme for curbing the excesses of rampant trade unions. Table 2.3 presents the contrasting differences between IR and HRM with respect to the psychological contract, behavioural references, relations and organizational design.

Table 2.3 Contrasting dimensions of IR and HRM

Dimension	Industrial Relations	HRM
Psychological contract	Compliance	Commitment
Behavioural references	Norms, customs and practice	Values/ mission
Relations	Low trust	High trust
	Pluralistic	Unitarist
	Collective	Individual
Organizational design	Formal roles	Flexible roles
	Hierarchy	Flat structures
	Division of labour	Teamwork/ autonomy
	Managerial control	Self control
Source	Armstrong (2001, 2003)	

2.3.2 Personnel Management (PM)

PM can be described as a function of management which coordinates the human resource needs of an organization, including the designation of work, employee selection, training and development, rewards, performance assessment and union-management relations (Bratton and Gold, 2003). Whereas PM based its legitimacy and influence on its ability to deal with the uncertainties steaming from full employment and trade union growth, HRM concentrates on internal sourcing and competitive growth. In the words of Armstrong;

“HRM is regarded by some personnel managers as just a set of initials or old wine in new bottles. It could indeed be no more and no less than another name for personnel management, but as usually perceived, at least it has the virtue of emphasizing the virtue of treating people as a key resource, the management of which is the direct concern of top management as part of the strategic planning process of the enterprise. Although there is nothing new in the idea, insufficient attention has been paid to it in many organizations. The new bottle or label can help to overcome that deficiency” (Armstrong, 1987)

There are some established and identified differences between HRM and PM. Table 2.4 summarizes these differences with regards to the psychological contract, locus of control, employee relations, organizing principles and policy goals.

Table 2.4 Differences between PM and HRM

	PM	HRM
Psychological contract	Compliance Fair days work for fair days pay	Commitment Reciprocal commitment
Locus of control	External	Internal
Employee Relations	Pluralistic Collective	Unitarist Individual
Organizing principles	Low trust Mechanistic Formal/ defined roles Top-down Centralized	High trust Organic Flexible roles Bottom-up Decentralized
Policy goals	Administrative efficiency Standard performance Cost minimization	Adaptive workforce Improving performance Maximizing utilization

Source: Guest (1987) in Bratton and Gold (2003)

2.3.3 Major differences between PM/IR and HRM

John Storey (Storey, 1993) developed a comprehensive table on the differences between PM/ IR and HRM in four main dimensions: beliefs and assumptions; strategic concepts; line management; and some key leavers which is captured in Table 2.5 below

Table 2.5 Personnel and Industrial Relations (P&IR) and HRM: the differences

Dimension	Personnel and IR	HRM
<u>Beliefs and Assumptions</u>		
Contract	Careful delineation of written contracts	Aim to go 'beyond the contract'
Rules	Importance of devising clear rules/mutuality	'Can do' outlook; impatience with rules
Guide to management action	Procedures/ consistency control	'business need'/ flexibility/ commitment
Behaviour referent	Norms/ custom and practice	Values/ mission
Managerial task vis-à-vis labour	Monitoring	Nurturing
Nature of relations	Pluralist	Unitarist
Conflict	Institutionalised	De-emphasised
Standardization	High (example 'parity' is an issue)	Low (example 'parity' is not an issue)
<u>Strategic Aspects</u>		
Key relation	Labour management	Business-customer
Initiatives	Piecemeal	Integrated
Corporate plan	Marginal to	Central to
Speed of decision	Slow	Fast
<u>Line Management</u>		
Management role	Transactional	Transformational leadership
Key managers	Personnel/ IR specialist	General/ business/ line managers
Prized management skills	Negotiation	Facilitation
<u>Key leavers</u>		
Foci of attention for interventions	Personnel procedures	Wide-ranging cultural, structural and personnel strategies
Selection	Separate, marginal task	Integrated, key task
Pay	Job evaluation; multiple fixed grades	Performance-related; few if any grades
Conditions	Separately negotiated	Harmonisation
Labour-management	Collective bargaining contracts	Towards individual contracts
Thrust of relations with stewards	Regularised through facilities and training	Marginalization (with exception of some bargaining for change models)
Communication	Restricted flow/ indirect	Increased flow/ direct
Job design	Division of labour	Teamwork
Conflicting handling	Reach temporary truce	Manage climate and culture
Training and development	Controlled access to courses	Learning companies

Source: Storey (1993)

2.4 HUMAN RESOURCE MANAGEMENT (HRM)

The HRM concept is concerned with the management of what authors describe as an organization's most valued assets, the people within it, to provide a competitive

advantage. The concept has evolved over the years into what is now termed 'HRM' and even more recently, strategic HRM (Loosemore et al., 2003). Armstrong (2003) listed the main features of HRM, outlined below, which summarizes the arguments of various commentators, academics including Hope-Hailey et al (1998) and Storey (1989), and practitioners, who are advocating for the need to move from the early stages of bureaucracy to the apparent flexible and responsiveness of HRM:

- An emphasis on the strategic management of people (the human capital of the organization) which achieves 'fit' or integration between the business and the HR strategy;
- A comprehensive and coherent approach to the provision of mutually supporting employment policies and practices: the development of integrated HR policies and practices (configuration or bundling);
- The importance placed on gaining commitment to the organization's mission and values – it is 'commitment' oriented;
- The treatment of people as assets rather than costs – they are regarded as a source of competitive advantage and as human capital to be invested in through the provision of learning and development opportunities;
- An approach to employee relations that is unitarist rather than pluralistic – it is believed that, employees share the same interests as employers (Walton (1985) principle of mutuality) rather than that these interests will not necessarily coincide;
- The performance and delivery of HRM as a line management responsibility

According to Fitz-enz (2000), people are considered more as what economists describe as 'human capital' by virtue of the roles they play in work organizations. He added that the indeterminacy of an employee's contribution to his or her organization's activities makes the human resource the 'most vexatious of assets to manage'. Researchers have over the years sought to establish the benefits of appropriate HRM to an organizations performance. Notable amongst these are the works of Purcell et al (2003) which is shown by Figure 2.7 and that of Guest et al

(2000) shown in Figure 2.8. These authors developed models showing the impact of HR on organizational performance.

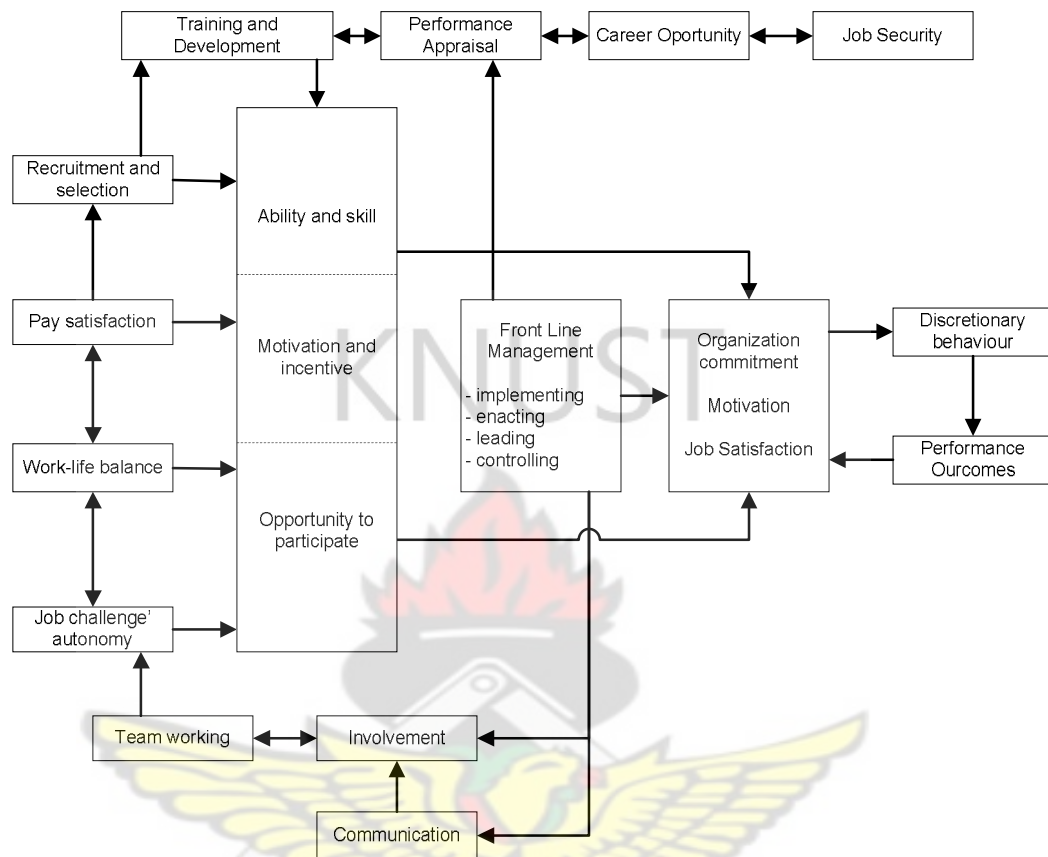


Figure 2.7 The Bath People and Performance Model
Source Purcell et al (2003)

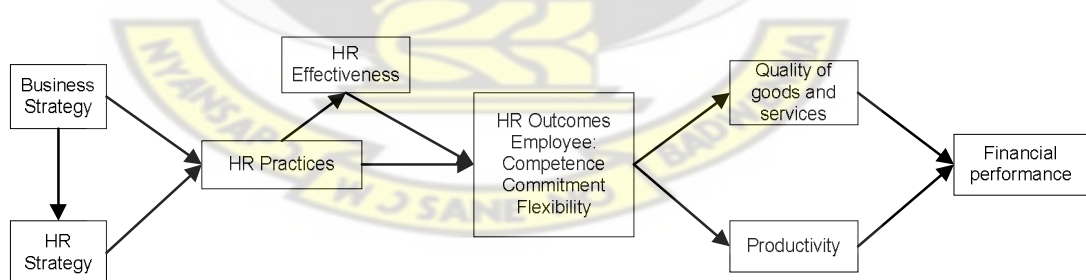


Figure 2.8 Model of the Link between HRM and Performance
Source Guest et al (2000)

Apart from achieving high performance through people which advocates for appropriate integration of people and processes (Becker et al., 1997; Boxall and

Purcell, 2003; Capelli and Crocker-Hefter, 1996; Guest D E et al., 2000; Purcell et al., 2003), appropriate HRM is also seen to enhance motivation, commitment and job engagements. The propositions made by Purcell et al (2003) as a result of their longitudinal study, is summarised in Armstrong (2003) as:

- Performance related HR practices only work if they positively induce discretionary behaviour once basic staffing requirements have been met;
- Discretionary behaviour is more likely to occur when enough individuals have commitment to their organization and/ or when they feel motivated to do so and/ or when they gain high levels of job satisfaction;
- Commitment, motivation and job satisfaction, either together or separately, will be higher when people positively experience the application of HR policies concerned with creating an able workforce, motivating values behaviours and providing opportunities to participate;
- This positive experience will be higher if the wide range of HR policies necessary to develop ability, motivation and opportunity are both in place and are mutually reinforcing;
- The way policies and practices are implemented by front line managers and the way top level espoused values and organizational culture are enacted by them, will enhance or weaken the effect of HR policies in triggering discretionary behaviour by influencing attitudes; and that,
- The experience of success seen in performance outcomes helps reinforce positive attitudes

Ulrich (1997) additionally noted that 'HR practices seem to matter; logic says it is so; survey findings confirm it'. Other HR goals discussed by Armstrong (2003) include; Human capital advantage (Boxall and Purcell, 2003) including their intellectual capital (Kamoche, 1996); Knowledge Management; Resourcing (Boxall, 1996; Boxall and Purcell, 2003); Human Resource Development; Valuing employees, and Employee Relations. Concluding remarks made by prominent researches including Purcell et al (2003), Truss (2001), and Mueller (1996) indicate

that, it is not easy to determine the impact of HR on organizational performance as the mere existence of policies does not mean that they are adequately executed. The issue identified is the need to ensure formal policies, once developed, will be efficiently and effectively implemented within an organization.

Processes which underpin or contribute to HR activities include: strategic HRM; HRM policy; change management; competency based HRM; knowledge management; and job and role analysis. Table 2.6 summarizes some research outcomes on the link between HR and organizational performance.



Table 2.6 Researches on the link between HR and Organizational Performance

Researcher(s)	Methodology	Outcomes
Arthur (1990, 1992, 1994)	Data from 30 US strip mills used to assess impact on labour efficiency and scrap rate by reference to the existence of either a high commitment strategy* or a control strategy**	Firms with a high commitment strategy had significantly higher levels of both productivity and quality than those with a control strategy
Huselid (1995)	Analysis of the responses of 968 US firms to a questionnaire exploring the use of high performance work practices,*** the development of synergies between them and the alignment of these practices with the competitive strategy	Productivity is influenced by employee motivation; financial performance is influenced by employee skills, motivation and organizational structures
Huselid and Becker (1996)	An index of HR systems in 740 firms was created to indicate the degree to which each firm adopted a high performance work system	Firms with high values on the index had economically and statistically higher levels of performance
Becker, Huselid, Pickus and Spratt (1997)	Outcomes of a number of research projects were analysed to assess the strategic impact on shareholder value of high performance work systems	High performance systems make an impact as long as they are embedded in the management infrastructure
Patterson, West, Lawthom and Nickell (1997)	The research examined the link between business performance and organization culture and the use of a number of HR practices	HR practices explained significant variations in profitability and productivity (19% and 18% respectively). Two HR practices were particularly significant: 1. the acquisition and development of employee skills; and 2. job design including flexibility, responsibility, variety and the use of formal teams
Thompson (1998)	A study of the impact of high performance work practices such as team	The number of HR practices and the proportion of the workforce covered appeared to

	working, appraisal, job rotation, broad-banded grade structures and sharing of business information in 623 UK aerospace establishments	be the key differentiating factor between more or less successful firms
The 1998 Workplace Employee Relations Survey (as analysed by Guest et al, 2000a)	An analysis of the survey which sampled 2000 workplaces and obtained the views of about 28,000 employees	A strong association exist between HRM and both employee attitude and workplace performance
The Future of Work Survey, Guest et al, 2000b	*£% private sector organizations were surveyed and interviews were carried out with 610 HR professionals and 462 chief executives	A greater use of HR practices is associated with higher levels of employee commitment and contribution, and is in turn linked to higher levels of productivity and quality of service
Purcell et al (2003)	A University of Bath longitudinal study of 12 companies to establish how HRM impacts on organizational performance	The most successful companies had what the researcher called 'the big idea'. The companies had a clear vision and a set of integrated values which were embedded, enduring, and collective, measured and managed. They were concerned with sustaining performance and flexibility. Clear evidence existed between positive attitudes towards HR policies and practices, levels of satisfaction, motivation and commitment, and operational performance. Policy and practice implementation (not the number of HR practices adopted) is the vital ingredient in linking HRM to business performance, and this is primarily the task of line managers.

Source: Armstrong (2003)

Note for Table 2.6:

* Commitment Strategy: a strategy as described by Walton (1985), that promotes mutuality between employers and employees

** Control Strategy: as described by Walton (1985), one which the aim is to establish order, exercise control and achieve efficiency in the application of the workforce, but where employees do not have a voice except through the unions

*** High performance work systems aim to impact on the firm's performance through its people by the use of such practices as rigorous recruitment and selection processes, extensive and relevant training and management development, incentive pay systems and performance management processes.

Legge (1989) however recorded that HRM has some internal contradictions. First is the complementary and consistency of 'mutuality' policies designed to generate commitment, flexibility, quality and the likes. Guest (1987) on the issue of commitment asked in this publication if commitment can be defined. Arguably, human issues are described as 'soft' issues coupled with the non-regimental nature of people, practice might not conform completely to theory. Of importance is the existence of theory to guide practice. Legge (1989) further added that HRM appears to be torn between preaching the virtues of individualism: concentration on the individual; and collectivism: team work. One could argue by asking whether teamwork should be viewed as collectivism hence the substance of this concern.

2.4.1 Versions of HRM

There is an established dichotomy in the HRM literature between the 'hard' model, reflecting utilitarian instrumentalism, and the 'soft' model reflecting developmental humanism (Green, 2002). This dichotomy according to Legge (1995) is undoubtedly an over-simplification of a complex field where rhetoric and reality are difficult to separate. Though this distinction, made by Storey (1989), is used as a reference by many researchers, it was found in other researches including that by Gratton and Hailey (1999) that in reality, there are mixes of hard and soft HRM. Truss et al (1997) added to this argument by stating that, companies are often fond of dressing up hard HRM in a soft rhetoric and that, even if the rhetoric of HRM is soft, the reality is often hard, with the interests of organizations prevailing over that of individuals. The key distinction according to Guest (1987) and Storey (1992) lies

in whether the emphasis is placed on the ‘human’ or the ‘resource’. This dichotomy according to Armstrong (2001) is a direct descendant of the McGregor (1960) Management Theory X and Y with Truss (1999) adding that, these terms were used to ‘characterize forms of management control’. Table 2.7 summarizes the main differences of this dichotomy. Mahoney and Deckop (1986) added that, HRM conforms to Theory Z instead which opens an additional dimension to this debate.

Table 2.7 Differences between Hard and Soft HRM

	Hard Model	Soft Model
Approach and Emphasis	<ul style="list-style-type: none"> - Quantitative, calculated and business strategic management - ‘Rational’ management of all resources 	<ul style="list-style-type: none"> - High trust, high commitment - Teamwork (Gennard and Judge, 1997) - Unitarist approach
View of Resources	<ul style="list-style-type: none"> - Human Capital/ Economic Factor (Schultz, 1961; Schultz, 1981) - Resource to be ‘provided’ and ‘deployed’ - Managed by ‘command’ and ‘control’ 	<ul style="list-style-type: none"> - Valued asset: a source to competitive advantage through commitment, adaptability and high quality (Storey, 1989) - ‘Means’ rather than an ‘object’ (Guest D E, 1999)
Business Orientation	<ul style="list-style-type: none"> - Business-oriented philosophy - Competitive advantage (Fomburn et al., 1984) - Obtain added value by investing in human capital development 	<ul style="list-style-type: none"> - Key role of organizational culture - Mutuality (Walton, 1985) - Harmonious and integrated (Gennard and Judge, 1997) - Invest in employee training and development

Compiled from Armstrong 2001 and 2003

2.4.2 Conceptual Developments of HRM

“Developments in PA/HRM... reveal that the influence of scholarship in the organization science and the maturation of practice in PA. Concepts identified in the 1950s are being rediscovered and employed in the development of a conceptual or theoretical basis for HRM. In a sense, developments in organization science are contributing to rediscovery of concepts from inter disciplinary contributions to industrial relations in 1950 and 60. These can provide an integration and focus of PA/HRM that have been missing” (Mahoney and Decktop, 1986)

Though HRM sometimes seems to have popped out of the blues in the 1980’s and 1990’s as an entirely different approach (Armstrong, 2003), it is actually a part of

the evolution of the concept of managing an organization's workforce, with HRM being just the 'latest stage of this evolution' (Grant and Osrick, 1998). It can be described "... as old wine in a new wine skin" (Armstrong, 1987). In the words of Torrington (1989), "Personnel Management has grown through assimilating a number of additional emphases to produce an even richer combination of experience... HRM is no revolution but a further dimension to a multi-faceted role". The concept has evolved from the Industrial Relations era, through Personnel Management to HRM and more recently, strategic HRM which involves strategically integrating the HRM function, horizontally and vertically, into the organization.

Conceptual model developments began in the 1980s with the first christened as the Matching or Michigan Model (1984), followed by the Harvard Model that same year. These two models are regarded as the basis of future HRM models, which include the best practice (outcomes) and the contingency (strategic fit) model (Hope-Hailey et al., 1998). Contributions by English authors include Guest (1989a; 1989b; 1991; 1987); Legge (1989); Hendry and Pettigrew (1990); Purcell (1993); Sisson (1990); and Storey (1989). For the purposes of this research, the Michigan, Harvard, Guest, and the Warwick models will be examined. These have been selected due to the different and significant contributions they made to the development of the concept.

2.4.2.1 *The Michigan Model*

The Michigan or Matching Model (Figure 2.9) was one of the first explicit statements of the HRM concept and was developed by Fombrun et al (1984) of the Michigan School in 1984. According to Loosemore et al (2003), it approaches the function in a 'rather dispassionate manner, treating people like any other resource that should be managed in such a way as to maximize utility whilst minimizing cost'. Fombrun et al (1984) proposed that HR systems and organizational structures should be managed in a way congruent to organizational strategy. They described four generic processes performed by all organizations which Armstrong (2003)

detailed as: selection- matching available HR to jobs; appraisal – performance management; rewards – reward short as well as long term achievements; and development – developing high quality employees.

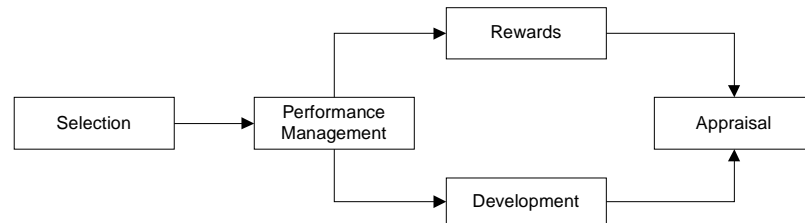


Figure 2.9 The Michigan Model (Fomburn et al., 1984)

This model proposed a closed HR system which did not take into account influences from its external environment contrary to developments in organizational studies at the time. This led to the development of future models which sought to address this shortfall. It however provided a good basis for understanding of the concept for further development.

2.4.2.2 *The Harvard Framework*

Also described as the ‘founding fathers’ of the HRM concept were Beer et al (1984) who’s model Boxall (1992) dubbed the ‘Harvard Framework’ (Figure 2.10). Beer et al (1984) believed that, many pressures are demanding a broader, more comprehensive and more strategic perspective with regard to the organization’s human resources’ which have created a need for ‘longer-term’ perspective in managing people and consideration of people as potential assets rather than merely a variable cost. According to Armstrong (2003), the framework is based on the belief that, the problems of historical personnel management can only be solved when general managers develop a viewpoint of how they wish to see employees involved in and developed by the enterprise, and of what HRM policies and practices may achieve these goals. Without either a central philosophy or a strategic vision – which can be provided only by general managers, he added that, HRM is likely to remain a set of independent activities, each guided by its own practice tradition.

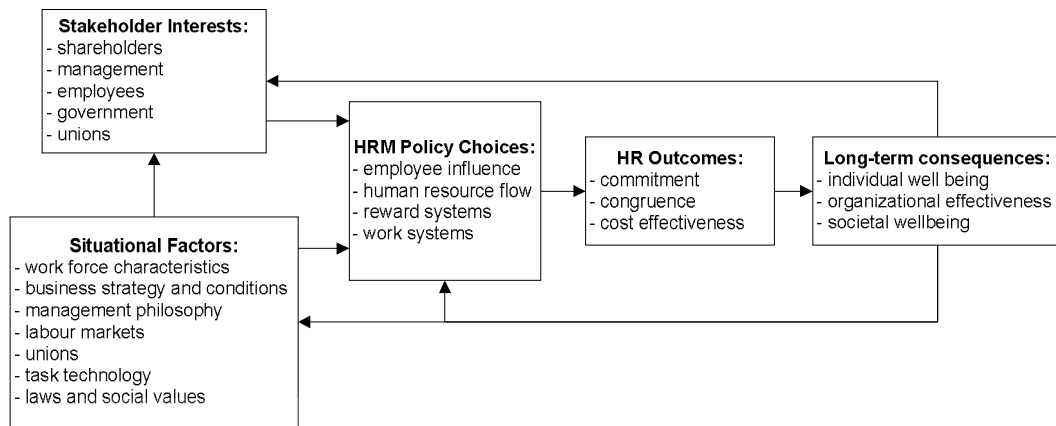


Figure 2.10 The Harvard Framework (Beer et al., 1984)

Beer et al (1984) stressed on the role of line managers who in their view, should accept more responsibility for ensuring the ‘alignment of competitive strategy and personnel policies’; and secondly ‘have the mission of setting policies that govern how personnel activities are developed and implemented in mutually enforcing ways’. Huczynski and Buchanan (2001) and Loosemore et al (2003) added that, the Harvard Model provided the needed link between “SHRM decisions, the business environment and an organization’s performance”. It provided a more open system model of how SHRM policy influences other organizational functions and is constrained by stakeholders and situational factors. According to Boxall (1992) and recorded in Armstrong (2003), advantages of the model include the under listed:

- It incorporates recognition of a range of stakeholder interests;
- It recognizes the importance of ‘trade-offs’, either explicitly or implicitly between the interests of owners and those of employees as well as between various interest groups;
- It widens the context of HRM to include ‘employee influence’, the organization of work and the associated question of supervisory style;
- It acknowledges a broad range of contextual influences on management’s choice of strategy, suggesting a meshing of both product-market and socio-cultural logics;

- It emphasizes choice – it is not driven by situational or environmental determinism.

Walton (1985) expanded on this model by stressing on the importance of mutuality. In his words, “the new HRM model is composed of policies that promote mutuality – mutual goals, mutual influence, mutual respect, mutual rewards, and mutual responsibility”. He added that, policies of mutuality will elicit commitment which in turn will yield both better economic performance and greater human development.

The Harvard Framework has not been without shortfalls. Loosemore (2003) pointed out that, “although it acknowledges environmental and stakeholder influences, the nature of the causal chain suggested by the model is unclear”. It explained this by stating that, the framework does not explain how the four policy areas are influenced by the identified environmental and stakeholder influences and how it does in the long term affect SHRM. This framework, to a large extent however, informed future developments of the concept.

2.4.2.3 *The Guest Model*

Guest (1987) developed a more perspective theoretical framework according to Bratton and Gold (2003), reflecting the view that, a core set of integrated HRM practices can achieve superior individual and organizational performance. This model clearly maps out the field of HRM and classifies the inputs and outputs. It considered and improved upon the Harvard Model by defining four policy goals which he believes can be used as testable propositions:

- Strategic Integration which he defines as the ability of the organization to integrate HRM issues into its strategic plans, ensure that the various aspects of HRM cohere and provide for line managers to incorporate an HRM perspective into their decision making.

- High Commitment which is behavioural commitment to pursue agreed goals and attitudinal commitment reflected in a strong identification with the enterprise
- High Quality which refers to all aspects of managerial behaviour which bear directly on the quality of goods and services provided, including the management of employees and investment in high-quality employees
- Flexibility which implies functional flexibility and the existence of an adaptable organization structure with the capacity to manage innovation

Armstrong (2001) commented that, Guest believed the driving force behind HRM is 'the pursuit of competitive advantage in the market place through provision of high quality goods and services; through competitive pricing linked to high productivity; and through the capacity swiftly to innovate and manage change in response to changes in the market place or to breakthroughs in research and development'. He is said to have considered the values of HRM to be unitarist to the extent that they assume no underlying and inevitable differences of interest between management and workers; and individualistic in that they emphasize the individual-organization linkage in preference to operating through group and representative system.

The central hypothesis of the Guest model is that, if an integrated set of HR practices is applied in a coherent fashion, it will result in superior individual performance. It assumes that, this will further result in superior organizational performance. The Guest model has six components: HR strategy; HR practices; HR outcomes; behavioural outcomes; performance outcomes; and expected financial outcomes (Table 2.8). The model acknowledges the close links between HR strategy and general business strategies in the terms of differentiation focus and cost. The core hypothesis according to Armstrong (2001) however is that, HR practices should be designed to lead to a set of HR outcomes.

Table 2.8 The Guest Model of Human Resource Management (HRM)

HRM Strategy	HRM Practices	HRM Outcomes	Behavioural Outcomes	Performance Outcomes	Financial Outcomes
Differentiation (innovation)	Selection Training Appraisal	Commitment	Effort/ Motivation	High: Productivity Quality	Profits
Focus (Quality)	Rewards Job Design	Quality	Cooperation	Innovation Low: Absence	
Cost (cost-reduction)	Involvement Statutes and Security	Flexibility	Involvement Organizational Citizenship	Labour turnover Conflict Customer Complaints	Return on Investment

Source: Guest (1987)

This author recognizes a number of conceptual issues associated with the Guest model including the fact that, values underpinning the model are predominantly individualist oriented; “There is no recognition of any broader concept of pluralism within society giving rise to solidaristic collective orientation” (Guest, 1987). The second issue has to do with the status of some of the concepts. For example, the important concept of commitment is suggested to be “a rather messy, ill treated concept”. Finally is the explicit link between HRM and performance which creates a problem as to which type of performance indicator to be used.

Other authors have also raised concerns about this model. Prominent amongst these are Keenoy (1999), Boxall (1992) and Legge (1989). Keenoy (1999) stated that, “it may simply be an ‘ideal type’ towards which western organizations can move thus positioning unrealistic conditions for HRM practice’. Boxall (1992) added that, “it may also make the error of criticizing managers for not conforming to an image that academics have created”. Legge (1989) also added to this argument by indicating that “it presents the HRM models as being inconsistent with collective approaches to managing the employment relationship”.

2.4.2.4 The Warwick Model

One of the major setbacks in the conceptual developments of the HRM concept up to this time was that most of the earlier developments were within an American Context. Approaches outside of this context required a perspective of the particular

cultural context that exists in different countries. The Warwick Model which emanated from the Centre for Corporate Studies and Change at the University of Warwick by Hendry and Pettigrew (1990) differs from the Michigan and Harvard models by reflecting European traditions and management styles. The model (Figure 2.11) basically comprise five interrelated elements which allows an analysis of how external factors impact upon the internal operations of the organization reflecting the open system theory of organizational thinking.

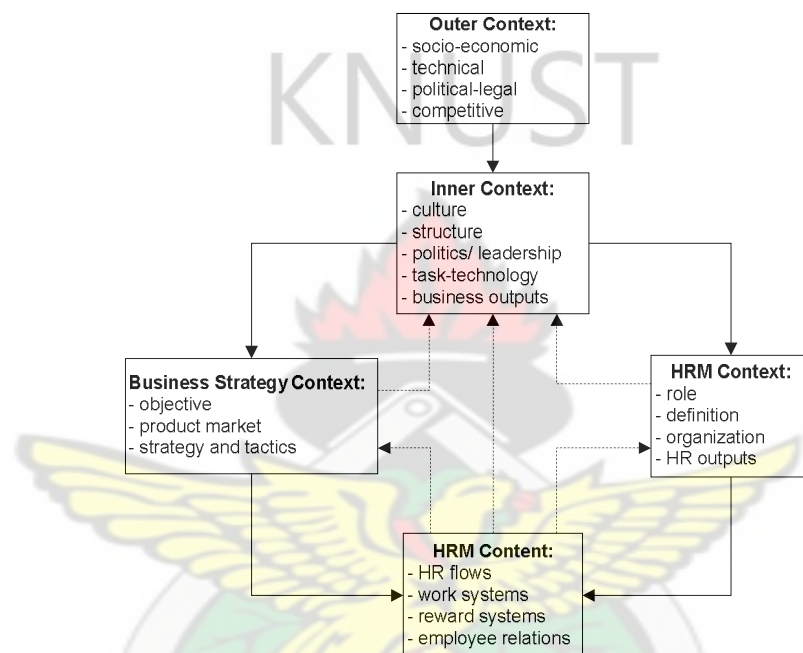


Figure 2.11 The Warwick Model (Hendry and Pettigrew, 1990)

Organizations in this case achieve an alignment between the external and internal context to experience higher performance. The model recognizes the wider context in which HRM operates and emphasizes the full range of tasks and skills that define HRM as a strategic function (Loosemore et al., 2003). Hendry and Pettigrew (1990) argue that, better descriptions of structures and strategy making in complex organizations, and of frameworks for understanding them, are essential underpinnings for HRM. In Armstrong (2003)'s view, Hendry and Pettigrew (1990) believe that as a movement, HRM expressed a mission, to achieve a turnaround in industry: HRM was in a real sense heavily normative from the outset: it provided a

diagnosis and proposed solutions. Hendry and Pettigrew (1990) further added that, what HRM did at this point was to provide a label to wrap around some of the observable changes, while providing a focus for challenging deficiencies – in attitudes, scope, coherence, and direction – of existing personnel management.

2.4.3 Definitions

A review of definitions of the HRM concept resulted in a number of definitions as researchers have over the years defined the concept differently. These definitions however according to Heijltes and Witteloostuijn (2001) maintained certain basic principles which the authors outlined as that:

- People are crucial in organizational success;
- Goals of organization and HRM policies are mutually reinforcing;
- The personnel function should move to decentralized units and line management; and finally that
- Organizations should integrate components of HRM.

Most definitions found during the review did not represent the full picture of the HRM function. For example, Armstrong (2003) defined it as “a strategic and coherent approach to the management of an organization’s most valued assets: the people working there who individually and collectively contribute to the achievement of its objectives”. This author for instance did not specify in his definition that it involves first managing the people as a resource and then managing their individual inherent characteristics which are also resources to the organization, hence needs to be managed by the organization. Also that by Harris (2000) which defined HRM as “programs, policies and practices for managing an organisation’s workforce” though is very brief and straight to the point, seems too generic and will not provide the necessary insights that a reader would want to derive from a definition. Another definition by Mathis and Jackson (2000), which described the concept as that which “ deals with the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish

organizational goals” can be said to but touch the surface of the iceberg of the definition of the concept. Additional definitions’ by authors including Mullins (2002), Horwitz (1991), Bratton and Gold (2003), Sapru (1993) and even the Microsoft Encarta Encyclopaedia Standard (2004), did not provide a satisfactory definition to fit the purpose of this research.

However, these definitions and more which exist in literature confirm the basic principles described by Heijltes and Witteloostuijn (2001). Pfeffer (1998) noted that, “the real sources of competitive leverage are the culture and capabilities of your company that derives from how you manage your people”. Champy (1996) added that the whole emphasis on people, as one of the most important competitive advantages a company can create, demands that top management attract, cultivate and keep the best work force they can possibly find. This will include and cover from when planning the man-power or human resource needs of the organization, through what will be done to aid in the employment of the right personnel, what provisions to be made for these personnel during employment to ensure development, satisfaction and retention, till when this employment is terminated.

To encompass the issues raised by Pfeffer (1998) and Champy (1996) in the definitions outlines above to adequately serve the purpose of this research, the HRM will be defined as *the appropriate management of people within an organization to ensure the attraction, retention, development and deployment of the right calibre of people and their inherent resources; physiological and psychological skills, abilities and advantages, to the advantage of the organizations in terms of achievement of its goals and objectives in a bid to provide it with a competitive advantage.*

2.4.4 Dimensions/ Components of HRM

Just as with the definition of the concept, it is realized that various authors classified what is described as the dimensions or components or activities of the HRM concept in a variety of ways. Notable amongst these classifications are those shown

in Table 2.9 below. It is important to note that, a holistic view of the various classifications represents what the HR function of an organization should entail.

Table 2.9 HRM dimensions as has been classified by various authors

Fellows et al (1983)	Mullins (2002)	Armstrong (2001)	Armstrong (2003)	Loosemore et al (2003)
Manpower planning	HR Planning and Employment	Organization	Organization	Designing an effective organization structure
Recruitment and selection	Salary and Wage Administration including Related Reward System	Employment Relationship	Employment Relationship	Staffing the structure with suitable people
Induction to the company	Organisational Design and Pattern of Work	Knowledge Management	Resourcing	Managing the employment relationship
Industrial relations	Education, Training and Development	Resourcing	Performance Management	Psychological contract
Communications	Employee Relations and	Performance Management	Human Resource Development	
Remuneration	Employee Services, Welfare and Safety	Human Resource Development	Reward Management	
Motivation		Reward Management	Employee Relations	
Welfare, Health and Safety		Employee Relations	Health and Safety	
Education and training schemes			Welfare Services	
Development and administration of redundancy schemes			Employment and HR Services	

For the purposes of this research however, these broad classifications are re-grouped into four main activities: Designing an Effective Organization; Staffing the Structures of the Organization with Suitable People; Managing their Employment Relationship; and Health and Safety. Note however that this re-grouping is to aid in the research: data collection and analysis and entail all identified HRM activities.

2.4.4.1 Designing an Effective Organization

Loosemore et al (2003) noted that, an effective SHRM policy can only take place within an effectively designed organizational structure. This they viewed at two

levels. First is the overall operation of the organization in terms of how it manages and distributes work amongst various employee groups and function in pursuance of the strategic goals. Second, is the design of the organization in terms of the hierarchies, roles and relationships. Armstrong (2003) also looked at this function at three levels. First is organizational design, which is concerned with the development of an organization which caters for all the activities required, groups them together in a way which encourages integration and cooperation, operates flexibly in response to change, and provides for effective communication and decision making.

Second, is organizational development, concerned with the stimulating, planning and implementation of programmes designed to improve the effectiveness with which the organization functions and adapts to change; advising on the development of work processes that will promote motivation and commitment. Finally is job and role design, which is concerned with deciding the content and performance and competency requirements of jobs or roles in order to provide a basis for selection, performance management, development and reward, and to maximize intrinsic motivation and job satisfaction.

Though these function could be argued as sitting better with organizational behaviour, it can also be argued that, the HRM function being involved in this will ensure that it is done with the human resource in mind as well as structured to facilitate the execution of other HRM activities. The HRM personnel will however not be expected to execute this function in isolation but with other managers of the organization, to ensure a there is a strategic fit.

2.4.4.2 *Staffing the Structure with Suitable People*

This function according to Loosemore et al (2003) is also known as employee resourcing and forms one of the challenging aspects of the HRM function. Staffing the organizational structure with suitable people can be described as the attraction, development and retention of the right calibre of employees for the organization.

The function comprise resourcing which has to do with human resource planning (HRP), talent management, recruitment and selection as well a human resource development which looks at organizational and individual learning, management and employee training and development and career management. The Staffing the organizational structure with suitable people function also covers knowledge management and performance management in organizations which are concerned with developing a process for capturing and sharing knowledge; and managing results from the organization, teams, and individuals, appraising performance and developing performance improvement measures respectively.

The focus of this function is to have the right number of employees with the right skills and competencies in the right place at the right time. Beardwell and Holden (1997), as recorded in Loosemore et al (2003) noted that, this inevitably results in a balancing act, in which managers have to consider longer-term strategic considerations while providing immediate solutions for the shorter-term operational issues. Mahoney and Deckop (1986) recorded that HRP has its roots in the early practice of employment planning. According to them, this function which was mainly concerned with addressing the forecast of demand and supply of labour, matured in practice, broadening its focus, thus shifting away from a specific concern for forecast to a more inclusive, strategic planning. Grinold and Marshall (1979), added that, sophisticated forecasting and planning models developed in operations research were in the 1960s translated into applications for HRP.

Armstrong (2001) described recruitment and selection as the process of obtaining at minimum cost the number and quality of employees required to satisfy the human resource needs of the organization. It includes defining the job and role requirement, attracting candidates, and actual selection of candidates. After the selection of the appropriate candidates, they are introduced to the organizations' norms, values, cultures, traditions and the like, via effective induction programmes.

Though training is still an element in HRM, it has been surpassed by and encompassed in the evolved function dubbed 'Development'. Training is concerned with the learning of skills and teaching of specific patterns of behaviour. Mahoney and Decktop (1986) noted that, issues of career development, stress, chemical dependency and employee counselling have all been integrated with training as part of the overall human resource development. Development addressed the elaboration or enhancement of basic, underlying aptitudes and abilities to improve organizational, team and individual performance.

This function also includes knowledge management and performance management. Knowledge management as Armstrong (2001) described, is concerned with storing and sharing of wisdom and understanding accumulated in an organization concerning its processes, techniques and operations. It covers the areas of how employees acquire exchange and disseminate knowledge as well as information technology. Scarborough et al (1999) described knowledge management as “any process or practice creating, acquiring, capturing, sharing and using knowledge, wherever it resides, to enhance learning and performance in organizations”. Performance management is defined as a strategic and integrated approach to delivering sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of teams and individual contributions (Armstrong and Baron, 1998). The term was first coined in Beer and Ruh (1976) though it was not recognized as a distinctive approach until the mid-1980s out of the realization that a more continuous approach was needed to manage and reward performance (Armstrong, 2001). It is important to note that, performance management is a forward looking and developmental form of transforming employees and to support them.

2.4.4.3 *Managing the Employment Relationship*

In view of the fact that there is the need for organizations to balance their organizational and individual employee goals in fulfilling their strategic objectives, there is the need for them to appropriately manage the employment relationship.

Loosemore et al (2003), identified the creating of a cordial climate of trust and developing a positive psychological relationship, termed the employment relationship, as one of the activities of this function. The psychological relationship is that socially constructed expectations and obligations within formal organizational structures. There is the need for a contract to describe the mutual expectations and obligations in the employment relationship, what Herriot (1998) describes as the psychological contract. This function therefore seeks to ensure an interactive and dynamic contract (Herriot and Pemberton, 1997) in the context of continually changing employment relationships.

Managing the employment relationship in organizations as an HRM function includes employment and HR services such as keeping personal records of employees, human resource planning, employee turnover monitoring and control, employee scheduling, employee profiling, skills inventory and training amongst others. This function also covers the administering of HR policies and procedures, and operating HR information systems. The HR information systems enables the HRM function to provide better services to line managers, provides a conduit to link personnel policies and processes throughout the organization, provide essential data for strategic personnel decision making and reducing the workload of the HR function. Additionally, it covers employee relations which consist of all those areas of HRM that involves relationships with employees either directly and/or through collective and procedural agreements. It includes general industrial relations, which covers management-union relations, collective bargaining and the likes. It also includes employee involvement, participation and empowerment; as well as communication within organizations.

Reward management which is concerned with how people are rewarded in accordance with their value to the organization is a sub-function of the management of the employment relationship function. It deals with the design, implementing and maintenance of reward systems geared at improving organizational, team and individual performance (Armstrong, 2003). It comprises the pay system of the

organization, its contingency pay system and other non financial reward schemes. The elements of reward management include the base pay, additions such as bonuses, commissions, allowances and the likes, employee benefits including sick pay, insurance and the likes, pay levels and pay structures.

Finally are welfare services which look at providing employees with the needed individual services such as individual or personal services including sickness, bereavement, domestic problems, employment problems and employee early retirement. It also includes group services such as sports and other social activities, clubs for existing and retired staff and benevolent organizations amongst others.

2.4.4.4 *Health and Safety*

This function has to do with meeting the legal and social responsibilities of the organization to ensure a healthy and safe place of work, to help employees cope with their personal problems, to help the elderly and retired employees and in some cases to make recreational facilities available (Armstrong, 2001). Responsibilities of this function include conducting risk assessments, H&S audits and inspection and organizing occupational health programmes for employees. For industries with high risk of accidents, pollution and the likes, such as the construction industry, this function needs to make provision for safety equipments and garments as well as regular medical check ups to maintain a healthy workforce.

2.5 STRATEGIC HUMAN RESOURCE MANAGEMENT

Segev and Gray (1994) described the strategy-making process as an ongoing process whereby the business organization's objectives and means to achieve them are determined. Strategic planning seeks to ensure that various sections of the organization support each other to overcome potential adverse environments. The environment refers to all the factors within or outside the organization, which affect or are affected by the strategic business unit (Dansoh, 2004). Bratton and Gold

(2003) recorded that, a range of business-HRM links have been classified in terms of proactive – reactive continuum by Kydd and Oppenheim (1990) and in terms of environment-human resource strategy-business strategy linkages by Bamberger and Phillips (1991).

According to this author, in the ‘proactive’ orientation, the HR professional has a seat at the strategic table and is actively engaged in strategy formulation. The two-way arrow on the right hand side of Figure 2.12 showing both downward and upward influence on strategy depicts this proactive model. The ‘reactive’ orientation on the other end of the continuum sees the HR function as being fully subservient to corporate and business level strategy, and organizational-level strategies as ultimately determining HR policy and strategy. This is represented by the one-way downward arrow from business- to functional-level strategy.

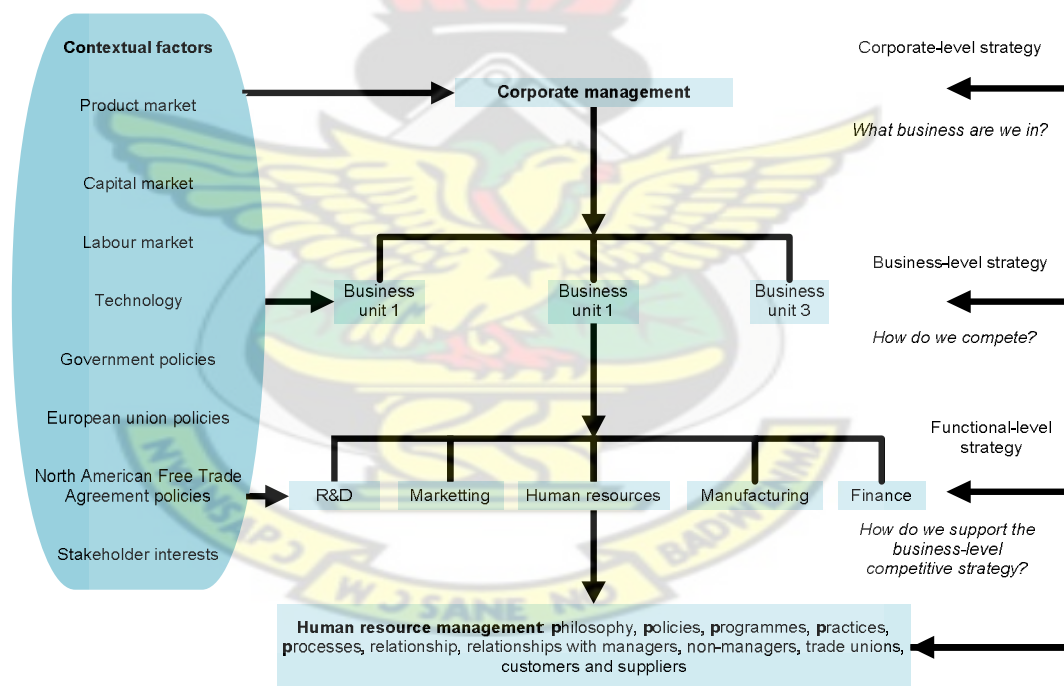


Figure 2.12 Hierarchy of strategic decision making

Source Bratton and Gold (2003)

Extending strategic management concepts, the Bamberger and Phillips’ (1991) model (Figure 2.13) depicts links between three poles: the environment, human

resource strategy and the business strategy. Purcell and Ahlstrand (1994) according to Bratton and Gold (2003) argued that, those models which incorporate contextual influences as a mediating variable of HR policies and practices tend to lack ‘precision and detail’ in terms of the precise nature of the environment linkages, and that, ‘much of the work on the linkages has been developed at an abstract and highly generalized level’.

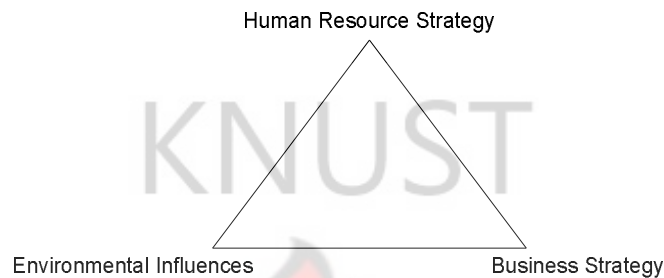


Figure 2.13 Environment as a mediating variable for HRM strategies

Source Bamberger and Phillips (1991)

Schuler (1992; 1989) described HR strategy to be concerned with five Ps’: **Philosophy; Policies; Programmes; Practice; and Process**, in a way that will stimulate and reinforce the different employee role behaviours appropriate for each competitive strategy. Purcell (1989) made a significant contribution to this research by drawing on literature on ‘strategic choice’ in IR and using the notion of a hierarchy of strategy to identify what he described as the ‘up-stream’ type of decision making referring to the long term direction of the organization, and the ‘down-stream’ types of decision making concerned with the extent to which the new operation is to be integrated with or separated from existing operations.

Bratton and Gold (2003) recorded that, different HR strategies are called ‘third-order’ strategic decisions because they establish the basic parameters for managing people in the workplace. What actually determines HR strategy, according to Purcell and Ahlstrand (1994) in a major study of HRM in multidivisional companies, will be determined by decisions at all three levels of organizational decision making. Colling (1995) added that the concept of strategic choice might

exaggerate the ability of managers to make decisions and take action independent of the environmental context in which they do business. Bratton and Gold (2003) indicated however that case study analysis has highlighted the problematic nature of strategic choice model-building. Additionally, they noted that in the descriptive and perspective management texts, strategic management appears as a cycle in which several activities follow and feed on each other. They described five main steps in their strategic management model and how they interact as shown in Figure 2.14.

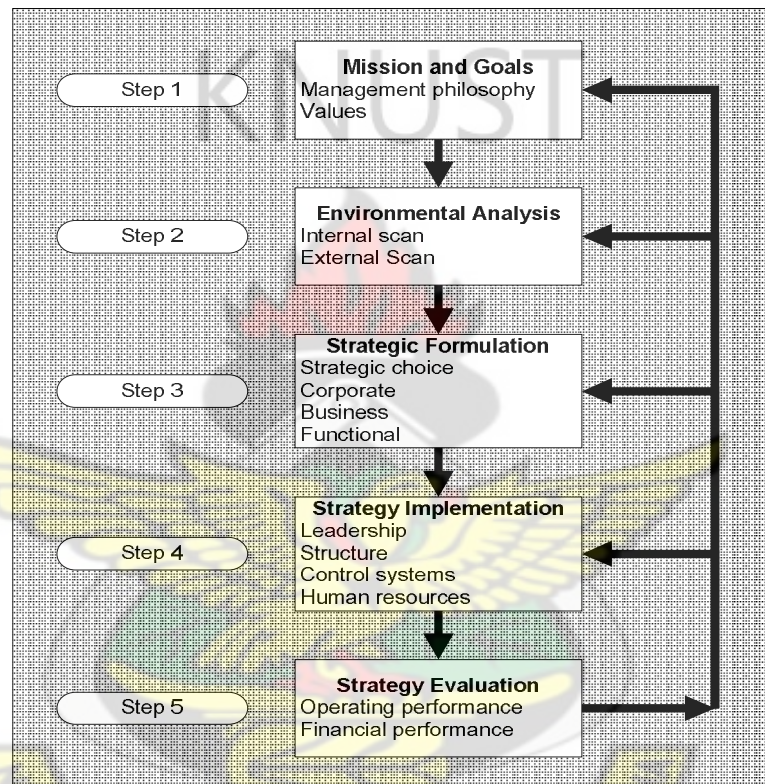


Figure 2.14 The Strategic Management Model

Source Bratton and Gold (2003)

Another aspect of the strategic management debate has focused on the integration or 'fit' of business strategy with HR strategy. This concept of the HR function to be 'strategically integrated' is depicted in Beer et al (1984)'s HRM model. They espoused the need to establish a close two-way relationship or 'fit' between the external business strategy and the elements of the internal HR strategy. They noted

that, an organization's HRM policies and practices must fit with its strategy in its competitive environment and with the immediate business conditions that it faces.

The HR strategy is integrated in two dimensions: vertically to the business strategy of the organization and horizontally to each other (Armstrong, 2003). Richardson and Thompson (1999) defined three main approaches to the development of HR strategies: the 'best practice' approach based on the belief that, there is a set of superior HRM practices which, if adopted, will lead to better organizational performance which has been criticized by many including Becker et al (1997) and Purcell (1999); the 'best fit' approach based on the belief that there can be no universal prescriptions for HRM policies and practice and that it is all contingent on the organization's context and culture and its business strategy also criticized by Purcell (1999); and the 'configurational' approach or the 'bundling' concept which focuses on the search for distinctive configurations – arrangements of 'joined-up' HR practices which when combined will function more effectively than if they exist as unrelated entities.

Extensive work has been done on the bundling concept (Arthur, 1992; Delery and Doty, 1996; Dyer and Reeves, 1995; Ichniowski et al., 1997; MacDuffie, 1995) and the debate is still ongoing. The problem is with finding the best 'bundle' approach as for example Delaney and Huselid (1996) in their study, could not find any positive impact for specific combinations of practices as opposed to the total number of HR practices. Guest (1997) however noted that, a number of researchers have shown that simply using a larger number of high performance practices will produce better results.

Bratton and Gold (2003) after an extensive review noted that, since the early 1990s, academics have proposed at least three HR strategy models to differentiate between 'ideal types': the control based model grounded in the way in which management attempts to monitor and control employee role performance; the resource-based model grounded in the nature of employer-employee exchange, more specifically,

the set of employee attitudes in behaviours and the quality of manager-subordinate relationship; and the integrative model that combines the resource-based and control-based typologies. Bamberger and Meshoulam (2000) integrated the two main models of the HR strategy, one focusing on the strategy's underlining logic of managerial control, and the other on the reward-effort exchange. The relationship between resource endowments, strategies and sustained competitive advantage based on Barney (1991) and Hill and Jones (2001) is shown in Figure 2.15.

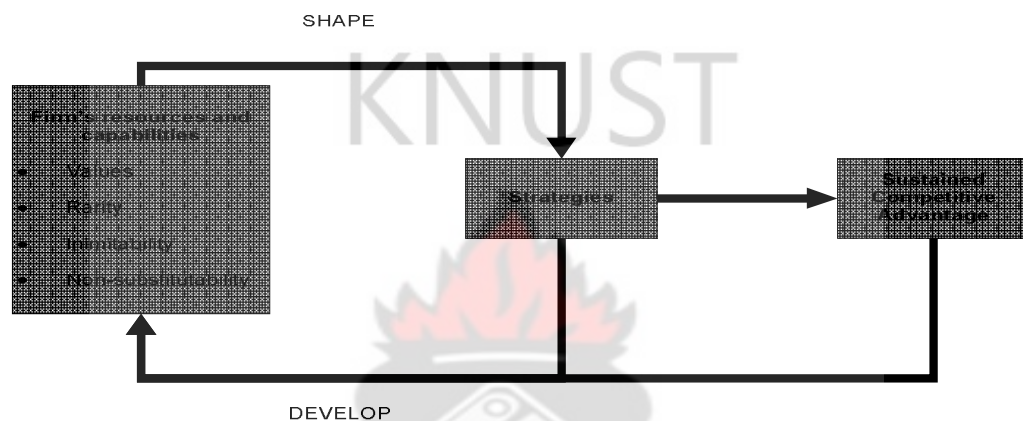


Figure 2.15 Relationship between resource endowments, strategies and sustained competitive advantage

Source Bratton and Gold (2003) based on Barney (1991) and Hill and Jones (2001)

Though current trends focus on the integration of the function into the business strategies of the organization: strategic HRM (Budhwar and Debrah, 2001) it has not come without limitations. Armstrong (2001) acknowledged these limitations by recording that, “strategic HRM appears to be based on the belief that the formulation of strategy is a rational and linear process” which he said is not the case in reality. In this same light, Mintzberg (1987) emphasized that strategies emerge overtime in response to evolving situations. Tyson (1997) agreed by stating that, strategic HRM is always ‘about to be’ and never existent in the present time. Huselid et al. (1997) also concluded after an empirical study that, there is evidence that fundamental to the strategic HRM perspective is the assumption that company performance is influenced by the set of HRM practices the company has in place.

There is however the issue of how strategic integration can be achieved more especially in developing economies which is the focus of this research.

2.6 HRM STRUCTURES WITHIN ORGANIZATIONS

SHRM is concerned with the appropriate integration of the HRM function, both vertically and horizontally into the organization. Strategic integration could be described as vertical integration – the process of ensuring that HR strategies are integrated with or ‘fit’ business strategies; while the concept of coherence could be defined as horizontal integration – the development of a mutually reinforcing and interrelated set of HR employment and development policies and practices.

This sub-section seeks to evaluate the composition of the HRM structure within organizations by looking at the roles of the HRM function itself, the practitioner as well as the line managers in ensuring the HRM function is strategically integrated in the business strategy of the organization as well as appropriate coherence amongst the various HRM activities.

2.6.1 Role of the HRM Function

HRM functions are said to be concerned with the management and development of HR in organizations. It is that function which sees to the execution of the various HRM activities within an organization. According to Armstrong (2007), the HR function plays a major part in the creation of an environment that enables people to make the best use of their capacities and to realize their potential to both the organization and themselves. It described the role of the HRM function as to enable the organization achieve its objectives by taking initiatives and providing guidance and support on all matters relating to its employees. The basic aim, it recounted, is to ensure that, the organization develops HR strategies, policies and practices that cater effectively for everything concerning the employment and development of people and the relationships that exist between managers and the workforce.

In the bid of this function to play a major role in the achievement of continuous improvement in organizational and individual performance, one of its key roles is to manage change during the process of implementation. As Purcell (1999) puts it, 'We should be much more sensitive to processes of organizational change and avoid being trapped in the logic of rational choice'. In that, the HR function will as one of its key responsibilities, be responsible for appropriate implementation of changes in organizational processes due to the dynamism of organizational processes and their environment. The importance of the human element, hence the HR function in achieving change was further emphasized by Johnson and Scholes (1997). They noted that, organizations who successfully manage change are those who have integrated their HRM policies with their strategies and the strategic change processes: training, employee relations, compensation packages and so on, are not merely operational issues for the personnel department but that, they are crucially concerned with the way in which employees relate to the nature and direction of the organization and as such they can both block strategic change or be significant facilitators of strategic change.

However, changes in organizations could be challenging: face some resistance from members of the organization. The HR function will therefore need to adopt approaches to overcome this resistance. Ulrich (1998) coated some useful guidelines that the HR function can adopt in its bid to overcome this resistance. It is however important to note that, the HR function can also act as the stable force within an organization in resisting change if it can be damaging or provide the requisite corrections and/or enhancements. Mohrman and Lawler (1998) reflected this view when they recorded that, the HRM function can help the organization develop the capability to weather the changes that will continue to be part of the organizational landscape. They added that, it can help with the ongoing learning processes required to assess the impact of change and enable the organization to make corrections and enhancements to the changes as well as help the organization

develop a new psychological contract and ways to give employees a stake in the changes that are occurring and in the performance of the organization.

The role of the HRM function and the practice of HRM have been found to vary immensely in different organizations. For instance, Sisson (1995) commented that, HRM is not a single homogeneous occupation – it involves a variety of roles and activities that differ from one organization to another and from one level within the same organization to another. Tyson (1987) added that, the HRM function is often ‘balkanized’ – not only is there a variety of roles and activities, but these tend to be relatively self-centred, with little passage between them. Hope-Hailey et al (1998) contributed to this school of thought by adding that, HR could be regarded as a ‘chameleon function’ in that, the diversity of practice established by their research suggests that ‘contextual variables dictate different roles for the function and different practices of HRM’. Armstrong (2001) recorded a number of approaches to this function as has been developed by academics over the years. These are captured below:

Adams (1991)

Adams (1991) identified four approaches to HR management each of which can be observed to be representing a kind of scale of increasing degree of externalization understood as the application of market forces to the delivery of HR activities. The common feature of all the approaches is that, the services delivered are charged for in some form of contract which may incorporate a service level agreement.

- **The in-house agency:** where the HR department or any of its activities is seen as a cost centre and the activities are cross-charged to other departments or divisions
- **The internal consultancy:** where the HR department sells its services to internal customers (line managers), the implication being that managers have some freedom to go elsewhere if they are not happy with the service that is being provided

- **The business within a business:** where some of the activities of the function are formed into a quasi-independent organization which may trade not only with organizational units but also externally
- **External consultancy:** where the organizational units go outside to completely independent businesses for help and advice

Tyson and Fell (1986)

Tyson and Fell (1986) identified three management models to HRM.

- **The clerk of works model:** All authority for action is vested in the line managers. HRM policies are formed or created after the actions that created the need. Policies are not integral to the business and are short term and ad hoc. Authority is vested in the line manager and HRM activities are largely routine: employment and day-to-day administration
- **The contracts manager approach:** Policies are well established, often implicit, with a heavy industrial relations emphasis, possibly derived from an employers' association. The HRM department will use fairly sophisticated systems, especially in the field of employee relations. The HRM manager is likely to be a professional or very experienced in industrial relations. He will not be on the board and although having some authority to 'police' the implementation of policies, acts mainly in an interpretative and not a creative or innovative role
- **The architect model:** Explicit HRM policies exist as part of the corporate strategy. Human resource planning and development are important concepts and a long-term view is taken. Systems tend to be sophisticated. The head of the HRM function is probably on the board and his power is derived from professionalism and perceived contributions to business

Legge (1978)

Karen Legge (1978) described two models of management or approaches to HR management which are as under outlined:

- **Conformist innovators:** They go along with the organization's goals and adjust their means to achieve them. Their expertise is used as a source of professional power to improve the position of their departments.
- **Deviant innovators:** They attempt to change this means/ ends relationship by gaining acceptance for a different set of criteria for the evaluation of organizational success and contributes to it.

Storey (1992)

John Storey (1992) proposed a two-dimensional: interventionary/ non-interventionary and strategic/ tactical, map from which he identified four roles: change makers, advisers, regulators and handmaidens (Figure 2.16).

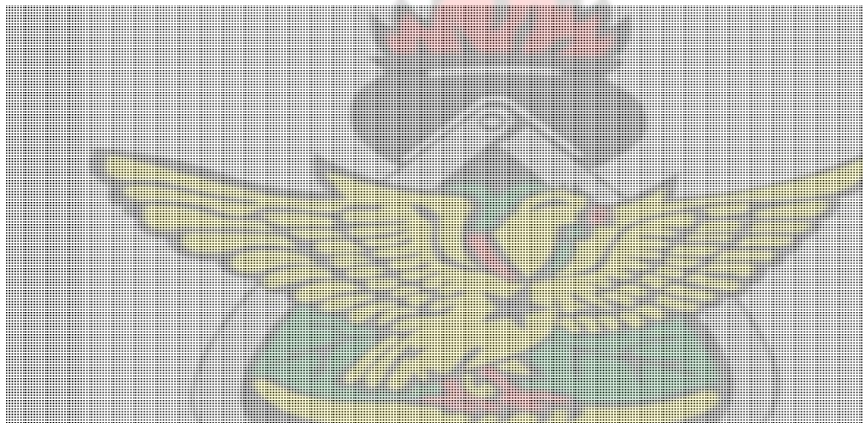


Figure 2.16 Storey two-dimensional approach to HR management

Source: Storey (1992)

- **Change makers:** Interventionary/ Strategic. This is close to the HRM model
- **Advisers:** Non-interventionary/ Strategic. Who acts as an internal consultant leaving much of the HR practice to the line managers
- **Regulators:** Interventionary/ Tactical. Who are managers of discontent, concerned with formulating and monitoring employment rules
- **Handmaidens:** Non-interventionary/ Tactical. Who merely provide a service to meet the demands of line managers

Monks (1992)

Kathleen Monks (1992) identified four models of HR management in a research of ninety-seven organizations in Ireland which extended those developed by Legge (1978) and Tyson and Fell (1986). This like other approaches simplifies the rather complex and ever changing role of the HR practitioner.

- **Traditional/ administrative:** The personnel practitioners have mainly a supportive role with the focus on administrative matters, record keeping and adherence to rules and regulations
- **Traditional/ industrial relations:** The personnel practitioner concentrates on industrial relations giving their other functions lower priority
- **Innovative/ professional:** The personnel specialists are professional and expert. They aim to remove traditional practices and replace them with improved human resource planning, recruitment, human resource development and reward policies and practices
- **Innovative/ sophisticated:** The personnel specialists are on the 'Board', take part in integrating HR and business strategies and are recognised as making an important contribution to organizational success. They develop and deliver sophisticated services in each of the main HR areas.

It can thus be concluded that, there is no specific approach to the role of the HR function within an organization. What is of importance however, is its ability to address the aim for which the function exists within the organization as well as see to the appropriate integration or 'fit': both vertically and horizontally, of the function within the organization.

2.6.2 Role of the HRM Personnel

This sub-section is concerned with the role the HRM Personnel/ Practitioner plays in an organization: what they are expected to do, and how they are expected to do it. Sight will not be lost of the comment passed by Boxall and Purcell (2003) that

‘HRM does not belong to the HR specialist’. Armstrong (2007) classified the wide range of roles an HRM personnel plays within an organization to be according to the extent to which they are generalist (e.g. HR Director/ Manager); or specialist (e.g. Head of Learning and Development/ Talent Management/ Rewards); the level at which they work (strategic, executive or administrative); the needs of the organization; the context within which they work; and their own capabilities. The role can thus be proactive or reactive or a mixture of the two. A research conducted by Hoque and Moon (2001) established that, a growing number of specialists using the HRM title are well qualified, are more likely to be involved in strategic decision-making processes and are more likely to be found in workplaces within which sophisticated methods and techniques have been adopted. The question however is if construction companies fit into this fold and how qualified and well vested the HRM practitioners of these companies are.

The HRM personnel can act in a variety of roles including acting as business partners; develop integrated HRM strategies; intervene; innovate; operate as internal consultants and volunteer guidance on matters concerning upholding core values, ethical principles and the achievement of consistency (Armstrong, 2001; Armstrong, 2007; Storey, 1992; Tyson, 1985; Ulrich, 1998; Ulrich, 1997). They focus on business issues and working with line managers to deliver performance targets. In some instances however, they play a more reactive role: spend much time doing what they have been asked to do as well as provide administrative systems required by management. Storey (1992) described this role as the non-interventionist role in which HR personnel merely provide a service to meet the demands of management and the front line managers. Roles that the HR personnel perform in an organization as discussed in Armstrong (2007), include those described in the Table 2.10 below.

Table 2.10 Roles of HRM Personnel

Role	Description
Service provision	Provide HR services: human resource planning, recruitment and selection, rewards, employee relations, health and safety management and welfare, to internal customers: managers, line managers, team leaders and employees
Guidance and advice	Provides guidance and advice including recommendations on HR strategies developed by processes of analysis and diagnosis to address strategic HR issues. also is advice on issues concerning culture, change and approaches to improve process capabilities
The business partner role	Share responsibility with line managers for success of the enterprise and get involved with them in running the business. Should have the capacity to identify business opportunities, see the broad picture and understand how their role can help achieve corporate goals
The strategist role	Addresses major long-term organizational issues concerning the management and development of people and the employment relationship
The innovation and change agent role	A proactive role in which they are well placed to observe and analyse happenings in and to the organization as it affects employees and intervene accordingly
The internal consultancy role	Functions like an external management consultant working alongside colleagues – their clients – in analysing problems, diagnosing issues and proposing solutions
The monitoring role; and	Functions as monitors of the application of the HR policies and procedures and the extent to which the organization's values related to HRM are upheld
The guardian of values role	Act as guardians of the organization's values concerning people and prompt when behaviour conflicts with these values or where a proposed action will be inconsistent with the established values

Compiled from Armstrong 2007

Ulrich (1997) believed that one of the key roles of HR professionals is to act as change agents, delivering organizational transformation and culture change. However, in Ulrich (1998), he argued that, HR professionals are “not fully comfortable or compatible in the role of change agent” and that their task is therefore not to carry out change but to guide change. Caldwell (2001) categorized HR change agents in four dimensions:

- **Transformational change:** a major change that has a dramatic effect on HR policy and practice across the whole organization;
- **Incremental change:** gradual adjustment of HR policy and practices that affect single activities or multiple functions;

- **HR vision:** a set of values and beliefs that affirm the legitimacy of the HR function as strategic business partner; and
- **HR expertise:** the knowledge and skills that define the unique contribution the HR professional can make to effective HRM.

Across the dimensions he proposed, he suggested that, the roles of the HRM practitioner as a change agent can be looked at as change champions; change adapters; change consultants; and change synergists.

Paul Reilly (2000) described the various roles an HR practitioner can play in an organization in three broad terms: the strategist/ integrator; the administrator/ controller; and the advisor/ consultant. He advocated that, the 'strategist/integrator' is most likely to make the longest-term strategic contribution; with the 'administrator/controller' likely to make a largely tactical short-term contribution; while the 'advisor/consultant' falls between the two (Figure 2.17).

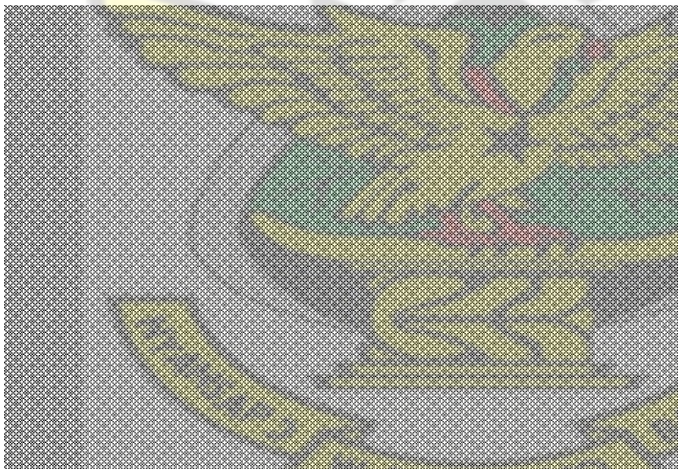


Figure 2.17 The changing role of the HR practitioner

Source: Reilly (2000)

Ulrich (1997), as has been recorded in Armstrong (2007), produced a model in which he suggested that, as champions of competitiveness in creating and delivering value, HR professionals carry out the roles of strategic partners, administrative experts, employee champions and change agents. The response to

this formulation however concentrated on the business partner role which led to a re-formulation in conjunction with Brockbank (Ulrich and Brockbank, 2005). The re-classification of these functions as captured in Armstrong (2007) is:

- **Employee advocate:** focuses on the needs of today's employees through listening, understanding and empathizing;
- **Human capital developer:** in the role of managing and developing human capital (individuals and teams), focuses on preparing employees to be successful in the future;
- **Functional experts:** concerned with the HR practices that are central to HR value, acting with insight on the basis of the body of knowledge they possess. Some are delivered through administrative efficiency (such as technology or process design), and others through policies, menus and interventions. Necessary to distinguish between the fundamental HR practices – recruitment, learning and development, rewards etc – and the emerging HR practices such as communications, work process and organizational design, and executive leadership development;
- **Strategic partner:** consists of multiple dimensions: business experts, change agents, strategic HR planner, knowledge manager and consultant, combining them to align HR systems to help accomplish the organization's vision and mission, helping managers to get things done, and disseminating learning across the organization; and
- **Leader:** leading the HR function, collaborating with other functions and providing leadership to them, setting and enhancing the standards for strategic thinking and ensuring corporate governance.

2.6.3 Role of the Line Manager

Hutchinson and Purcell (2003) described front line managers as managers who are responsible for a work group to a higher level management hierarchy, and are placed in the lower layers of the management hierarchy, usually the first level. They added that, line managers are very crucial to the success of HRM policies and

practices and tend to have employees reporting to them, who themselves do not have any management or supervisory responsibilities and are responsible for the day-to-day running of their work rather than strategic matters (Armstrong, 2007). The roles of front line managers, according to this author typically include a combination of activities including: managing HR; managing operational costs; providing technical expertise; organizing, such as planning work allocation and rotas; monitoring work processes; checking quality; dealing with customers; and measuring operational performance.

In a research conducted by Hope-Hailey et al (1998) reported in Armstrong (2007), all eight UK based organizations employed in the study were shifting responsibility for the HRM down the line. In practice, this meant that the responsibility for decision making on HRM issues had been devolved to line managers, but, the HR function continues to be responsible for operational functions such as recruitment and pay systems. They however noted that, “personnel were no longer seen as a rule maker or enforcer, but it was still regarded – in part – as an administrative function”. In an earlier research conducted by Hutchinson and Wood (1995) on how HRM and line managers work together, they concluded that, if line managers are to take an effective greater responsibility for HRM management activities then, from the onset, the rules and responsibilities of personnel and line managers must be clearly defined and understood. Also that, support is needed from the personnel department in terms of providing a procedural framework, advice and guidance on all personnel management matters, and in terms of training line managers so they have the appropriate skills and knowledge to carry out their new duties.

It can be inferred that HRM can initiate new policies and practices but it is the line that has the main responsibility for implementing them, as Armstrong (2007) puts it, “HR proposes but the ‘line’ disposes”. As pointed out by Purcell et al (2003), high levels of organizational performance are not achieved simply by having a range of well-conceived HR policies and practices in place. What makes the difference is how these policies and practices are implemented. That according to

Armstrong (2007) is where the role of the line manager in HRM is crucial: 'the way line managers implement and enact policies, show leadership in dealing with employees and in exercising control come through as a major issue.' Purcell et al (2003) noted that, dealing with people is perhaps the aspect of their work in which line managers can exercise the greatest amount of discretion. Further research by Hutchinson and Purcell (2003) confirmed that, the role of line managers in bringing policy to life and in leading was one of the most important of all factors in explaining the difference between success and mediocrity in HRM.

2.7 HUMAN RESOURCE MANAGEMENT IN AFRICA

"The subject of international human resource management has been growing in leaps and bounds in the last decade. As a result, there is now an impressive corpus of knowledge on the dynamics and challenges of managing people in various parts of the world and how these approaches reflect cultural and other contextual factors" (Kamoche 2001)

Human Resource Management in Africa has had a delayed start when compared to the new wave of Europe and North America in the 1980s judging from available literature. Prominent researchers including Ken Kamoche (1997, 2001 and 2002) have paved the way for a lot more work to be done on HRM practices in Africa. Kamoche (1997) argued that, the study of HRM in Africa can best be understood by examining the basis upon which knowledge is created and utilized in organizational phenomena thus critically looking at the status of organization theory and strategic management. For instance, Kamoche (2002) examine antecedents of organization theory and the shortcomings of extant strategy analysis within the historical context of organization science in Africa, by identifying the effects of the epistemological problem that exists in the conception of organizational context and the adoption of "foreign" practices while acknowledging the value of the predominant "external environment" paradigm, this paper advocates a more appropriate "evolutionary" paradigm which draws from resource-capability approaches and the concept of internal resource heterogeneity (Kamoche 2002).

Kochan et al. (1992) in his study did so by comparing HR practices in Africa to international HR studies and identified some weaknesses which include: a narrow focus on giving advice to expatriates, neglect of theory while focusing on the needs of international firms, particularly American firms, and an apparent preference for cultural explanations at the expense of institutional, strategic, political and economic ones. Kamoche (2001) recorded that, researchers seem unsure where to locate Africa since African countries have neither been growing at impressive rates (with the possible exception of a few like Botswana, Uganda and C^ote d'Ivoire) nor are they emerging from the stagnation of centralized planning of the eastern European type. A gap thus remains in our understanding of the complexity of human resource management in Africa as academic research in the mainstream literature focuses elsewhere.

Budhwar and Debrah (2001) broadened this scope and considered HRM in developing countries and had authors such as Malcolm Warner, Won-woo Park, Shaista E. Khilji, Monir Tayeb, Mohamed Branini, Ken Kamoche, Kamell Mellahi and more writing chapters on selected countries in Asia and Africa. This text concluded that, environmental factors are the dominant factors influencing HRM in these areas, specifically, national and cultural factors. An industrial relations inclination to managing people was realized in this account in most of these developing countries and the authors recommended a shedding of their confrontational approaches due to the effects of globalization on HRM. Factors that impact HRM practice were identified to include globalization, competitive pressures, economic liberalization and employment on practices, hence needs to be considered in main stream studying of HRM in Asia and Africa and indeed other continents.

2.8 HUMAN RESOURCE MANAGEMENT POLICIES

A policy can be described in broad terms as a line of argument rationalizing the course of action of a government or a plan of action adopted by an individual or a social group. It can also be described as a plan of action; a written statement of a contract; a written document that serves as evidence; guiding principle designed to influence decisions, actions, and the like; any standard, statement, or procedure of general applicability; or, a plan or course of action or a written principle or rule to guide decision-making. In organizational thinking however, it is described as the philosophy of the organization on how to undertake a particular function.

This section of the chapter touches on what HRM policies are, existing policy types, nature of policies, established policy areas and the development of HRM policies.

2.8.1 What are Human Resource Management Policies?

HRM policies form part of the HRM operating systems described by Armstrong (2007). This system consists of five main processes which were described as: **HR Philosophies** – describing the overarching values and guiding principles adopted in managing people; **HR strategy** – defining the direction in which HRM intends to go; **HR policies** – which are guidelines defining how these values, principles and the strategies should be applied and implemented in specific areas of HRM; **HR processes** – consisting of the formal procedures and methods used to put HR strategic plans and policies into effect; and **HR programmes** – which enable HR strategies, policies and practices to be implemented according to plan.

According to this author, HRM policies are continuing guidelines on the approach the organization intends to adopt in managing its people and defines the philosophies and values of the organization on how people should be treated, from which are derived principles upon which managers are expected to act when dealing with HR matters. They serve as reference points when employment practices are being made about people (Armstrong, 2007). Asiedu (2005) added that, HRM

policies are a written statement of an organization's goals and intentions concerning matters that affect people in the organization. HR policies can be defined as continuing guidelines on the approach the organization intends to adopt in managing its people. Grobler et al (2002) defined HRM policies as guides to management thinking and help management achieve the organizations HRM objectives. They added that, HRM policies also help define acceptable and unacceptable behaviour and establish the organization's position on an issue. For the purposes of this research, HR policies will be defined as *the philosophy of the organization regarding how the people it employs should be managed* as defined by Armstrong (2007).

2.8.2 Policy Types and Nature

From the definition stated in the previous section, it can be inferred that, all organizations have policies. However, the difference is in the nature of the policy: explicit or implicit. Implicit policies are those that exist but are not documented. These exist as an understood philosophy of management concerning its attitude towards its employees. Explicit policies however are those policies that are documented. According to Armstrong (2007), explicit policies are advantaged in terms of consistency and understanding may appear to be simple. They are however disadvantaged in that, they may be inflexibility, constrictive or platitudinous or all three, depending on how it is managed. Formalized and explicit HRM policies can also be adopted in the execution of other HRM activities such as induction and helps to alleviate unnecessary conflicts which result from unclear policies. Though written policies are important in organizations, its aim is defeated if it is not backed by a supportive organizational culture. Policies in an organization can however function as a combination of both explicit and implicit policies.

There are two main HRM policy types: overall policies and specific policies. Overall HR policies define how the organization fulfils its social responsibilities for its employees and sets out towards them (Armstrong, 2007). This author added that, it is an expression of the organizations values or beliefs about how people should be

treated. Peters and Waterman (1982) noted that, in all their research work, if they are asked for one all-purpose bit of advice for management, it will be that: “Figure out your value system. Decide what the organization stands for”. Selznick (1957) also emphasized the key role of values in organizations as he noted: “the formation of an institution is marked by the making of value commitments, that is, choice which fix the assumptions of policy makers as to the nature of the enterprise, its distinctive aims, methods and roles”. The values expressed in an overall policy may implicitly or explicitly refer to the under listed as classified in Armstrong (2007):

- **Equity:** treating employees fairly and justly by adopting an ‘even handed’ approach. This includes protecting individuals from any unfair decisions made by their managers, providing equal opportunities for employment and promotion, and operating an equitable pay system;
- **Consideration:** taking account of individual circumstances when making decisions that affects the prospects, security or self respect of employees;
- **Organizational learning:** a belief in the need to promote the learning and development of all the members of the organization by providing the processes and support required;
- **Performance through people:** the importance attached to developing a performance culture and to continuous improvement; the significance of performance management as a means of defining and agreeing mutual expectations; the provision of fair feedback to people on how well they are performing;
- **Work-life balance:** striving to provide employment practices that enable people to balance their work and personal obligations;
- **Quality of working life:** consciously and continually aiming to improve the quality of working life. This involves increasing the sense of satisfaction people obtain from their work by, so far as possible, reducing monotony, increasing variety, autonomy and responsibility, and avoiding placing people under too much stress; and

- **Working conditions:** providing healthy, safe and so far as practicable pleasant working conditions.

These values according to Armstrong (2007) are espoused by many organizations in one form or another. However, the outstanding issue is to what extent they are practiced when making 'business-led' decisions, which can have detrimental effects on employees. Specific policies provide the organizations philosophy on how specific HRM activities should be managed. These include: equal opportunity; managing diversity; age and employment; promotions; work life balance; employee development; reward; involvement and participation; employee relations; new technology, health and safety; discipline; grievance; redundancy; sexual harassment; bullying; substance abuse; smoking; AIDS; and internet and intranet.

2.8.3 Human Resource Management Policy Development

Asiedu (2005) noted that, HR policies vary considerably between companies based on their age, size, nature of workforce, position of union amongst others. He described a simple policy development procedural framework as captured in Figure 2.18. In his framework, he defined certain factors which in his opinion will determine the modalities of the policy hence should be known before the policy development process is commenced. These he identified to include: the organization's vision; mission; culture; objectives; and HR strategies. Following this was the regulations and documents which needed to be considered: Conditions of Service; Collective Agreement; Issues in the Organization; Government Policies, Regulations and Decisions; Company directives and notices; and decisions of the BoD. These he recorded will build up to the policies, procedures and practices which are the guidelines to HRM and the instructions for implementation. A documentation of the outcome of this level of the process becomes what he termed as the 'HR forms' of the organization.

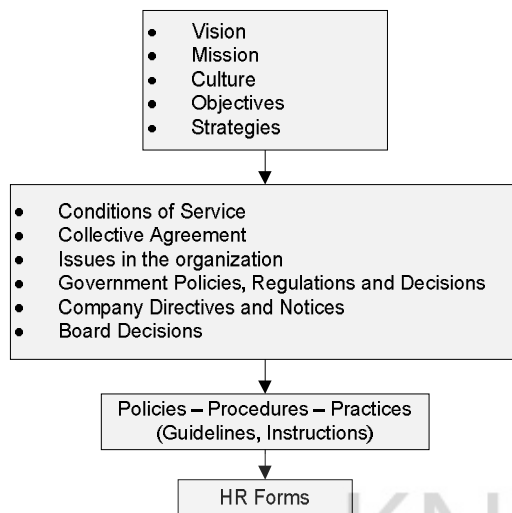


Figure 2.18 HR Policy Development

Source: Asiedu (2005)

Armstrong (2007) also outlined the under listed ten steps as steps to be followed in the formulation and implementation of HRM policies:

- i. Gain understanding of the corporate culture and its core values;
- ii. Analyse existing policies, written and unwritten. HR policies will exist in any organization, even if they are implicit rather than expressed formally;
- iii. Analyse external influences. HR policies are subject to the influence of employment legislation as well as the code of practices issued by professional institutions;
- iv. Assess any area where new policies are needed or existing policies are inadequate;
- v. Check with managers, preferably starting at the top, on their views about HR policies and where they think they could be improved;
- vi. Seek the views of employees about the HR policies, especially the extent to which they are inherently fair and equitable and are implemented fairly and consistently. Consider doing this through an attitude survey;
- vii. Seek the views of union representatives;
- viii. Analyse the information obtained in the first seven steps and prepare draft policies;

- ix. Consult, discuss and agree policies with management and union representatives; and
- x. Communicate the policies, with guidance notes on their implementation as required (although they should be as self-explanatory as possible). Supplement this communication with training.

Question arising however is whether these procedures are adequate to serve the construction industry in the light of its peculiarities and challenges in HRM. Not much work has been done on the policy development procedure for organizations with none done for construction companies within the Ghanaian construction industry. In that, though researchers are pressing on the need for appropriate HRM practices and the need for organizations to develop policies to assist them, adequate provision is not made for how organizations can develop these policies, and appropriate ones at that, to provide them with a competitive advantage; increased employee productivity, performance and commitment; low absenteeism and employee turnover; as well as increased ability to attract hence retain the right calibre of employees. This identifies a gap in existing literature which this research aims at filling by the design of a procedural framework to assist construction companies operating in the country develop appropriate HRM policies.

2.9 HRM WITHIN THE CONSTRUCTION INDUSTRY

Cusack (1991) recorded that, contractors have been known to plan their survival by using economic, technological and social forecasts as a basis for decisions that shape the company's future. Such planning often involves simple extrapolation of information from past results as part of the informal exercise performed by top management. According to this author, strategies resulting therefore are often ad hoc and hardly comprehensive. The reason for such an approach may be found in the type of ownership prevalent in the past when construction companies were predominantly family businesses. Strategy only referred to what the 'owner family' wished to achieve with the company, and the question of how to achieve it was a

matter only for the family to decide. Ansoff and McDonnell (1990) added that, future performance only had to be better than the past, and previous results were simply extrapolated to derive targets for the future.

Strategic planning can however be distinguished from this informal approach by its formalized and rigorous focus on the essential entrepreneurial problem of defining and appraising the role of the organization. The future is not just seen as an improvement over the past, but as a successful management of risks and uncertainties (Dansoh, 2004). Construction companies are realizing that countless corporate and project crises in their sector, have arisen as a result of people's behaviour. Loosemore et al (2003) recorded that; 'it would seem that HRM has the potential to eliminate more constructional risks than any other management approach'. It has been generally accepted, for example, in the Egan (1998) Report on the UK Construction industry, that, the construction industry must improve its HRM performance before it can improve its overall efficiency, productivity and cost effectiveness.

The industry has not been able to adapt to the general HRM principles discussed in previous sections of this chapter due to peculiar challenges that have the potential to, and indeed have undermined the applicability and effectiveness of these HRM tenets. These challenges as accounted for in Loosemore et al (2003) include: the nature of the industry and its products and services (Section 2.3.4); the project based nature of construction activity and the devolution of the HRM function to other professionals; the variable demand for construction products and service (Section 2.3.5); the shrinking labour market and the image of the construction sector; employee turnover and retention; subcontracting and self-employment in construction; training, employee development and knowledge creation; communication; employee relations; equal opportunity and diversity; and health, safety and welfare of employees.

Druker et al (1996) recorded that, HRM practices in the construction industry reflects the hard realities of HRM hiding under a soft rhetoric (Section 3.4.1). Loosemore et al. (2003) gave examples in Cargill (1996) and Knutt (1997) where increasing salary levels have traditionally been used as a key retention strategy, despite the ineffectiveness in securing the long-term commitment of employees. They added that, if the hard HRM approach reflects reality, then the industry has a long way to go in achieving what proponents of contemporary HRM want to achieve in the management of employee/ management relationships. In his conclusion, this author noted that, for many managers in construction, the HRM function is not seen as a strategic-level activity and integral to the direction and growth of the business, but as a necessary liability that must be tolerated. This presents a considerable cultural challenge to those trying to implement innovative HRM approaches in the construction industry (Loosemore et al., 2003).

Table 2.11 below shows the soft HRM rhetoric hiding hard HRM realities in the construction industry.

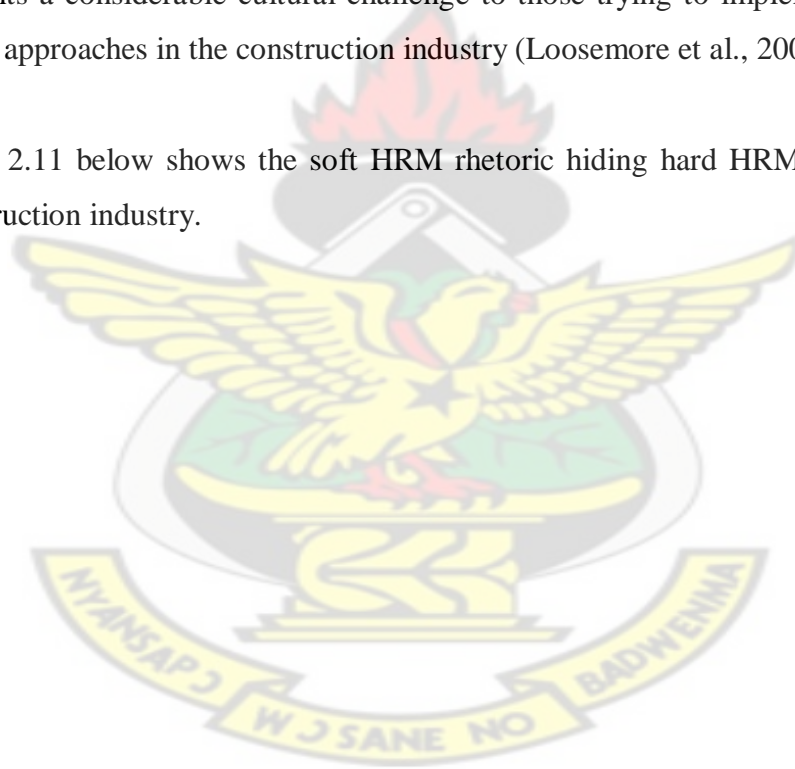


Table 2.11 Soft HRM rhetoric hiding hard HRM realities in the construction industry

Soft HRM Rhetoric	Hard HRM Realities
Employees first	Market pressures
Efficient production	Lean production
Flexibility	Re-engineering, scientific management
Core and periphery	Outsourcing, reducing commitment
Devolution	Delaying/ reducing middle management
Right-sizing	Redundancy/ downsizing
New working pattern	Part-time instead of full time jobs
Empowerment	Devolving risk and responsibility
Training and development	Multi-skilling, doing more with less
Employability	No employment security
Recognising individual contributions	Undermining trade union bargaining
Team-working	Reducing the individual's discretion

Source: Sisson (1994)

2.10 CHAPTER SUMMARY

This chapter sought to put the research into its appropriate theoretical context by first of all looking at HRM in context: in the organizational set up. This prompted the need for a brief overview of organizational studies. It looked at the history of organizations, what they have evolved into now, and contributions of academia and practice, and how organizations are currently structured as well as how the HRM function fits into them. Second was the content of the concept; thus an overview of the HRM concept, its evolutions and developments, current trends, SHRM, as well as how the function is incorporated into the organization. The chapter also touched on what HRM policies are and the existing policy types as well as their nature. The chapter finally provided a brief global perspective of HRM within the construction industry.

The chapter after the review identified that, extensive work has been done and indeed continue to be done in organizational studies, the HRM function, approaches to appropriate HRM and more. Organizations, and indeed industries, have also realized the need for the adoption of appropriate HRM policies and practices in their bid to improve performance, commitment and productivity as well as reduce if not eliminate absenteeism and employee turnover. It was however realized that,

though much talk has been made on this concept, little has been done in the regard of the development of appropriate policies to regulate the practices of organizations. That is, HRM personnel have not had enough assistance, via research, in policy development: what to consider, who to consider, how to develop the policies, what systematic processes to follow and the likes.

This research will thus seek to provide HRM practitioners, especially those working in large construction companies operating in Ghana, with a tool, a procedural framework, to serve as a guide in assisting them develop appropriate policies to enhance the HRM functions within this industrial sector.



CHAPTER 3:

APPRAISAL OF THE GHANAIAN CONSTRUCTION INDUSTRY AND ITS HRM PRACTICES

3.1 GENERAL

This chapter puts the research in its right geographical context by describing the Ghanaian construction industry as well as the roles, responsibilities and functions of two GoG Ministries of State concerned with infrastructural development in the country. It will also report on the nature of HRM in the country and within the construction industrial sector and finally justify the need to employ modern strategic HRM practices in a bid to enhance productivity, performance and commitment within the industry. This chapter will thus aid in understanding the tenets of the Ghanaian construction industry to aid in understanding its functional and operational characteristics as well as its HRM practices and set the tone for the research.

3.2 THE GHANAIAN CONSTRUCTION INDUSTRY

The Ghanaian construction industry is the industry concerned with infrastructural development and the development of the general built environment of the country. It can be described as diverse, complex and dynamic with increasing uncertainties with regard to technological developments, the national budget and resource availability (Dansoh 2004). The Ghanaian Construction Industry was developed along lines similar to the pattern in Britain when the bricklayers acted as master builders in an organization. The Ghanaian industry, like the industry the world over (Langford et al., 1995), has attained a broad spectrum of employees making it a

labour intensive industry. Discussed in this section are some characteristics and the nature of the Ghanaian industry.

3.2.1 Background

The industry as has been mentioned was developed along lines similar to the pattern in Britain where the bricklayers acted as master builders in project delivery. Companies within this industrial sector operate in a constantly changing environment in the face of volatile economic environment, shifting political climate and a highly competitive market (Dansoh, 2004). Political independence in 1957 saw the establishment of the Ghana Highway Authority (GHA), the defunct State Construction Corporation (SCC) and the Architectural and Engineering Services Limited (AESL) to take over the formal construction sector (Osei-Asante, 2005). According to this author, the advent of sophistication has led to the establishment of other state departments as well as private organizations though the sector as established by Gilham and Ebohon (2004) works with systems that have been largely imposed or inherited from colonial rule.

The industry has over the years developed into two sectors: the formal sector: which adopts a variety of procurement routes (Anvuur et al., 2006); and the informal sector: which like in other African countries and indeed the world over, adopts an approach similar to the historical approach of master craftsman engaging labour in product delivery (Miles and Ward, 1991; Mlinga and Wells, 2002; Wells, 2001; Wells and Wall, 2003). The formal sector comprises fragmented entities including contractors, consultants, material and product suppliers and real estate developers, who contribute in various ways towards product delivery. A construction company can be described in broad terms as an organization which engages in a wide range of activities: general building and civil engineering, materials manufacturing, property development and trade specialization (Cole, 1996). According to this author however, peripheral services such as material supply, plant hire and project management companies contribute to a more complex industrial structure.

Construction companies operating in the country register with the Registrar General Department (RGD) as limited liability companies and the Ministry of Water Resources, Works and Housing (MWRWH) and/or the Ministry of Transportation (MoT). The MWRWH has four categories of companies based on the nature of work they engage in. These are categories D, K, E and G for building, civil engineering, electrical and plumbing works respectfully. There are four (4) financial sub-classifications: 1, 2, 3 and 4 (MWRWH, 2004a; MWRWH, 2004b).

These classifications set the limitations for companies with respect to their asset, plant and labour holdings as well as the nature and size of projects they can undertake. Class 1 has the highest resource base which decreases through Class 2 and 3 with Class 4 having the least (MWRWH, 2004a). These will be discussed in greater detail in Section 2.4. The MoT has six (6) main classifications based on the years of experience, financial capability, equipment holding and human resource capacity. These categories are A, B, C, S, M and L (MoT, 2007). These and the main directorates of the MoT are discussed in Section 2.5.

3.2.2 Significance of the Ghanaian Construction Industry

The Ghanaian construction industry accounts for a sizeable proportion of the nation's economic and developmental growth (MoFEP and Ghana Statistical Board, 2005). In prioritizing the immediate and medium term goals to aid in the achievement of the goals of the Ghana Poverty Reduction Strategy (GPRS I), 2001-2005, the first priority of the Government of Ghana (GoG) was infrastructural development. This focus was due to a high population growth rate in the country (3% projection for 2003 and rising (Amankwaa, 2003)), coupled with rural urban migration and the concomitant high population density in urban and peri-urban areas throughout the country (Gyan-Baffour, 2004). GPRS I classified access to good drinking water, adequate sanitation and sanitary facilities as well as decent housing as parts of the social access dimensions of poverty which the scheme seeks to address in its bid to reduce if not alleviate poverty. This requires maximum productivity in construction project delivery as well as high quality and timely

completion of construction projects to propel the economy to a middle income status.

In the Growth and Poverty Reduction Strategy (GPRS II), 2006-2009, the GoG identified the construction industry as the first of the five thematic areas of the document and as a priority sector for foreign and private investments. The central goal of the GPRS II is to accelerate the growth of the economy so that the country can achieve middle income status (with a per-capita income of at least US\$ 1000.00 by 2015 within a decentralized and democratic environment) within a measurable planning period. This document treats for instance housing provision as a strategic area for stimulating economic growth while at the same time improving the living conditions of citizens. It further adds that, the very activity of providing housing contributes to economic growth through multiplier effect on the economy. An interesting estimation was that, for every Ten Thousand US Dollars (\$10,000) spent on housing, more than seven jobs are created in related industries and enterprises (NDPC, 2005).

An annual value of public procurement for goods, works and consultant services represented approximately 10% of the country's GDP in 2003 (Anvuur et al., 2006). In 2006, the construction industry represented 8.6% of the national GDP which according to World Bank statistics stood at 10.6 billion USD as of 2005 (The World Bank, 2007). In that same year, the industry is recorded to have contributed 0.7% to GDP growth and recorded an 8.2% growth in industry (Figure 1.1). In the 2008 budget, the industry is recorded to have contributed 1.0% to GDP growth and an 11.0% growth with a 9.0% share of the GDP for the 2007 fiscal year (MoFEP and Ghana Statistical Services, 2007). This to a large extent confirms that, the growth of construction output is particularly marked as economies pass from low to middle income (Strassman, 1970) giving rise to what Wells (1999) described as the 'middle income bulge'. Table 3.1 shows the share of the GDP of the various industrial sectors and their contribution to the overall GDP growth.

Table 3.1 Industry's Share of GDP and Contribution to Overall GDP Growth

	Share of GDP				Contribution to Overall GDP Growth			
	2004	2005	2006	2007	2004	2005	2006	2007
Industry	24.7	25.1	25.4	26	1.2	1.9	1.9	1.7
Mining and Quarrying	5.1	5.1	5.0	6.7	0.2	0.3	0.3	2.0
Manufacturing	9.0	8.9	8.8	8.1	0.4	0.4	0.4	-0.2
Electricity/ Water	2.5	2.6	3.1	2.3	0.1	0.3	0.3	-0.5
Construction	8.1	8.4	8.6	9.0	0.5	0.8	0.8	1.0

Source MoFEP and Ghana Statistical Services (2006 & 2007)

The GPRS II document again noted that, financial institutions consider local manufacturing and agricultural enterprises as risky undertakings hence the bulk of bank credit has been channelled to commercial activities. The construction industry was one of four sectors which benefited most from credit (Table 3.2) by expanding by 13.6% (¢734.80 billion in real terms) from 2005 (where it recorded a total credit of ¢874.00 billion making 5.1% of total credit in that fiscal year) to 2006 (with ¢1,608.90 billion making 7.1%). This demonstrates the commitment of both GoG and private financial organizations to infrastructural development, hence the construction industry, (MoFEP and Ghana Statistical Services, 2007; NDPC, 2005).

Table 3.2 Analysis of Credit to the Private Sector

	Sept '05		Sept '06		Annual Change	
	¢ 'billion	% Share	¢ 'billion	% Share	¢ 'billion	% Share
1. Public Institutions	3863.50	22.60	4137.4	18.40	273.90	5.10
2. Private Sector	13232.80	77.40	18380.40	81.60	5147.60	94.90
Agric/ Farm/ Fish	903.70	5.30	1207.20	5.40	303.50	5.60
Export Trade	272.90	1.60	404.10	1.80	131.20	2.40
Manufacturing	3129.80	18.30	3891.60	17.30	761.70	14.00
Transp./ Storage /Comm.	399.50	2.30	638.50	2.80	239.10	4.40
Mining/ Querying	451.80	2.60	636.50	2.80	184.70	3.40
Import Trade	1275.40	7.50	1535.40	6.80	260.00	4.80
Construction	874.00	5.10	1608.90	7.10	734.80	13.6
Commerce/ Finance	2093.90	12.20	3001.20	13.30	907.30	16.70
Electricity/ Gas/ Water	145.30	0.80	356.50	1.60	211.20	3.90
Services	2188.60	12.80	3585.70	15.90	1397.10	25.80
Miscellaneous	1497.80	8.80	1514.80	6.70	17.00	0.30
3. Total (1+2)	17096.30		22517.80			100.00

Source MoFEP and Ghana Statistical Services (2006)

The 2008 budget document recorded an 11.0% growth for 2007 and projected a 13% growth in the construction industry for the year 2008 as well as identified the

construction industry as one of the most influential in achieving the goals of GPRS II and in contributing the country's quota to the achievement of the Millennium Development Goals (MDGs). It is with no shadow of doubt that this industry is a key to providing the necessary infrastructure to aid in the achievement of these goals. There is the need therefore for the industry to put in measures and enhance practices to ensure productivity enhancement and resource maximization in project delivery. This will aid in poverty alleviation, human resource development, enhanced sanitation and access to potable drinking water, increased per-capita income of the citizenry, modernization of agriculture amongst others through the provision of infrastructure for development and the creation of jobs.

The industry does indeed employ a significant percentage of the economically active population of the country. Table 3.3 below shows the economically active population by industry distribution of the country, which stood at approximately 5.5 million in 1984 and projected to be approximately 9 million in 2000 (Amankwaa, 2003; Ghana Statistical Services, 1984; Ghana Statistical Services, 2000; MoFEP and Ghana Statistical Services, 2007).

Table 3.3 Economically active population distribution by industry

Activity	1984	2000
Agriculture	61.00	50.00
Commerce	15.00	14.50
Manufacturing	10.80	10.80
Services	8.70	13.30
Transport/Communication	2.30	3.40
Construction	1.20	2.30
Mining	0.50	2.00
Electricity/Water	0.30	0.40

Source Amankwaa (2003)

3.2.3 Relationship between Stakeholders of the Industry

A typical structure of the stakeholders in the Ghanaian construction industry is as represented in Figure 3.1. The client type determines the project type, nature and characteristics. For instance, individual clients more often than not consult for the

construction of domestic dwellings which is controlled by a sole principal. In such a circumstance, there exist a direct relationship between the client and the project execution team hence communication is direct. With corporate clients, project execution is controlled by any other than a sole principal and final authority usually lies with a board of directors or an equivalent group (Walker, 2007). Public clients comprise all publicly owned organizations that have the authority to raise finance to commission construction works example; District Assemblies (DAs), government agencies/ ministries as well as the GoG itself.

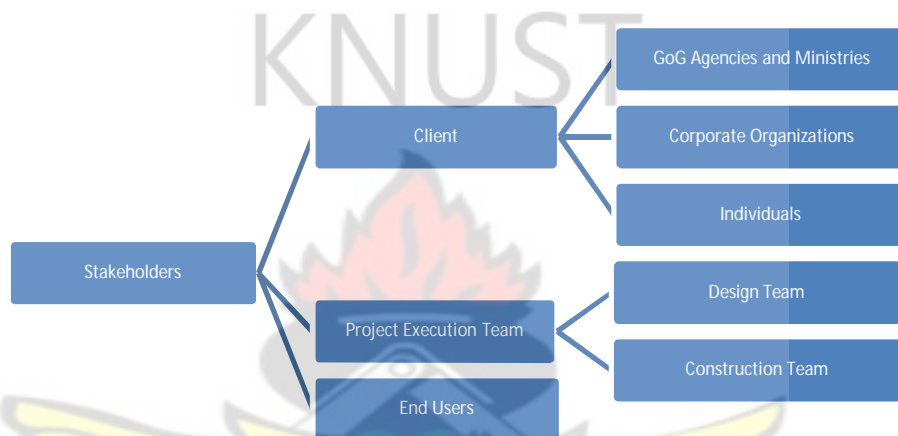


Figure 3.1 The relationship between the Stakeholders in the Ghanaian Construction Industry

Funds in this case, are raised via taxation on the authority of the government hence authority to spend money stems from government though when this authority is given to the procuring entity, it may control spending within outlined procedures. However, it has been established that the bureaucratic rules that surround public construction works and service procurement can often result in or lead to an inefficient construction process. The Public Procurement Act, 2003, Act 663, was thus enacted to rectify some of these bottlenecks.

In project execution, a client employs the leader of the project execution team, which may comprise the design and the construction team depending on the procurement system employed: traditional, management contracting, construction management, project management, design and build, turnkey or build and operate. Major decisions such as the type of contract, will have an impact on the overall

duration of the project thus the client's cash flows (Harris and McCaffer, 2001) hence the need for a competent team leader. The leadership of this team, is influenced by the sector: formal or informal, the client as well as the procurement system being employed and general characteristics of the project (Walker, 2007). The project delivery team comprise a wide range of professionals, a particular composition of which depends on the nature of the particular project. These professionals could include architects, engineers, cost estimators and other technical professionals. The end-users are those who use the infrastructure as has been developed and could be the client.

The constructing sector of the industry is employed for the execution of the works. This sector, which is the focus of this research, comprises contractors, consultants, material and product suppliers and real estate developers (Osei-Asante, 2005). These groups play various roles which contribute to the development of the built environment. Development has seen to the influx of private construction companies who register with the Registrar Generals Department (RGD), either the MWRWH if it is a building or civil engineering company or MoT if it is a purely civil engineering company, as well as other recognized affiliated bodies and organizations. The RGD, MWRWH and MoT have guidelines and regulations which guide, control and regulate the activities of companies within this sector. These do not spell out how they ought to treat their workforce but provides guidelines as to whom to employ to merit a particular classification.

The above described is the formal construction sector. There is however the informal sector where a master craftsman employs the services of either trained or untrained personnel and supervises them to undertake some form of development.

3.2.4 Nature of Construction Products and Services in Ghana

The construction industry the world over is responsible for infrastructural developments. In the words of Baiden (2006), "the product of the construction industry is often referred to as a project and has been defined as capital fixed goods

for direct use that emerge from building and civil engineering activities within the framework of the industry”. According to Kwakye (1997), the emergence of construction projects changes the configuration of the built environment through addition and/or replacement of existing stocks. Loosemore et al (2003) added that, though construction activity is extremely diverse, ranging from simple housing developments to highly complex infrastructure projects, it has some characteristics: unique one-off nature; tendency to be awarded at short notices; reliance on a transient workforce; increasingly demanding clients; and its male dominated culture, which are common to all projects irrespective of the size of the project as well as its location. The reliance on a transient workforce is buttressed in what Ofori and Debrah (1998) describes as a reliance on a flexible workforce.

Baiden (2006) identified the under listed as the nature of the industry’s product, which is in line with the characteristics outlined by Loosemore et al (2003):

- Physically, construction products are often large and cover a large geographical area. It is expensive and often represents a clients’ largest single capital investment;
- Products are one-off in nature that is, designed to suit a particular clients’ need. Prototypes are not available and there is a limited provision for repetitive and speculative works;
- It can be either manufactured or assembled on the site or off-site – prefabricated. If it is manufactured in-situ that is on site, it cannot be moved or transported once completed. The final product detail can often change from the initial concept; and that,
- Design and construction of products are traditionally separate activities undertaken by different establishments and different professionals are involved at different stage of the design and construction process.

In addition to the above characteristics distinguishing the construction industry from others, Hillebrandt (1985) identified some characteristics of the product of this

industry to include: high value of product; in-situ production affected by adverse weather conditions; uniqueness of product; production cost determined by negotiation or tendering prior to production; specificity of order; different technological input in production; lengthy, legal and sometimes complicated purchase and/or sale of product; and diverse interest in the product. These characteristics influence how projects can be procured and managed within the industry and also how organizations within such an industry can manage its people.

3.3 PROJECT MANAGEMENT AND DELIVERY WITHIN THE GHANAIAN CONSTRUCTION INDUSTRY

As has been established, the construction industry is the industry responsible for the built environment: infrastructural development. Construction companies within the industry, which is the focus of the research, generally exist as companies with a head office which is central to the company's activities and coordinates projects and then individual project sites which are treated as subsidiaries of the companies. This section of the thesis discusses the construction company as a project-oriented or project-based company hence discusses the characteristics of a project-based company to provide the research with a clear picture of the characteristics of a typical construction company hence how the organization as well its people need to be managed. It further discusses project management in construction and then surges into public project delivery in Ghana.

3.3.2 The Construction Company as a Project Oriented Company

Turner et al (2008), Gareis (2005) and Turner and Keegan (2001) described project-oriented organizations as organizations which adopt project-based ways of working as a strategic choice, in response to their customers' demands for bespoke products or services. Gareis (2007) noted that, any company (or parts of a company, such as a division or a project centre) that frequently applies projects and programs to perform relatively unique business processes of large scope can be perceived as

being project-oriented. This author went on to describe characteristics of a project-based organization, to include the following:

- Defines ‘management by projects’ as their organizational strategy;
- Applies temporary organizations for the performance of business processes of medium and large scope;
- Manages a project portfolio of different project types;
- Has specific permanent organizational units, such as a Project Management office, and a Project Portfolio group
- Applies a new management paradigm example, lean management, Total Quality Management (TQM), the learning organization, and business process reengineering; and
- Perceives itself as being project oriented.

With these definitions of a project-oriented organization in mind, one could classify construction companies within the construction industry as good examples of project-based organizations. Construction companies treat their individual projects as organizations on their own with Project Managers or Engineer in charge; new management paradigms including Lean construction and TQM are employed in construction, they apply temporary organizations, they have permanent organizational units with ad hoc project units, and manage project portfolios (a set of all projects the company holds at a given point in time and the relationship between these projects), of different project. These scholars as well as Jamieson and Morris (2007), Archer and Ghasemzadeh (2007), Artto and Dietrich (2007), and Shenhan and Dvir (2007), have done a lot of work on project management and the management of project oriented organization. From their researches, a conclusion can thus be drawn that, there is the need to manage appropriately the organizational design as well as HRM practices to derive the best from such organizations.

It was stressed in Gareis (2007) that, the greater diversity of projects that a company holds in its project portfolio, the more differential it becomes organizationally and

the greater its management complexity will be. This author added that, observing the project orientation of the company, requires a special pair of 'project oriented' glasses to view the practices of project, program and project portfolio management to observe the organizational design and HRM practices to support these approaches. These observation, they added, are the basis for management interventions needed to optimize the maturity of a project-based organization. These companies consider projects not only as tools to perform business processes of medium and large scope but as strategic options for the organizational design of the company. The management-by-project approach to management is thus recommended for such organization (Gareis, 2007).

By applying this approach, organizational objectives which according to the author should be pursued include: Organizational differentiation and decentralization of management responsibility; Quality assurance by project teamwork and holistic project definitions; Goal orientation by defining and controlling project objectives; Personnel development in projects; and Organizational learning by projects. For the implementation of management-by-projects symbolic management measures, showing the importance of projects he indicated that certain measures need to be considered. These include: Showing in the organogram of the company not only the permanent organizational structures but also temporary organizations (a stereotype of which is shown in Figure 3.2); Including project-related functions in job descriptions of all managers and top managers; Including a statement on the strategic importance of project management in the company mission statement; and Marketing and promoting Project Management.

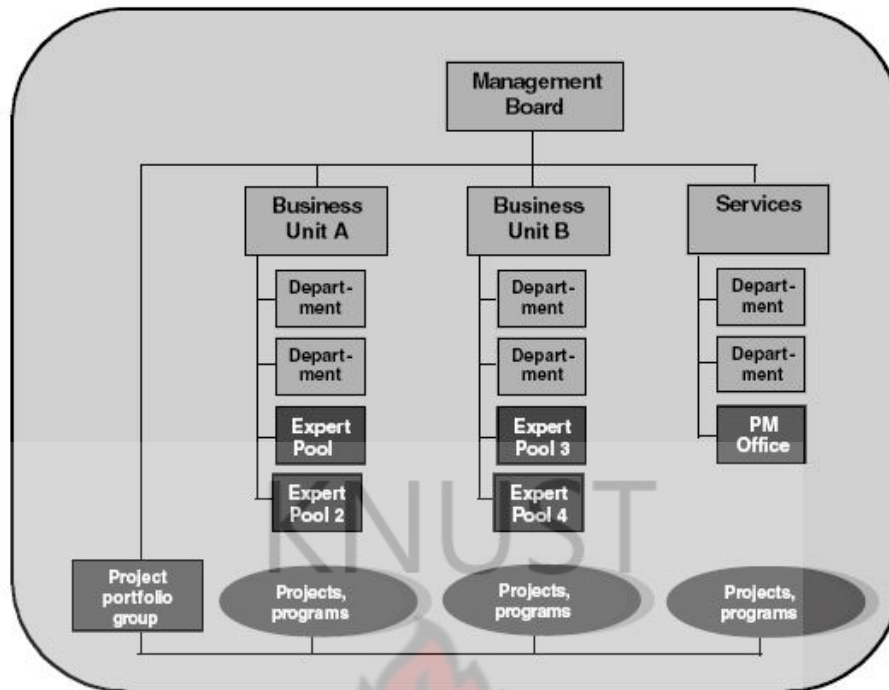


Figure 3.2 Organizational chart of a Project-based Company

3.3.1 Project Management in the Ghanaian Construction Industry

Gareis (2007) defined Project Management as the business process of an organization. He added that, the project management process consists of sub-processes including: project start; continuous project coordination; project controlling; resolution of a project discontinuity; and project closedown. Project Management as defined above as well as in Turner (2007), can be described as what is referred to as the procurement system or route within the construction industry. Walker (2007) described the procurement systems as the system which describes the total process of meeting a clients' expectations for a project, starting at the point where this need is first expressed, inception to completion and even in some cases, after commissioning. According to this author, it can also be described as the management system used by the client to secure the design and construction services required for the execution of the proposed project to the required cost and quality within the required time.

According to Gareis (2007), the perception of projects influences the project management approach. He outlined the objectives of the project management process to include to:

- Successfully perform the project according to the project objective;
- Contribute to the optimization of the business case of the investment, initialized by the project;
- Manage the project complexity and project dynamics; continuously adjust the project boundaries; and
- Manage the project-context relationship

From the above, it can be inferred that, within the construction industry, the process dubbed the procurement system/ route, defines how projects are managed. These processes are briefly discussed in the following sub-section.

3.3.2 Construction Project Procurement in Ghana

The world over, public infrastructure services needs are fast outpacing the availability of resources for providing them (Anvuur et al., 2006). According to this author, these socio economic realities have intensified the search for more innovative means of delivering public services and the need to achieve value for money. There are various routes which exist in the procurement of construction projects the world over. The route adopted for the execution of a particular project is influenced by certain factors which Walker (2007) outlines to include: type of client; design input; size of project; time available/ duration; availability of resources; nature of project; legal requirements; financial commitment of client; source of funds; previous experience and desire for a change; level of quality required; certainty; flexibility; level of risk; and value of proposed work.

These routes include the Conventional/ traditional system; the Integrated System comprising Design and Build and some variances: Packaged Deal and Turnkey; the Management-oriented procurement system comprising Management Contracting,

Construction Management and Project Management; and some Contemporary systems mainly Build and Operate systems. Baiden (2006) identified four main classifications of project delivery or procurement systems sourced from Harris and McCaffer (2001), Masterman (2002), Rowlinson (2004) and Tookey et al (2001) as Separated which is design led; Integrated, product led; Management-oriented which is project co-ordinator led; and Discretionary which is a combination of previous systems. Table 3.4 provides a list of the procurement systems and authors who have published on them.

Table 3.4 Authors of Procurement Systems

Procurement Systems	Authors
Traditional	Gould (2002), Greenwood and Walker (2004), Huru (1992) Masterman (2002), Morton (2002), Rowlinson (2004), Walker (2007)
Integrated	Akintoye (1994), Ashworth and Hogg (2002), Gould (2002), Huru (1992), Jaggar and Morton (2003), James and Walker (2002), Masterman (2002), Miller and Evje (1999), Morton (2002), Ndekugri and Turner (1994), Stillman (2002), Tenah (2000), Tookey et al (2001), Walker (2007)
Management Oriented	Cooke (2004), Harris and McCaffer (2001) Harrison and Lock (2004), Howes and Tah (2003), Kovacs (2004), Masterman (2002), Murdock and Hughes (2000), Walker (2007)

Developments in the formal sector of the Ghanaian construction industry, as recorded in Anvuur et al. (2006), has resulted in the adoption of a variety of procurement systems which include those captured in Table 3.4. The enactment of the Public Procurement Act 2003, Act 663 of the Parliament of the Republic of Ghana, to regulate the procurement of public works, has also introduced an additional dimension to construction procurement in the country. This is discussed extensively in Anvuur et al. (2006) and briefly discussed in the section following.

3.3.3 *Procurement of Public Construction Projects in Ghana*

Prior to the enactment of the Public Procurement Act (PPA), 2003, Act 663, there was no comprehensive guidance on the scope and procedures of public construction procurement in Ghana. The procurement of construction works and services was regulated mainly through circulars from the MoFEP, which complement a set of procedures evolved by convention in connection with the control of procurement

exercised by the ministry. Anvuur et al (2006) recorded that, central, regional and district tender boards' processed and awarded contracts within thresholds defined by the MoFEP. World Bank projects in the country use the World Bank Procurement Guidelines (World Bank, 1995) and the World Bank Consultant Guidelines (World Bank, 1997).

The main procurement method used for public works in the country prior to and after the enactment of the PPA is the traditional method. The performance of construction in Ghana has been poor and many reports have decried the public sector's lack of commercial edge in the exercise of its procurement function (Anvuur et al., 2006). According to Crown Agents (1998) and Westring (1997) as recorded in Anvuur et al (2006), contracts for both works and consultancy services take very lengthy periods to reach financial closure and are subject to unnecessary delays. Westring (1997) attributes the causes of the delays to extensive post-award negotiations, delays in the preparation of technical specifications and drawings, delays in evaluation, an extensive system of controls, reviews and approvals, and land ownership disputes. Research has however not been done regarding the influence of the HRM practices of companies within the industry on these delays.

Project implementation has been characterised by extensive cost and time overruns and poor quality (Crown Agents, 1998; Westring, 1997; World Bank, 1996; World Bank, 2003). For instance, Anvuur et al (2006) recorded that, the process for payment to contractors and suppliers is very long, involving over thirty steps from invoice to receipt of the payment cheque for public clients, and often over-centralized, leading to delays in project execution. They added that, fiscal constraints and poor procurement practices led to insecurity of funding for construction projects and created a constant spectre of delayed payments and payment arrears to contractors and consultants (World Bank, 1996). Westring (1997) noted that, many private sector entities delivering works and services to government establishments try to limit their losses by cutting corners or abandoning

the work altogether which has negative consequences on project delivery as well as increasing contractor-client conflicts.

There was reduced respect for contracts entered into with neither party to the contract expecting it to be fully binding. Small contracts and ad hoc approaches were favoured at the expense of full-fledged competitive bidding for economic sized projects. Anvuur et al (2006) recorded that, long-term strategic planning by both public and private sectors was difficult and so was the monitoring and control of procurement (Dansoh, 2004; Westring, 1997). According to these authors, some procuring entities also resorted to making contractual payments before the due dates in order to prevent a budget allocation lapse and advance mobilisation funds provided to contractors exceed considerably the 15% allowable (Dansoh, 2004; Westring, 1997; World Bank, 1996). Contract management, training and working conditions of the construction workforce was poor (World Bank, 2003). These led to the development of the public procurement reform programme which formed part of a wider reform agenda targeted at improving public financial management.

The objectives of the procurement reform proposals according to the MoFEP include to: promote national development; enhance harmony with other local and international laws; foster competition, efficiency, transparency and accountability; facilitate ease of procurement administration; and, ensure value for money. Annual savings of about US\$150 million are envisaged through better management of government-financed procurement alone (World Bank, 2003). Anvuur et al (2006) recounted additional direct measures undertaken by the GoG which included: the issuance and monitoring of expenditure ceilings for each Municipal and District Assemblies (MDA) consistent with the annual budget and updated cash flow forecasts; and implementing new anti-corruption strategies including codes of conduct for state officials. After this era, all procuring entities have to seek clearance from the MoFEP, through certification as proof of the availability and adequacy of funding, before any works contract is awarded.

The PPA applies to all procurement financed in whole or in part from public funds (PPA, Section 14), though procurement with international obligations arising from grants or concessionary loan to the government are in accordance with the terms of the grant or loan (PPA, Section 86). Anvuur et al (2006) extensively reviewed the PPA (2003). It is believed that the PPA will ensure transparency, probity and accountability in public construction procurement, guarantee the rule of law and the protection of private property rights.

3.4 MINISTRY OF WATER RESOURCE, WORKS AND HOUSING

The Ministry of Water Resources, Works and Housing (MWRWH) has as its main functions the formulation and co-ordination of policies and programmes for the systematic development of the country's infrastructure requirements in respect of Works, Housing, Water Supply and Sanitation and Hydrology (MWRWH, 2007). MWRWH co-ordinates and supervises, by way of monitoring and evaluating the performance of both public and private agencies responding to and participating in the realisation of the policy objectives established for the sector. One of their roles in public works procurement is the provision of contractor financial classification for building, civil engineering, electrical and plumbing contractors. Though this classification is mandatory for the award of public works, the MDAs and many DAs maintain separate lists for the pre-qualification of contractors.

The MWRWH is recorded to have four directorates: Policy Planning Budgeting Monitoring and Evaluation (PPBME); Human Resource Development Unit (HRDU); Research Statistics Information Management (RSIM); and Administration and Finance. It also has ten (10) sectors, agencies and/or departments through which they execute their functions. These include: Implementing Agencies; Department of Hydrology; Public Works Department; Rent Control Division; Department of Rural Housing; Public Servants Housing Loan Scheme Board;

Technical Service Centre; Government Agencies; and Works and Water Sectors
(Sourced from www.ghana.gov.gh/ministry_of_water_resources_works_housing)

The financial classification of building and civil engineering construction companies operating in the country by the MWRWH according to the guidelines of the ministry aims at the proper grading of contractors into categories and financial classes which makes them eligible to undertake building and civil engineering work contracts awarded by the GoG. It is interesting to note that, only contractors classified under the MWRWH classification, thus registered with the ministry, are eligible to bid for possible award of GoG and/ or public sector contracts for the execution of these projects. The classification is however solely for the use of Government Ministries, Departments, Agencies and Corporations, National, Regional, Metropolitan, Municipal and District Tender Boards as well as other Institutions which require the services of building and civil contractors for the execution of projects (MWRWH, 2004a).

The ministry has placed building construction companies under category 'D' and civil engineering companies under category 'K'. It has four financial sub-categories '1', '2', '3' and '4' which is based on the financial capacity, labour holding and expertise as well as plant holding of companies (Table 3.5). Existing classifications thus comprise: 'D1', 'D2', 'D3' and 'D4' for building construction companies; and 'K1', 'K2', 'K3' and 'K4' for civil engineering companies. Companies aspiring to be classified into Class '1' and '2' have to register with the RGD as a Limited Liability Company (MWRWH, 2004a). The ministry also has electrical contractors under category 'E' and category 'G' for plumbing contractors. They have three financial classes, 'E1', 'E2' and 'E3' for electrical contractors and 'G1' and 'G2' for plumbing contractors. It is important to note that, Classes '1' and '2' contractors may be requested to bid for projects irrespective of cost: even if the total cost is below their financial limit. The only exceptions are rather complex or specialized projects involving special equipments (MWRWH, 2004b).

Table 3.5 Operational Financial Ceiling of Classes of Companies

Financial Class	Category 'D' - General Building	Category 'K' – Civil Works
I	Over US\$ 500,000.00	Over US\$ 500,000.00
II	US\$ 200,000.00 – US\$ 500,000.00	US\$ 200,000.00 – US\$ 500,000.00
III	US\$ 75,000.00 – US\$ 200,000.00	US\$ 75,000.00 – US\$ 200,000.00
IV	Up to US\$ 75,000.00	Up to US\$ 75,000.00
Source	MWRWH Guidelines (2004)	

3.5 MINISTRY OF TRANSPORTATION

In line with Government's programme to enable Ghana attain a middle income status (GPRS II and MDGs), the overall socio-economic development landscape of Ghana is being transformed. The roads and transport sector which falls under the Ministry of Transportation (MoT) formally Ministry of Road Transport (MRT), is without doubt one of the key sectors critical to the successful implementation of projects to attain the goals of the GPRS II (specifically Section XXIV) and the MDGs. Policy objectives of the MoT are outlined to include: ensuring the provision, expansion and maintenance of appropriate transport infrastructure; which strategically links the rural production and processing centres to the urban centres; while ensuring the provision of an affordable and accessible transport system that recognises the needs of people with disabilities (MoT, 2007).

The MoT like the MWRWH has classified its contractors to facilitate easy access by government departments and corporations, which require the services of road and bridge contractors in the execution of projects. This classification is based on: years of relevant experience; financial capabilities; equipment holding; and human resource capacity (MoT, 2007). The MoT has six (6) main categories: A; B; C; S; M and L. According to the MoT contractor classification guidelines, Category A is a category of contractors classified to undertake roads, airports and related structures. Contractors in Category B are classified to construct bridges, culverts and other related structures. Category C contractors are classified to undertake labour based road works and mainly for road maintenance and spot improvement.

According to these guidelines, Category S contractors are classified to construct, rehabilitate and maintain steel bridges and structures. Category M contractors undertake maintenance and bituminous or asphaltic pavements with Category L contractors classified to construct and maintain road furniture and appurtenances. Prospective and substantive construction companies apply to the MoT by the purchase, completing and submission of application forms attaching evidence of all requirements to the MoT. The Ministry has three main departments: Ghana Highway Authority, Department of Feeder Roads and Department of Urban Roads (sourced from www.mrt.gov.gh).

3.6 OVERVIEW OF HRM IN GHANA

HRM is influenced by both external factors: political, economic, social, technological, environmental, legal; and, internal factors, comprising what Beer et al (1984) described as the organizations' situational factors (Hendry and Pettigrew, 1990). This presupposes that, HRM practices across the globe differ based on the geographical, economic and/ or socio-cultural location as well as from organization to organization. There is therefore the need to study HRM within specific contexts. The country, Ghana, has gone through various developments from pre-colonial, through colonial and currently, the post colonial era. The management of the country and indeed its people, as well as the management of people within organizations, has not been free from colonial influences due to the impact colonialism has had on industrial structures and development as well as the continuous influences by the outside world who come in the form of development 'partners' or donor agencies (Every culture, 2006).

This section of the chapter provides a brief historical recap of HRM in Ghana and touches on the effects of the transition from the colonial to the post colonial era and what challenges the country is facing in HRM due to this transition. Due to difficulties encountered in accessing secondary data in some instances, primary data collected as part of the preliminary interviews with some HRM practitioners,

experts and representatives of employer and employee organizations in the country were relied upon.

3.6.1 Historical Recap

Africanization: the act of indigenizing the Ghanaian economy after independence and a follow up struggle for a Republican Status obtained in 1960, impacted the entire economy of the country including labour management and HRM (Debrah, 2000). The country thus sought to develop and manage its own human resource to take over the running of the country. It saw to the appointment of indigenous Personnel Managers to takeover the mantle of managing people and indeed the economy which was being handled by expatriates during the colonial era. Managers who assumed prominent roles in state organizations, including HRM managers, did not have the requisite qualification and training to be able to undertake these functions effectively (Debrah, 2000).

According to this author, the growth of the public sector in the 1960s and 1970s due to the economic development programmes of various governments, both civilian and military, establishment of public enterprises and the encouragement of joint ventures and foreign investment increased the employee populace of the country hence gave more prominence to the HRM function. The corporatist alliance forged between the GoG and the TUC during these early years saw the HRM function taking on an industrial relations approach, where employees were required to join trade unions to represent their interest. This led to the enactment of various labour laws which required stringent administration and monitoring to ensure efficient implementation. Up until the days of the fourth republic, employees by virtue of being employed in a particular industry found themselves as being deemed automatic members of the trade union of that industry.

As accounted for in Debrah (2000), the dynamic political climate and reforms of Ghana has indeed had its toll on HRM practices in the country due to the deterioration of the economy resulting in a decline of jobs. This, the author said, has

been caused by a wide range of factors including government's focus which has wavered between the public and private sectors over the years. For instance, post colonial focus on the public sector saw to the collapse of the private sector which resulted in high inflation, shortage in foreign exchange reserves and increasing external debt. This coupled with poor performance in the public sector led to the overthrow of the first president and saw into office a government focused on economic linearization with emphasis on the leading role of the private sector (Debrah, 2000). Fifty-one years of self governance has seen to the opening up of the economy to private investors and a focus on developing both sectors.

3.6.2 Leading to Act 651

Globalization, and indeed the support of donor and international bodies to assist developing countries alleviate poverty, provide infrastructure and build their economies, has seen to the adoption of international standards in the management of these countries. HRM as a function of management, which adopts the Industrial Relations approach in Ghana, has had its fair share of influences. Some shortfalls and inconsistencies in the existing laws on labour management, which were in the forms of Decrees and Acts, were thus exposed. Further, was the adoption of the fourth Republican constitution of the country, which sought to address some of these inconsistencies, and exposed more inconsistencies in the labour legislation of the country. This led to a realization of the need for amendments or the enactment of a new law altogether to regulate labour issues in the country.

Prior to this however, at the World Trade Organization (WTO) General Council Review of Trade Policies of Ghana held in Geneva in February 2001, Ghana ratified seven of the core ILO labour conventions: both core ILO conventions protecting trade union rights - ILO Convention numbers 87 and 98; both core ILO conventions on discrimination - ILO Convention numbers 100 and 111; one of the ILO's two core conventions on child labour especially in unregulated activities including agriculture and domestic work - ILO Convention number 182; and both core ILO conventions on forced labour - ILO Convention numbers 29 and 105.

ILO Conventions 87 and 98 on the freedoms of trade unions is in line with the freedom of association the Constitution grants. However, the Industrial Relations Act (IRA) of 1965, the Trade Unions Ordinance (TUO) of 1941 and the Emergency Powers Act (EPA) of 1994, limited this freedom. Example the IRA of 1965 stipulated that, the Registrar of Trade Unions shall not recognize a trade union for any class of workers if any trade union already represents any part of that class as well as a striking procedure which is arduous and complicated to the point that there cannot and indeed has not been a legal strike in the country; while the TUO of 1941 grants the Registrar extensive scope to oppose the registration of a trade union. Also, the EPA of 1994 restricts freedom of association in areas presently and formally under the state of emergency. Acts of anti-union discrimination are in theory prohibited by law though authorities failed to apprehend employers who were found guilty of such offences.

The Constitution prohibits discrimination on the grounds of gender, race, ethnic origin, creed, colour, religion, social and/ or economic status and also provides that the GoG takes measure to ensure reasonable regional and gender balance in public employment. According to the 2001 Report for the WTO General Council Review of Trade Policies of Ghana on the Internationally-recognized Core Labour Standards in Ghana, legislation outlines excessively narrow methods for determining the comparability of employment for the purpose of ensuring equal remuneration, and consequently the principle of equal pay for equal value was not addressed. This report further noted that, ILO surveys of numerous major Collective Agreements highlighted the gender specific way in which the family, as eligible for family benefits, is defined as the wife and children of male employees.

According to this report, though the law sets the minimum age for employment at 15, child labour is widespread in both rural and urban areas of the country. Child trafficking within the country and indeed the West African sub-region had further forced children below the age of 15 to work as domestic servants and as prostitutes.

Also was the issue of forced labour, a common example of which is where legislation allowed the use of hard labour as an element of the sentencing of prisoners. Questions that the GoG had not been able to answer concerning this issue included: whether these prisoners were employed by private individuals or companies; how they were remunerated; how the products and profits of their labour was distributed; and how their consent was guaranteed.

The pieces of legislation which permitted the imposition of compulsory labour as punishment for a category of offences that exceed the ILO Convention 105 included: the Political Parties Law 1992; the Public Order Act 1994; the Newspaper Licensing Decree 1973; the Merchant Shipping Act 1963; the Protection of Property Ordinance 1995; and the Industrial Relations Act; 1965.

The GoG by ratifying these conventions had to amend the existing labour laws to reflect these provisions as they limited provisions in the constitution (Abdulai, 2000) as well as the ILO conventions ratified by Ghana (Report for the WTO General Council Review of Trade Policies of Ghana, 2001). Additionally, according to one of the Labour Consultants interviewed, these provisions led to a huge number of labour related conflicts which did not only flood the judiciary hence cost the nation money, but also created tension in the industrial relations climate of the country which did not attract and encourage foreign investors (IP01-PS-I)⁴. The GoG thus commissioned a team, led by the then Minister of Manpower, to work on a new Labour Act which amongst others will seek to reconcile all these inconsistencies and adopted convention. This committee studied the labour laws of countries including Denmark, Norway, South Africa, Japan, USA (Washington & North Carolina), and UK, but to mention a few. The team comprised academics,

⁴ Coding detailed in Appendix A7 of thesis

practitioners from the Government Labour Department and both the formal and informal sectors, as well as experts who developed a draft document.

This draft was submitted to the Attorney General and the concerned social partners to study and make recommendations. The necessary changes were thus effected and the document submitted to parliament in 1998. The process was however halted as the country prepared for Election 2000 which led to a change in government. This caused further delays and took the intervention of the former Minister for Manpower and the then Attorney General to see to the carrying out of processes which led to the enactment of the Act in 2003 thus becoming the Six Hundred and Fifty First Act, Act 651, of the Parliament of the Fourth Republic of Ghana under the Fourth Republican Constitution (PA01-FV-I) ⁵.

This Act serves as the single and only legislation to regulate labour management in the country. The enactment of this Act consequently nullified all labour legislation: Acts and Decrees, which existed in the country. It has thus amended and consolidated the laws relating to labour, employers, trade unions and industrial relations; to establish a National Labour Commission; and to provide for matters related to these. In the spirit of the Act therefore, labour management in the country is expected to move from the former 'power-based' labour system which promotes a 'master-servant' relationship to a 'rights-based' system projecting a partnership between employers and their employees who are expected to regard each other as associates. It further promotes the need to negotiate in good faith and total transparency without bitterness or reservation to ensure a peaceful and mutually satisfying industrial relations climate. In the words of a renowned labour consultant in Ghana,

⁵ Coding detailed in Appendix A7 of thesis

“The intention of the framers of the law was that the spirit and letter of the law would promote labour-management corporation, enhance productivity and create the conducive climate which local and foreign investors can take advantage of for job creation and hence national growth” (Gamey, 2006).

3.6.3 Challenges facing the Implementation of Act 651

After the enactment of the Act, measures were put in place to get all the social partners involved in its implementation. However, this has not come without challenges hence labour management not benefitting fully from the good intentions of the Act. One school of thought is that, the Act is linked to the economic development of the country, thus the welfare of its working populace. Hence, its appropriate implementation will ensure that the welfare of the working populace of the country is improved which will, by ripple effect, cause an improvement in the economy. According to Gamey (2006), the lack of necessary knowledge, understanding, skills and courage to apply the Labour Act in a functional manner is responsible for the current teething problems stakeholders are experiencing in implementing it. There will, as a result, be the need for all stakeholders: GoG, Employers and Labour, to be totally committed to its effective implementation.

Challenges influencing the efficient implementation of the Act as captured in Gamey (2006) include the under listed:

- Social Partners not being totally aware of Provisions of the Act
- Under resourcing of the organs that should support the implementation of the Act
- Absence of the necessary regulations and legislative instruments required by the Act
- Interference by external institutions
- Non-corporative attitude of employers and employees
- Effects of a lack of shift in paradigm

The country has over the years seen governments' shifting focus between the public and private sectors. However, in recent years, focus has been on the private sector as well as seen the influx of foreign companies. The attitude of the Ghanaian people unfortunately has not changed with this changing tide. That is, employees have not had that shift in paradigm where they see themselves as associates of organizations they work for and employers also regarding them as such. Advocacy groups and some social partners have been educating the working populace on these issues but as the saying goes 'attitudes are hard to change'. This has contributed greatly to the bottlenecks being experienced in the implementation of the Act which requires these social partners to focus on mutuality as well as being committed to respecting the rights of each other and living up to their obligations as stipulated by the Act.

3.7 INDUSTRIAL RELATIONS WITHIN THE GHANAIAN CONSTRUCTION INDUSTRY

Industrial Relations

(IR) within the Ghanaian construction industry is based on provisions in legislation and regulations, thus bears the industrial relations ideology of pluralism and collectivity. Companies rely of the Labour Act 2003 and the CA between the ABCECG and the CBMWU of the TUC in managing their labour force. The CA is subject to provisions in Part XII-Collective Agreement of Act 651 by the negotiation or joint negotiation committee as specified in Sections 101-104 of Part XII of the Act. Provisions in the Act allow two or more employers or employees the flexibility to form or join an employer or employee organization (Act 651, Part XI-Trade Unions and Employer Organizations). The Act further allows employees of a company to have one or more organizations though only one will retain power in respect of collective bargaining. However due to the provisions in Chapter five of the national constitution on fundamental human right and freedoms: section 21 (1) e) which reads, "freedom of association, which shall include freedom to form or join trade unions or other associations, national and international, for the protection

of their interest”, some employers as well as employees belong to some organizations while others do not.

Possible associations a construction company can belong to include the Ghana Employers Association (GEA), the Association of Road Contractors (ASROC) and the Association of Building and Civil Engineering Contractors, Ghana (ABCECG). The Construction and Building Materials Workers Union (CBMWU), of the Trade Union Congress (TUC) remains the largest employee organization for construction workers and holds the bargaining power in CA negotiations. Employees within the industry also could belong to the Construction and Allied Workers Union (CAWU) which is a break-away from the CBMWU, which occurred when the ICU broke away from the TUC. It is however interesting to note that, the CA agreed upon by the ABCECG and the CBMWU of TUC has the CAWU as a minority group, and is adopted as a national document by all building and civil construction companies in the country irrespective of the membership status of the company or its employees. It is however very interesting to note that, the conditions and wages agreed on by the CA are accepted nationally as the minimum wages for employees in this industrial sector nationwide. Companies rely on this agreement and legislation: Act 651, the National Constitution of the fourth Republic of Ghana, the Workmen Compensation Law, in managing their workforce.

3.6.4.1 Association of Building and Civil Engineering Companies of Ghana

The Association of Building and Civil Engineering Companies of Ghana (ABCECG) formally the Association of Building and Civil Engineering Contractors of Ghana (ABCCG) and before then Civil Engineering and Building Contractors Association (CEBCAG) has been and still is the umbrella employer organization of building and civil engineering contractors operating in the country. It experienced a breakaway of some road contractors in 1993, to form ASROC though the ABCECG maintained the bargaining power with regards to the CBA for companies and their employees within the industry. It is interesting to note that some road contractors register with both ABCECG and ASROC to enable them bid for the execution of

public civil engineering contracts as well as road projects. As a requirement to register with the MWRWH for a financial classification, companies are expected to submit a clearance certificate from the ABCECG.

ABCECGs' activities include: negotiating for the conditions of service and wages of employees on behalf of member companies (though this is used as the national minimum wage for workers within the industry); seek the general welfare of their members; implement policies and programmes to promote good employer-employee relations in member companies; resolve disputes within member companies; negotiate and make arrangements for purchase of plant to enhance industrial output; organize training programmes; and represent member companies at national forums among others (The Constitution of the ABCECG). The main function of the association however is negotiating/ bargaining on behalf of member companies, with the CBMWU of the TUC for the Collective Agreement which is done bi-annually. Though this is for member companies, it is adopted as the national document in the management of the employment relationship and other provisional and conditions for workers nationwide (IN04-PS-I; IN02-PS-I)⁶.

3.6.4.2 Association of Road Contractors

The Association of Road Contractors (ASROC) was set up in 1993 as a splinter group from the CEBACAG now ABCECG. The main aim was to secure the well-being and advancement of the profession of road contractors and to ensure the maintenance of acceptable standards among firms working in the road sector. ASROC was set up to enable contractors in the road sector to be more effectively organized as well as to coordinate their activities and protect their common interest (MoT, 2007).

⁶ Coding detailed in Appendix A7 of thesis

Membership of ASROC is open to all companies engaged in road construction and have applied to join the association. ASROC does not enjoy a monopoly status and membership of the association is non-compulsory for road contractors operating in the country. Currently, membership consists of about 550 enterprises located throughout the country. The bulk of the associations funds come from the yearly dues paid by members and deductions of 0.25% from each Works Certificate obtained by members. However it is important to note that many companies work in several regions even though they may be registered as based in a particular region. Similarly, many companies actually doing most of their contracts in the regions tend to have their offices in Accra (MoT, 2007).

3.6.4.3 *Construction and Building Materials Workers Union*

This is the largest employee organization of construction workers in the country and holds the bargaining certificate for the collective agreement. Due to the flexibility for employees to join any employee organization of their choice, they have the flexibility to join or not to join the CBMWU. The CBMWU was established in the late 1920s under the TUC, to protect the economic and social rights of its members. Then it was known as the Association of Workers in the Building, Construction, Civil and Marine Engineering and Allied Workers. Under the Labour Ordinance (CAP 91), it was reformed and called Construction, Building and Allied Trade. This was in 1941 after which came the Construction and General Workers Union in 1963. In 1966 this changed again to Construction and Building Trades Workers Union and finally the CBMWU in the 1980s. It is important to note that these changes in name were as a result of a change in membership composition of the organization.

When the ICU broke away from the TUC, the Construction and Allied Workers Union (CAWU) was formed as the 'sister' union of the CBMWU but under the ICU. Currently, the CAWU is the minority in Standing Joint Negotiating Committee (SJCM) in decisions and the development and signing of the CA that is

signed with social partners including the ABCECG, GEA and even with the Ministries of the GoG. Membership of the CBMWU is sought mainly by union officers moving from construction project site to site to meet up with employees, outside the work premises and hours, to discuss benefits of being a union member and possibly get them to join the union. This is done diligently to ensure they continue to have a higher number of members to ensure they maintain the bargaining power. However, workers under the Estate Departments of corporate organizations which are not under the construction sector are not covered by the constitution of the CBMWU hence are not members.

3.7 NEED FOR APPROPRIATE HRM PRACTICES WITHIN THE GHANAIAN CONSTRUCTION INDUSTRY

Krugman (1990) recorded that, the three most significant elements which determine the output of an economy are productivity, income distributions and unemployment. “If these things are satisfied, not much else can go wrong; if they are not, nothing can go right”. Landmann (2004) outlined seven (7) channels of mutual influence between income distribution, employment, productivity and output. These were however based on what the author described as the ‘fundamental identity’ while noting that, “...because it always remains true, the “fundamental identity” which relates employment to output and labour productivity is the starting point for a spate of popular thinking on the determination of employment”. According to the ‘fundamental identity’, if productivity is measured as output per person or output per hour worked, that is, as the productivity of labour input, the three variables are linked as a matter of pure arithmetic:

$$\text{output} = \text{employment} \times \text{productivity}$$

Therefore, for small rates of change, this can approximately be translated into:

$$\text{output growth} \approx \text{employment growth} + \text{productivity growth}$$

Based on this identity therefore, a given rate of output growth can be achieved either with high productivity growth and/or low employment growth, in which case the employment intensity of economic growth is said to be low; or conversely, with low productivity growth and/or high employment growth. A typical example of which is the case of Europe (Germany) and the United States of America (USA), accounted for in Landmann (2004), where in both cases there was an evident output growth. In the case of Germany, it was as a result of productivity growth with decreased employment whereas in the USA, it was as a result of an employment boom with lower productivity levels. This provides two sides to the expectation of stakeholders for 'output growth' of the construction industry: productivity enhancement and increased employment.

In order to be able to alleviate poverty (GPRS and GPRS II goals and the MDGs) jobs need to be created and infrastructure provided. The construction industry, as has been recorded earlier, employed about 2.3% of the nation's economic active population in 2000, a value which is expected to have increased due to significant industrial growth as well as increased rural urban migration. Further the industry remains highly labour intensive and employs a high number of artisans and both skilled and unskilled labour due to the materials and methods it employs. These methods and materials results in the creation of a large number of what Landmann (2004) describe as 'low-wage' jobs (evident in Appendix 'A' of CA between ABCECG and CBMWU which provides a list of wages paid to these employees).

In the Ghanaian construction industry, the labour market outcomes for artisans and skilled and unskilled labourers are shaped by collective wage bargaining arrangements. This implies that any attempt to override market forces on the labour markets for the sake of correcting the primary income distribution can have some repercussions on the volume and structure of employment. Companies could resort to the use of plant in instances where labour cost is not economical. An advantage, if it can be called so, of the local market is the abundance of affordable unskilled

labour though the case is different for artisans where the industry is experiencing an importation of artisans from China and neighbouring francophone countries.

There is an accelerated growth in the construction industrial in the country due to the need for infrastructure to aid in the achievement of the GPRS I and II goals as well as the MDGs. This implies an increase in the number of people the industry will employ as it remains labour intensive. HRM aims at ensuring maximum productivity, commitment and satisfaction of employees to aid in the achievement of the industry's goals. Considering the impact and significance of the Ghanaian industry in national development and the achievement of the GPRS I and II goals and the MDGs, there is the need to enhance project delivery: to enhance productivity as well as create employment. It is necessary to employ HRM techniques and approaches which will ensure maximum industrial output: both in project delivery (increase productivity) and employment creation.

It is in this light that this research aims at providing a tool for use by construction companies operating in Ghana to enhance their HRM practices in a bid to enhance project delivery and the achievement of industrial goals.

3.7 CHAPTER SUMMARY

Ghana, a sub-Saharan African country gained independence from the British in 1957. With a population of about 20 million in 2000 which is currently increasing at an approximate rate of 3%, Ghana recorded an annual GDP of 10.6 billion US Dollars in 2005. Ghana declared itself a Highly Indebted and Poor Country (HIPC) in 2004 but is planning towards attaining a middle income status by 2015 within a decentralized, democratic environment.

Over the years, its construction industry has developed into the formal and informal sectors, both contributing immensely to the growth of the industry and employment creation. The informal sector is preferred by individual clients in mainly domestic

construction due to less bureaucracies and the flexibility of being in charge of the project, with corporate and public clients relying on the formal sector due to the need for and existence of bureaucratic and legal provisions.

The country however records a shortage of skilled labour and is seeing to the importation of artisans and technicians from China and neighbouring francophone countries. This and additional challenges discussed in the chapter provides evidence of HRM challenges which requires that the industry employ HRM tenets which will curb these development. Like the construction industry the world over however, the Ghanaian industry's project-based nature and unique characteristics has resulted in challenges in implemented developed HRM tenets suitable for more stable industries.

It is in this vain that this research, staged in Ghana, is being undertaken, to investigate the HRM practices adopted by large construction companies operating within the Ghanaian construction industry and develop a procedural framework, to aid in enhancing these practices via the development of appropriate policies. It is believed that, an HRM policy development procedural framework which will take into account the geographical location of the organization, its people and the characteristics of the industry, as has been accounted for in this chapter, will lead to the development of policies which will promote mutual employer-employee satisfaction, commitment and increased productivity all in the bid to increase overall industrial output growth and national development.

CHAPTER 4:

RESEARCH APPROACH, DESIGN AND METHODS

4.1 GENERAL

This chapter documents the research approach, design and methods as well as the collection, analysis and presentation of primary data collected for the purpose of addressing the key issues raised by the research questions, aim and specific objectives. It describes how this data was treated and how it informed the development of the HRM Policy Development framework. It further describes how the framework was designed as well as how it was tested, the methods adopted and how it was validated. In summary, it seeks to describe the entire approach adopted to address the research aim, specific objectives and questions.

4.2 RESEARCH APPROACH

This section documents the approach adopted for this research. It discusses amongst others the philosophical position of the research, the strategy adopted, the selected research design and why that was chosen as well as the research process.

4.2.1 Philosophical Considerations

‘Pragmatic social researchers can use philosophical and political debates as resources for achieving certain mental attitudes rather than a set of underlying principles from which all else must follow creating unnecessary obstacles to flexible stimulating inquiry’ (Ritchie and Lewis, 2003).

Bryman (2004) identified two main philosophical positions of social research: ontology and epistemology. These positions, as discussed in the following sub-

sections, will amongst others aid in putting the research in a defined philosophical position to enhance understanding with respect to the selected approach.

4.2.1.1 *Ontological Considerations*

Ontology is concerned with researcher's beliefs about the nature of the social world and what can be known of it (Ritchie and Lewis, 2003). Within social research, key ontological questions concern: whether or not social reality exists independently of human concepts and interpretations; whether there is a common, shared, social reality or just multiple context-specific reality; and whether or not social behaviour is governed by 'laws' that can be seen as immutable or generalizable. Fitzgerald and Howcroft (1998) defined ontology as comprising two extreme positions: relativist and realist positions. It described the realist position as that, the external world consists of pre-existing hard and tangible structures. These they indicated exist independently of an individual's ability to acquire knowledge. The relativist position is described as holding the multiple existences of realities as subjective constructions of the mind. In that, the perception of reality is directed by socially transmuting terms and varies according to language and culture

Ritchie and Lewis (2003) captured three distinct ontological positions: realism, materialism and idealism. Realism claims that there is an external reality which exists independently of people's beliefs or understanding about it. In that, there is a distinction between the way the world is and the meaning and interpretation of the world held by individuals. Materialism, a variation of realism, also claims that there is a real world but that only material features, such as economic relations, or physical features of that world hold reality. Values, beliefs or experiences are 'epiphenomena' – that is features that arise from, but do not shape, the material world. Idealism on the other hand, asserts that reality is only knowable through the human mind and through socially constructed meanings.

Continuous debates of these three positions have lead to modifications to enhance understanding in less extreme terms resulting in variations to these established

positions (Hammersley, 1992; Hughes and Sharrock, 1997). Materialism is however the most difficult position to sustain in social research due to the focus of social research: direct on meaning and interpretation. Ritchie and Lewis (2003) points out that, an underlying ontological issue has concerned whether the social and natural worlds exist in similar ways or whether the social world is very different because it is open to subjective interpretation. Early and contemporary commentators maintain differing views of the social world. The onus however, as stated earlier, lies on the researcher's views and beliefs. A summary of the differences in the various philosophical considerations as is described by Bryman (2004) and Fitzgerald and Howcroft (1998) found in Baiden (2006) is shown in Table 4.1.

Table 4.1 Summary Ontological Considerations of Social Science Research

Ontology	
Realist	Relativist
External world comprises pre-existing hard and tangible structures	Existence of multiple realities as subjective construction of the mind
Structures exist independent of individuals ability to acquire knowledge	Perception of reality is directed by varying socially transmitted terms
Source: Baiden (2006)	

4.2.1.2 *Epistemological Considerations*

Epistemology is concerned with ways of knowing and learning about the social world and focuses on questions such as: how we can know about reality and what the basis of knowledge is (Ritchie and Lewis, 2003). Simply put, it is concerned with the question of knowledge acceptability in a discipline. Debate on this subject, according to these authors, hover around three main issues. First is the relationship between the researcher and the researched. Second are the theories about truth; and the third is concerned with the manner in which knowledge is acquired. An underlining difference in all these debates as discussed by these authors, surround the concept of scientific investigations and what it constitutes. When comparing qualitative and quantitative methodologies, it is common for them to be compared based on what merits a scientific enquiry. Ritchie and Lewis (2003) discusses this in detail and describes the latter as being seen to investigate the social world using scientific methods as used in natural sciences.

By contrast however, the former rejects the natural science model and concentrates on understanding, rich description and emergent concepts and theories. These definitions are however not clear cut as some qualitative approaches have sought to emulate natural science models and not all quantitative methods are based on hypothesis testing but also descriptive and inductive statistics. The epistemological position of a research could be a positivist or interpretative position as shown in Table 4.2 (Baiden, 2006; Bryman, 2004; Fitzgerald and Howcroft, 1998). The positivist epistemological position advocates the application of natural sciences method to the study of social reality and beyond. It is of the belief that, the world conforms to fixed laws of causes and effects, and complex issues can be tackled using simplified or fundamental approaches. The position emphasises on objectivity, measurement and repeatability. It is therefore possible for a researcher to be objective from a detached position of the research situation. Neutral observation of reality must however take place without bias from the researcher.

Table 4.2 Summary Epistemological Considerations of Social Science Research

Epistemology	
Positivist	Interpretivist
Application of natural science methods to the study of social reality and beyond	Absence of universal truth and emphasis on realism of context
World conforms to the laws of causations and complex issues can be resolved by reduction	Understanding and interpretation come from researchers own forms of reference

Source Baiden (2006)

The interpretivist position is contrary to the positivist position (Table 4.2). It is critical to the application of scientific models to social researches. It further advocates for the absence of a universal truth and places more emphasis on the realism context. Understanding and interpretation are therefore from the researchers' perspective and point of reference. An uncommitted neutral position is therefore impossible when taking this position in research. The researcher is immersed in the research situation and the values and beliefs of the researcher become the driving force of the interpretation of findings (Baiden, 2006; Bryman, 2004; Fitzgerald and Howcroft, 1998). Ritchie and Lewis (2003), expands on these

basic differences by identifying additional schools of thought on these philosophical positions (Table 4.3). It enriches understanding of the various positions in less extreme terms by defining some variances to the main positions.

Table 4.3 Key Ontological and Epistemological Stances

ONTOLOGICAL STANCES
The nature of the world and what we can know about it
Realism
An external reality exists independent of our beliefs or understanding
A clear distinction exists between beliefs about the world and the way the world is
Materialism (a variant of realism)
An external reality exists independent of our beliefs or understanding
Only the material or physical world is considered 'real'
Mental phenomena (e.g. beliefs) arise from the material world
Subtle realism/ critical realism (a vibrant realism, influenced by idealism)
An external reality exists independent of our beliefs and understanding
Reality is only knowledge through the human mind and socially constructed meanings
Idealism
No external reality exists independent of our beliefs and understanding
Reality is only knowable through the human mind and socially constructed meanings
Subtle idealism (a variant acknowledging collective understanding)
Reality is only knowable through socially constructed meanings
Meanings are shared and there is a collective or objective mind
Realitivism (a variant of idealism)
Reality is only knowable through socially constructed meanings
There is no single shared social reality, only a series of alternative social constructions
EPISTEMOLOGICAL STANCES
How it is possible to know about the world
Positivism
The world is independent of and unaffected by the researcher
Facts and values are distinct, thus making it possible to conduct objective, value free inquiry
Observations are the final arbiter in theoretical disputes
The methods of natural science (e.g. hypothesis testing, causal explanations and modelling) are appropriate for the study of social phenomena because human behaviour is governed by law-like regularities
Interpretivism
The researcher and the social world impact on each other
Facts and values are not distinct and findings are inevitably influenced by the researchers perspective and values, thus making it impossible to conduct objective, free research, although the researcher can declare and be transparent about his or her assumptions
The methods of the natural sciences are not appropriate because the social world is not governed by law-like regularities but is mediated through meaning and human agency; consequently the social researcher is concerned to explore and understand the social world using both the participants and the researchers understanding

Source: Ritchie and Lewis (2003)

4.2.1.3 Philosophical Position of Research

The diverse ontological and epistemological perspectives within the qualitative tradition, and the adoption of positivist ideals among some quantitative researchers indicate that qualitative and quantitative methods should not necessarily be seen as opposed approaches to research (Ritchie and Lewis, 2003). According to Seale (1999), researchers are encouraging greater acceptance of pragmatism in choosing the appropriate method for addressing specific research questions rather than over focusing on the underlying philosophical debates. Qualitative and quantitative research should therefore not be seen as competing or contradictory, but instead as complementary strategies appropriate to different types of research questions.

This research leans towards what Hammersley (1992) described as the subtle realism or critical realism ontological position: a variant of realism, influenced by idealism. This implies that, it is believed that an external reality exists independent of our beliefs or understanding and that a clear distinction exists between beliefs about the world and the way the world is. Emphasis is placed on the respondents' interpretation of the issue under investigation and believes the different vantage points of respondents, will yield different perspectives that can be investigated further. That is, the diversity of perspectives adds richness to the understanding of the divergent HRM policies and practices which have been employed and can provide a basis for innovative ways of enhancing these practices.

Epistemologically, the research is geared towards the interpretivism position. It believes that the researcher and the social world do impact each other. Facts and values are however not distinct and findings are inevitably influenced by the researchers perspective and values, making it impossible to conduct objective, value free research, although the researcher can declare and be transparent about assumptions. It is however maintain that, the methods of natural sciences could be employed in the study of social phenomena though they may not always be the best approach. Also, that the social world is not governed by law-like regularities but is mediated through meaning and human agency. Consequently, the social researcher

is concerned to explore and understand the social world using both the participants and the researchers understanding.

4.2.2 Research Strategy

This sub-section describes the two traditional research strategies: qualitative and quantitative strategies, the main differences in debates concerning these approaches and what they entail. Lapses in these extremities have resulted in the ‘mixed-method’ strategy which will also be described. Finally the sub-section will identify and seek to justify which strategy was adopted for this research.

4.2.2.1 *Qualitative Research*

Ritchie and Lewis (2003), described the term ‘qualitative research’ as a term used as an overarching category, covering a wide range of approaches and methods found within different research disciplines. Most texts they stated, attempted to define qualitative research either theoretically or practically. Strauss and Corbin (1998) described qualitative research as any type of research that produces findings not arrived at by statistical procedures or other means of quantification. Denzie and Lincoln (2000) also offered a rather comprehensive definition that, qualitative research is a situated activity that locates the observer in the world. They added that, it consists of a set of interpretive, material practices that makes the world visible. These practices they explained turn the world into a series of representations including field notes, interviews, conversations, photographs, recordings and memos to the self. At this level, qualitative research involves an interpretative, naturalistic approach to the world. This they concluded means that, qualitative researchers study things in their natural settings, attempting to make sense of, or to interpret, phenomena in terms of the meanings people bring to it.

A fairly wide consensus that qualitative research is a naturalistic, interpretative approach concerned with understanding the meanings which people attach to phenomena (actions, decisions, beliefs, values and the likes) within their social

worlds does exist in these and other definitions. One of the central motifs of qualitative research is the manner in which the entity or phenomenon being studied understand and interpret their social reality (Bryman, 1988). Qualitative research methods are said to be seen to reject the natural science model (hypothesis testing, causal explanations, generalization and prediction) and concentrate on understanding, rich description and emergent concepts and theories.

Qualitative research strategy may be adopted when there is no existing research data on the subject matter and the most appropriate unit of measurement is not certain. Also when the concepts to be researched are assessed on a nominal scale, with no clear demarcation and involvement exploring behaviour and attitude, a qualitative approach will be most appropriate. In their preface, Ritchie and Lewis (2003) outlined three central tenets of qualitative research:

- First, qualitative research needs to be conducted in a rigorous way, with an explicit methodological base to inform its design and execution.
- Second, that there is a 'reality' to be captured in terms of the social constructs, beliefs and behaviours that operate, albeit a diverse and multifaceted one. Also that there is a recognition of the fluidity of this reality but see it as sufficiently stable to inform the development of contemporary social policy and theory.
- Third, those small-scale qualitative studies can be used to draw wider inference about the 'social world' provided that there is appropriate adherence to the boundaries of qualitative research.

It can therefore be said that, there is no one particular way of doing qualitative research. Indeed, how researchers carry it out depends on a range of factors including: their beliefs about the social world and its ontology and epistemology; the purposes and goals of the research; the characteristics of the research participants; the audience for the research, the funders of the research; and the position and environment of the researchers themselves. This approach is said to follow an inductive approach and emphasises words rather than quantification in

data collection and analysis. Data collected is generally in three basic forms: in-depth and open ended interviews; direct observation; and written documentation. These yield quotations, descriptions and excerpts which are either unstructured or semi-structured (Patton, 2002). Bryman (2004) outlines the main steps in qualitative research as shown in Figure 4.1 below. Note that the process is not linear.

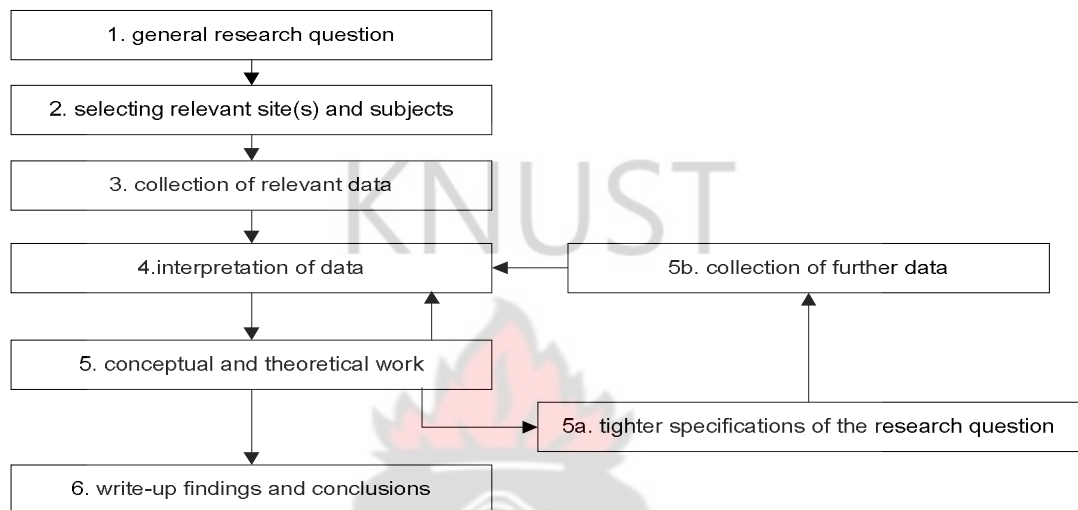


Figure 4.1 Qualitative Research Process

Source: Bryman (2004)

Qualitative research has however not come without criticism. Bryman (2004) outlined the under listed as some of the major arguments of critics of this strategy.

- It is too impressionist and subjective with findings based on systematic views about what is important and significant;
- It is difficult to replicate because it relies on unstructured data and because there is hardly any standardized procedure, quality is based on the ingenuity of the researcher;
- It has problems of generalization because of its often restricted scope; and
- It lacks transparency due to difficulties arising from the establishment of what the researcher actually did and how they arrived at the research conclusions.

4.2.2.2 *Quantitative Research*

Quantitative research is a research strategy that emphasizes measurement and quantification in the collection and analysis of data (Bryman, 2004). It entails a deductive approach to the relationship between theory and research, in which the accent is placed on the testing of theories. It has incorporated the practices and norms of natural science model and of positivism in particular. It also embodies a view of social reality as an external, objective reality. This author provided the following explanation to what is described as a quantitative research;

“Quantitative research was outlined as a distinctive research strategy. In very broad terms, it was described as entailing the collection of numerical data and as exhibiting a view of the relationship between theory and research as deductive, a predilection for a natural science approach (and of positivism in particular), and as having an objectivist conception of social reality. ... ‘quantitative research’ should not be taken to mean that quantification of aspects of social life is all that distinguishes it from a qualitative research strategy. The very fact that it has a distinctive epistemological and ontological position suggests that there is a good deal more to it than the mere presence of numbers” (Bryman, 2004).

Figure 4.2 shows an ideal-typical process of quantitative research as it is generally perceived. It is however never really found in this ideal form though it provides a good starting point in understanding the strategy and its main ingredients. It is important to note that, a broadly deductive approach to the relationship between theory and research is taken. Though the common knowledge as depicted in Figure 4.2 is the development and testing of hypothesis from theory, Bryman (2003) note that, qualitative research does not entail the specification of a hypothesis and instead theory acts loosely as a set of concerns in relation to which the social researcher collects data. The final conclusions of the research ties up to the first step; theory, as the written up research report becomes part of the stock of knowledge; theory.

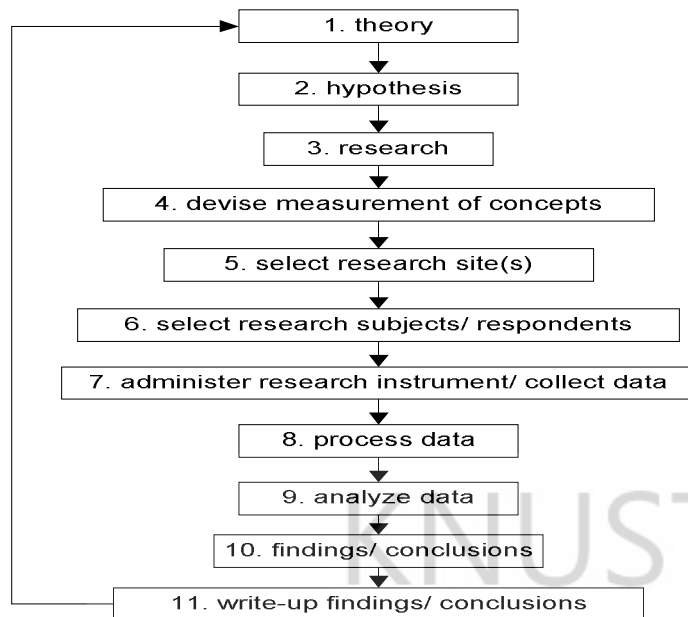


Figure 4.2 Quantitative Research Process

Source: Bryman (2004)

Bryan (2004) identified and described four major preoccupations of quantitative research: measurement; causality; generalization; and replication. They reflect epistemologically grounded beliefs about what constitutes acceptable knowledge. Concepts, according to this author, are the building blocks of theory and represent the points around which social research is conducted. He described measurement as that which allows researchers to delineate ‘fine differences’ between people in terms of the characteristic in question, which can be very difficult for finer distinction. Adding that, it provides a consistent device for making such distinctions and provides a basis for more precise estimates of the degree of relationship between concepts. ‘Measure’, he described in one word: ‘quantity’.

The concern about causality according to this author is reflected in the preoccupation with internal validity. He outlined threats to internal validity to include history, testing, instrumentation, mortality, maturation, selection and ambiguity about the direction of causal influences. It was noted that, a criterion of good quantitative research is frequently the extent to which there is confidence in the researcher’s causal inferences. Generalization is concerned with the external

validity of the research and is particularly strong in cross-sectional and longitudinal researches. Finally is replication, which has to do with the need for the researcher to clearly spell out their procedures so it can be replicated by others, even if it does not end up being researched. This requires that the results of the research are unaffected by the researchers special characteristics or expectations or biases (Bryman, 2004).

Quantitative research along with its epistemological and ontological foundations has been the focus of a great deal of criticism especially from exponents of qualitative research. This author outlined the under listed as some of the criticisms:

- Quantitative research fails to distinguish people and social institutions from 'the world of nature';
- The measurement process possesses an artificial and spurious sense of precision and accuracy;
- The reliance on instruments and procedures hinders the connection between research and everyday life; and
- The analysis of relationships between variables creates a static view of social life that is independent of people's lives.

Various authors including Baiden (2006), Bryman (2004), Ritchie and Lewis (2003) have summarized the main differences between these two methods; qualitative and quantitative research. Table 4.4 captures these differences under their objectives, orientation, data collection, outcomes and philosophical considerations.

Table 4.4 Summary of the Differences between Quantitative and Qualitative Research

	Quantitative Research	Qualitative Research
Objective	Gather factual data and study relationships between facts and relationships in accordance with theory	Study issues in depth and detail and seeks to gain insight and understand people's perceptions
Orientation to the role of theory to research	Deductive and therefore associated with verification of theory and hypothesis testing	Inductive and geared towards the generation of theory from specific instances
Common data collection techniques	Questionnaires, tests and existing databases	Interviews, observations and documents
Data characteristics	Hard data, structured, large sample size, analysed using statistical methods	Soft data, descriptive, less structured analysed using non-statistical packages
Outcomes	Conclusive findings used to recommend a final course of action	Exploratory and/or investigate and findings are conclusive
Epistemological Orientation	Natural science model, in particular positivism	Interpretivism
Ontological Orientation	Objectivism	Constructionism

Source: Bryman (2003) and Baiden (2006)

4.2.2.3 *Mixed Method Approach*

The concept of a 'mixed method' approach to research is often discussed in the context of combining qualitative and quantitative research approaches. The same principle applies to the use of more than one qualitative method in undertaking a research (Fellows and Liu, 2003; Ritchie and Lewis, 2003). As with all decisions regarding the choice of research methods, the objectives of the study and the nature of the data required to meet them will determine which methods and strategies to combine. This decision as these authors have argued will also be affected by the epistemological orientation of the researcher and their views on the integrity of different methods for investigating the central phenomena under study.

According to these researchers, there is a lot of debate in social research as to whether qualitative and quantitative approaches should be combined due to the vast philosophical and methodological differences. Others are however of the view that, these differences are the very reason why they should be combined to add value to social research. This context however often emphasise that the purpose of bringing different approaches together is to yield different types of intelligence about the study subject rather than simply fuse outputs of qualitative and quantitative enquiry.

Brannen (1992) noted that, with the multiple method, the researcher has to confront the tensions between different theoretical perspectives while at the same time considering the relationship between the data sets produced.

Each of the two traditional research approaches provides a distinctive kind of evidence which when used together can offer a powerful resource to inform and illuminate policy or practice. Several authors have provided useful frames of reference for optimising the strengths of the two approaches in combination (Brannen, 1992; Bryman, 2004; Bryman, 1988; Hammersley, 1992; Morgan, 1998). Each of these authors, suggest possible sequential relationships that may exist between the conduct of qualitative and quantitative studies. It is important to note however that, irrespective of the method employed, rigor and objectivity are principal. Fellows and Liu (2003) noted that, commonly, qualitative data, which are subjective data (example opinion surveys), can and should be analysed objectively using quantitative techniques. However, one should not loose sight of the richness which qualitative data can provide and, often, quantitative data cannot. It is in this light that both qualitative and quantitative techniques are used together to study a topic to gain in the words of Fellows and Liu (2003), “very powerful insights and results”, to assist in making inferences and in drawing conclusions.

These authors described this method as triangulation which they explained as the application and combination of several research methodologies in the study of the same phenomenon (Fellows and Liu, 2003). It does this by combining multiple observers, theories, methods, and empirical materials. Researchers can hope to overcome the weakness or intrinsic biases and the problems that come from single method, single-observer, and single-theory studies. The mixed method strategy can be employed in both quantitative (validation) and qualitative (inquiry) studies. Figure 4.3 below illustrates how the mixed method approach works: a combination of the qualitative and quantitative methods in the study of the same phenomena.



Triangulation of Quantitative and Qualitative data

That is to say that, both quantitative and qualitative methods can be applied in the same study, an approach some call the mixed-method and others describe as triangulation, to aid in drawing on the advantages and strengths of the two traditional methods and eliminate their disadvantages and weaknesses: for these methods to complement each other. Fellows and Liu (2003) described five types of triangulation described below:

1. Data triangulation: involving time, space, and persons
2. Investigator triangulation: which consist of the use of multiple, rather than single observers;
3. Theory triangulation: which consists of using more than one theoretical scheme in the interpretation of the phenomenon;
4. Methodological triangulation: which involves using more than one method and may consist of within-method or between-method strategies; and
5. Multiple triangulation: when the researcher combines in one investigation multiple observers, theoretical perspectives, sources of data, and methodologies.

4.2.2.4 *Research Strategy Employed*

With the research taking to a subtle realism ontological position, which is described as a vibrant realism position influenced by idealism, it finds itself at a cross between the two extreme research strategies. In that, though it maintains that an external reality exists independent of our beliefs and understanding (a realist position), it also believes that reality is only knowledge through the human mind and socially constructed meanings (an idealist position). Epistemologically, it leaned towards the interpretative position. However, it maintained that the methods of natural science could be employed in the study of social phenomenon (a positivist position) though they may not always be the best approach. This therefore required that, though the base ontological and epistemological positions lean towards qualitative research, the characteristics of the ontological position and the ... epistemological positions it maintains will require a cross between the two extreme research strategies. This will also allow the research to dwell on the strengths of either positions and eliminate its weaknesses to ensure that it is able to achieve its aim hence is able to answer the research questions.

This research therefore adopted the mixed-method research strategy. It employed the use of quantitative and a multiple of qualitative methods in the study of the HRM practices and policies of large construction companies operating in the country, in the testing of the developed procedural framework and in its validation.

Data collection comprised a mixture of qualitative and quantitative data, though mainly qualitative, due to the nature of the units of analysis as well as the expected outcomes of the various instruments. These were also influenced by the expected outcome and information/ data needed to allow for the right analysis and conclusions to be drawn. It is important to however note that, no cross analysis was done, in that, different analytical tools were not used on the same set of data. For example, representatives of employer and employee organizations as well as other organizations related to HRM in the country were interviewed. However, to allow for the depth of information needed from construction companies, a cross-sectional

survey comprising questionnaires, interviews, observations and documents, was used. In the case of the testing and validation of the designed procedural framework, attitude measurement was employed. Data therefore were of a wide variety of characteristics ranging from hard structured to soft descriptive data.

4.2.3 Research Design

Yin (2003) described the research design as that structure which guides collecting and subsequently analysing data or as the techniques for doing this. It enables the researcher to connect empirical data to its conclusions to the initial research question of the study in a logical sequence (Bryman, 2004; Yin, 2003). This sub section outlines the various frameworks available for research data collection and analysis. It first discusses research design frameworks and then justifies the choice adopted by this research. Finally, it describes attitude measurement, which was adopted for the testing and validation of the designed framework.

4.2.3.1 Research Design Options

The research design option selected depends on: the type of research question; the control the investigator has over actual behavioural events; and the focus on contemporary as opposed to historical phenomena (Yin, 2003). Bryman (2004) described five main research design options: experimental, cross-sectional, longitudinal, case study and comparative research designs. It is important to realize the differences within these options and their relationship with research designs. Yin (2003) classified the options into experiment, survey, archival analysis, history and case study. Some relevant situations for the selection of an option, as classified by this author is shown in Table 4.5.

Table 4.5 Relevant Situations for Different Research Strategies

Strategy	Form of Research Question	Requires Control of Behavioural Events?	Focuses on Contemporary Events?
Experiments	How? Why?	Yes	Yes
Survey	Who? What? Where? How many? How much?	No	Yes
Archival Analysis	Who? What? Where? How many? How much?	No	Yes/ No
History	How? Why?	No	No
Case Study	How? Why?	No	Yes
Source:	Yin (2003)		

Table 4.6 summarizes these design options in their typical forms under the two main research strategies discussed earlier.

Table 4.6 Research Strategy and Research Design

Research Design	Research Strategy	
	Quantitative	Qualitative
Experiment	<i>Typical form:</i> Most researchers using an experimental design employ quantitative comparisons between experimental and control groups with regards to the dependant variable	No typical form.
Cross-sectional	<i>Typical form:</i> Survey research or structured observation on a sample at a single point in time. Content analysis on a sample of documents	<i>Typical form:</i> Qualitative interviews or focus groups at a single point in time. Qualitative content analysis of documents relating to a single period
Longitudinal	<i>Typical form:</i> Survey research on a sample on more than one occasion, as in panel and cohort studies. Content analysis of documents relating to different time periods	<i>Typical form:</i> Ethnographic research over a long period, qualitative interviewing on more than one occasion or qualitative content analysis of documents relating to different time periods. Such research warrants being dubbed longitudinal when there is a concern to map change
Case Study	<i>Typical form:</i> Survey research on a single case with a view to revealing important features about nature	<i>Typical form:</i> The intensive study by ethnography or qualitative interviewing of a single case, which may be an organization, life, family or community
Comparative	<i>Typical form:</i> Survey research in which there is direct comparison between two or more cases, as in cross cultural research	<i>Typical form:</i> Ethnographical or qualitative interview research on two or more cases
Source:	Bryman (2004)	

4.2.3.2 *Research Design Employed*

Bryman (2004) pointed out that the selection of a particular design should be done to reflect the importance with which the researcher attaches to four factors:

- Expressing casual connections between variables;
- Generalising to large groups of individuals than those actually forming part of the investigation;
- Understanding behaviours and meanings of that behaviour in its specific social context; and
- Having a temporal time appreciation of social phenomena and their interconnections

In this light, Fellows and Liu (2003) and Yin (2003) expressed the opinion that options available for construction management and organizational research are largely unstructured, variable and unformulated options. Table 4.7 below shows the various design options adopted for the various research questions of this research.

Table 4.7 Summary of Research Questions and Designs Employed

Research Question	Form of Question	Design Employed
What can be done to aid construction companies enhance their HRM practices to promote productivity enhancement in delivery?	Where? What? Who? Why? How?	Survey; Narrative Analysis; Official Statistics; Documents
1 What are HRM practices and policies and what do they entail?	What?	Archival analysis (existing literature); Content analysis
2 What is the state HRM in Ghana?	How? Why? What? Who?	Survey; Narrative Analysis; Official Statistics; Documents
3 What is the state of HRM in construction companies operating in Ghana?	How? Why? What? Who?	Survey; Narrative Analysis; Official Statistics; Documents
4 What challenges are the Construction companies faced with due to its HRM practices?	What? Why?	Cases; Narrative Analysis
5 Do these challenges call for an enhancement of their HRM practices?	How?	Cases; Narrative Analysis
6 How can construction companies enhance their HRM practices?	What? How? Why? Who?	Survey; Cases; Archival Analysis

A Cross Sectional design was employed for this research. This was because the research comprised a wide variety of designs including: surveys; structured observations; content analysis; official statistics; documentation; and diaries. The

‘where’, ‘who’ and ‘what’ questions asked by this research were answered by employing survey design methods: interviews and questionnaires. Additional questions including the ‘hows’ and ‘whys’ were answered by employing other designs including narrative analysis, content analysis, official statistics, and documents. Also, historical data (archival analysis) obtained from literature informed the research and aided in the design of the procedural framework. This provided a good platform to extensively exhaust the questions and provide appropriate answers to them. Figure 4.4 shows the entire research design detailing the design adopted for each objective, the outcomes and questions for further research justifying the following objective.



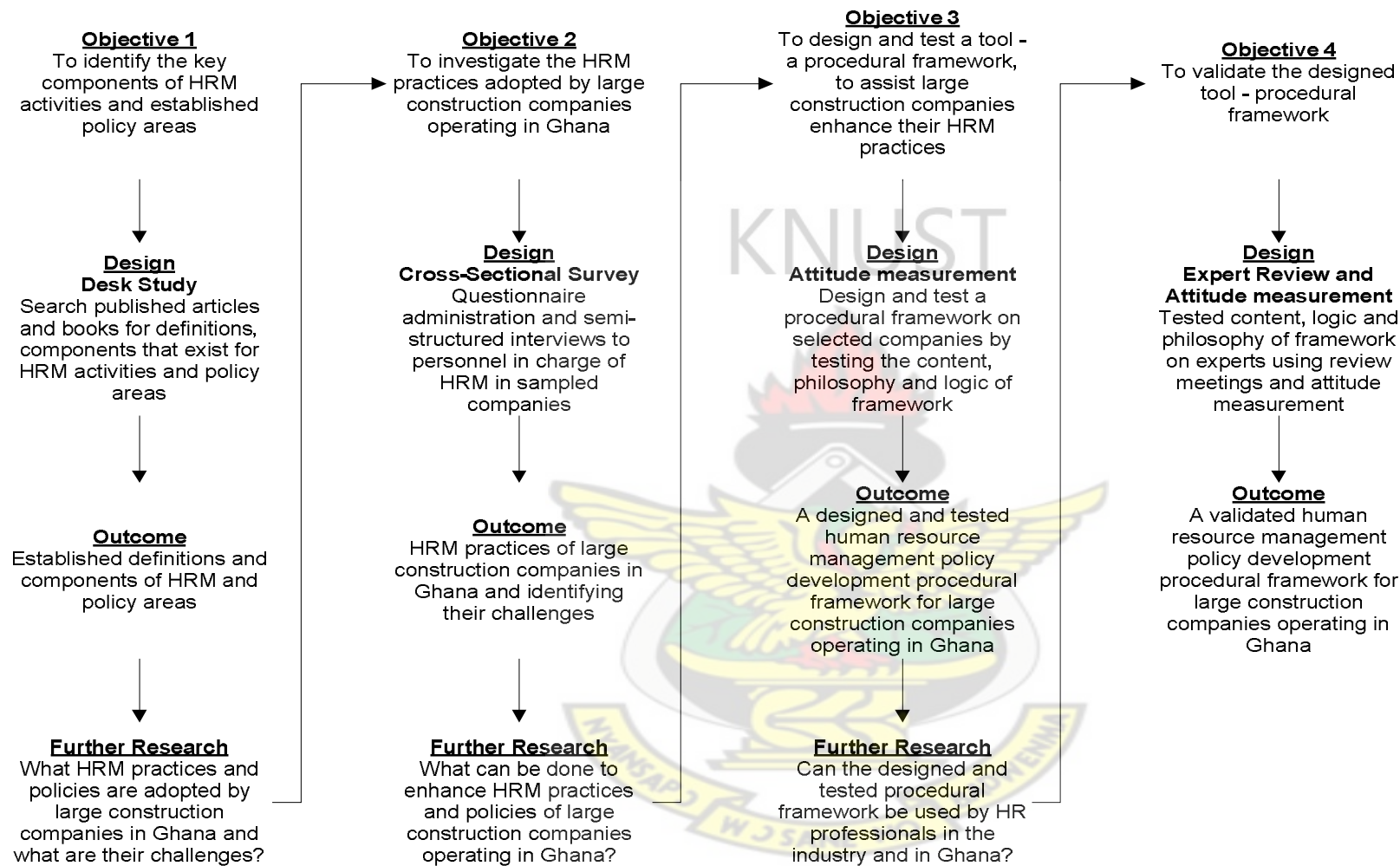


Figure 4.4 Research Design

4.2.4 Research Process

The exploratory and in-depth review of existing literature on the subject matter coupled with a preliminary survey comprising interviews and questionnaire administration to employers and employees within selected construction companies in the country, as well as prominent HRM practitioners, served as a background to the research. This build-up led to the establishment of the problem, justifying the need for this research which further led to the establishment of research questions, an aim and specific objectives (Chapter 1). Table 4.8 below presents the various research questions and their corresponding aim and objective.

Table 4.8 Summary of Research Question and Corresponding Aim/ Objectives

Research Question	Corresponding Research Aim/ Objective
What can be done to aid construction companies enhance their HRM practices to promote productivity enhancement in delivery?	Research Aim
1 What are HRM practices and policies and what do they entail?	Objective 1
2 What is the state of HRM in construction companies operating in Ghana?	Objective 2
3 What are the challenges the Construction industry is faced with due to its HRM practices and policies?	Objective 2
4 Do these challenges call for an enhancement of their HRM practices?	Objective 4
5 How can construction companies enhance their HRM practices?	Objective 4 & 5

The research then proceeded to the field: to collect primary data. This stage adopted what Bryman (2004) described as a cross-sectional design. First was a survey which comprised a series of semi structured interviews and questionnaires. The representative of the MWRWH was interviewed to provide information on the structure of the industry, provisions made and existing regulation and legislation as well as official statistics of construction companies operating in Ghana. Representatives (Executive Committee Members) of organizations including: the Institute of Human Resource Management Practitioners of Ghana (IHRMPG); The Ghana Employers Association (GEA); The Association of Building and Civil

Engineering Contractors of Ghana (ABCECG); and the Construction and Building Materials Workers Union (CBMWU) of the Trade Union Congress (TUC), as well as prominent HRM and Industrial Relations Practitioners and Experts in Ghana were interviewed to provide the research with an overview of HRM practices in Ghana (Figure 4.4).

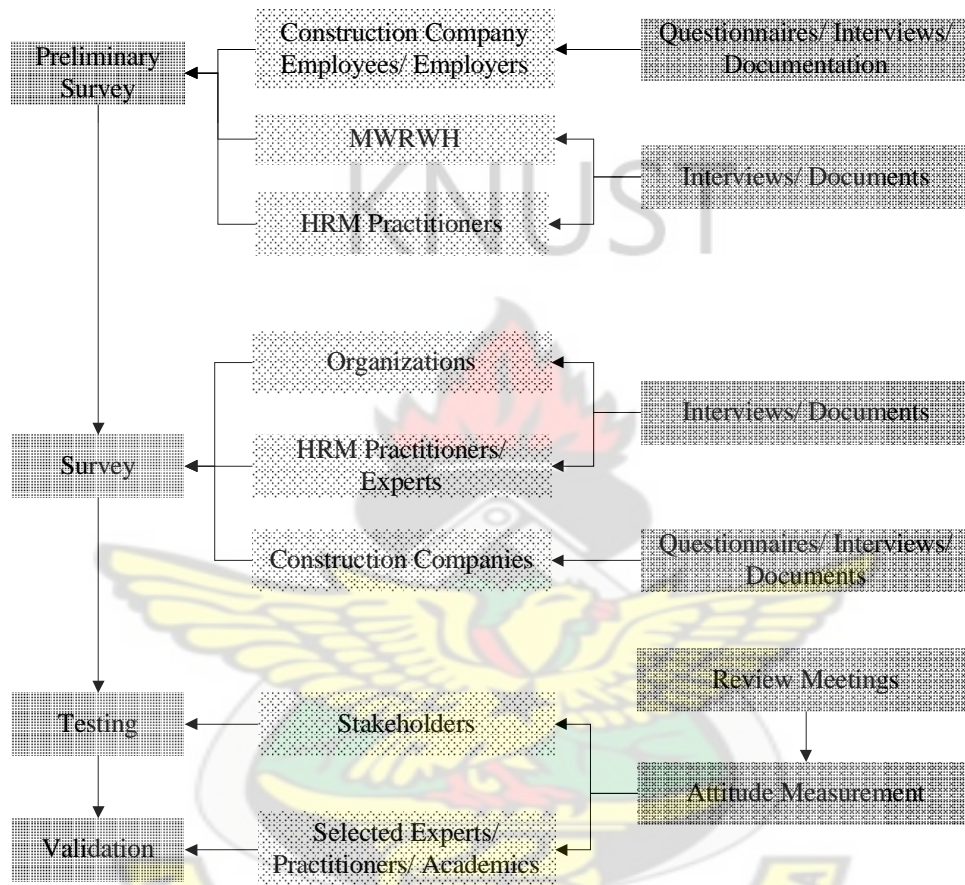


Figure 4.5 Research Events

This was followed by an in-depth survey of selected construction companies to investigate their HRM practices and policies. The data collected from the primary sources coupled with that obtained from secondary literature sources informed the development of the HRMPD procedural framework which was tested and validated using attitude measurement on selected stakeholders and ‘Experts’ respectively. The entire research process is as shown in Figure 4.6 below.

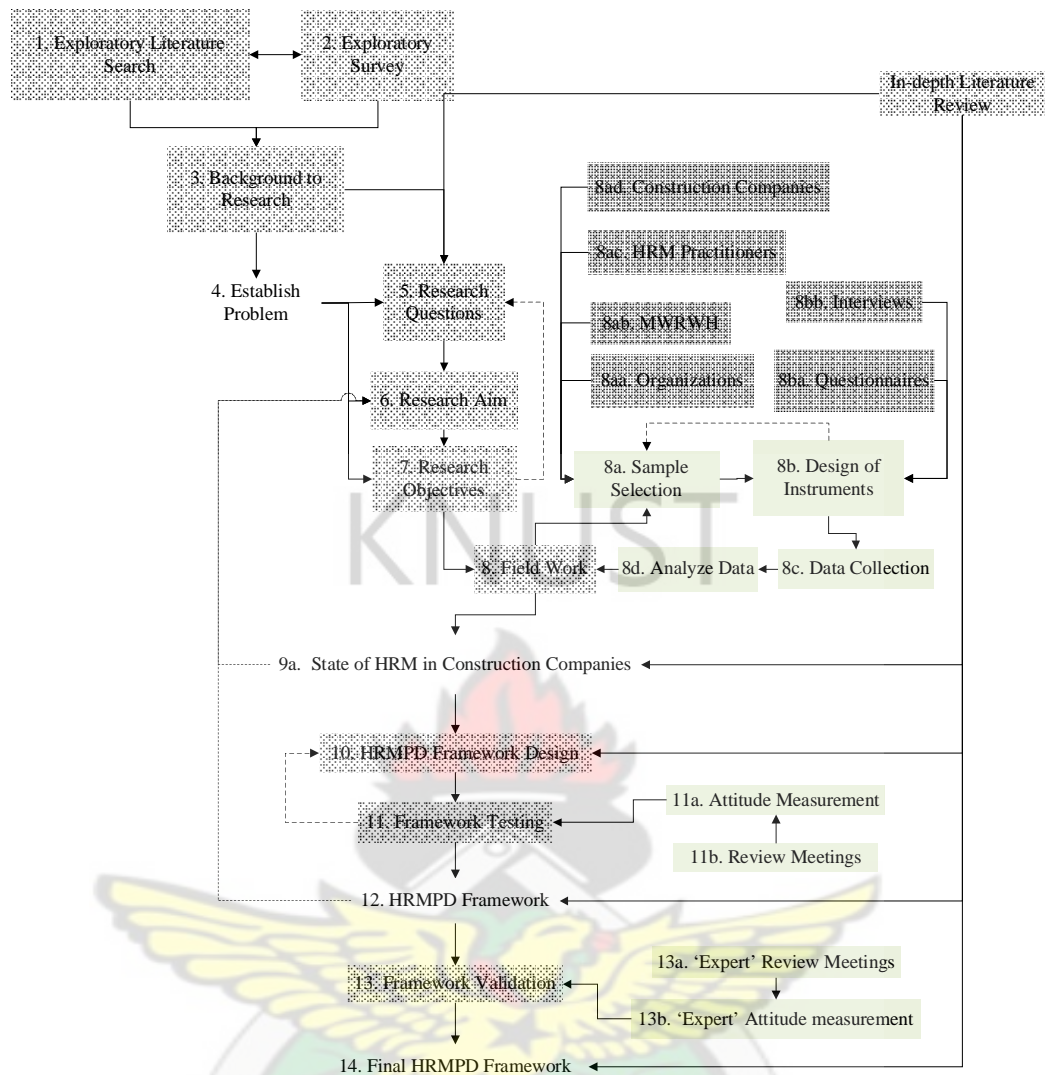


Figure 4.6 Research Process

Table 4.9 provides a summary of the sample sizes used at various stages of the research, details of how they were obtained, where they can be found in the thesis as well as their respective units of analysis.

Table 4.9 Summary of Sample Sizes and Units of Analysis

	Preliminary Survey	Survey (Construction Companies)		Framework Testing	Framework Validation
		Questionnaire	Interview		
Respondents	5	36	28	169	12
Unit of Analysis	Companies	Companies	Companies	Stakeholder	Experts
Chapter	One	Five	Five	Seven	Seven

4.3 DATA COLLECTION

This Section describes the design of data collection employed at each phase of the research. It first looks at the preliminary data, and then data obtained from the survey: the construction companies, experts, practitioners and organizations.

4.3.1 Preliminary Data

Primary data for the preliminary stage of the research was collected from three sources: employer and employees within the construction industry; the MWRWH; and prominent HRM practitioners and experts in Ghana. Employers and employees of construction companies who participated in the study provided data which informed the research on the state of HRM in their respective companies. Practitioners were interviewed to investigate the nature of HRM in the country especially in the construction industry to identify their practices and the consequences of these practices, in their bid to enhance productivity in delivery.

Through an exploratory review of existing literature, the nature of HRM as has been established by researchers and practitioners alike was investigated and established. This saw to the identification of a working definition for this research as well as its components and policy areas. This build-up led to the development of a background to the research which informed the establishment of the research problem and a justification for the research as well as the development of a research aim and specific objectives to address identified research questions. This provided the necessary background and justified the need for this research. The in-depth review of existing literature began at this stage laying the platform for the commencement of primary data collection for the cross-sectional study.

4.3.2 Data Collected from Large Construction Companies

The MWRWH was contacted for a list of registered construction companies in the country. However, their register had not been updated in four years. Considering the influx of more large construction companies (which is the focus of the research),

the ABCECG was contacted for their list of registered members. By statute, all construction companies operating in the country have to register with the ABCECG hence it being chosen as the best available alternative for a register of large construction companies in the country for the research. They had registered forty-nine (49) large construction companies distributed unevenly across the country as at 2004, which was employed as the sample frame for the survey.

4.3.2.1 Sampling Procedure and Techniques

Sampling procedures informs on how the segment of the population involved in data collected was selected. The population of the research is the universe of units from which the sample is selected (Bryman, 2004). According to this author, the selection of the sample may be probabilistic or non probabilistic. The major difference between the two is that, probabilistic is selected using random selection while non probabilistic is not. Other issues of importance described by research methods writers include sampling frame, representative sampling, sampling and non-sampling errors as well as response rates.

For the purposes of this research, companies, who formed the sampling units, were purposefully selected to ensure large construction companies who can be accessed and were willing to provide the needed information were consulted. Probability sampling techniques were then employed in the selection of companies within the sampled frame. Each unit in the sample had a known chance of being selected for the survey. This technique was employed to also keep the difference between the sample and the population: sampling error, as low as practicable.

An uneven distribution of construction companies across the country which is due to the level of development in the various administrative divisions; Regions of the country, was realized. The Regions were employed as the strata in stratification to allow for a proportional representation of companies across board. Random methods were then employed in selecting the companies within the various strata to avoid researcher biases in the selection. The minimum statistically acceptable

sample size was determined by employing the Kish formula (Barbbie, 1995; Kish, 1965) to justify the responsive sample size of the survey. It states that;

$$n = \frac{\dot{n}}{1 + \left(\frac{\dot{n}}{N}\right)}$$

Where;

n is the sample size

N is the total population

\dot{n} is given by $\frac{S^2}{V^2}$

V is the standard error of the sampling distribution

S is the maximum standard deviation of the population element

$$S^2 = P * (1 - P)$$

P is the proportion of population elements belonging to the defined class

Using a total error of 0.1 at 95% confidence interval, V is 0.05 and P is 0.5;

$$S^2 = 0.5 * (1 - 0.5)$$

$$S^2 = 0.25$$

$$\dot{n} = \frac{0.25}{(0.05)^2}$$

$$\dot{n} = 100$$

$$n = \frac{100}{1 + \left(\frac{100}{49}\right)}$$

$$n = 32.89$$

Adding 10% of 32.89 for non-responsiveness

$$n = 32.89 * 1.1 = 36.17$$

Therefore an ' n ' value of thirty-six (36) was adopted as the statistically significant sample size for the survey.

Stratifying by the use of proportions within the various regions, we used the formulae;

$$\dot{n} = \left(\frac{\dot{N}}{N}\right) * n$$

Where;

\dot{n} is the strata sample size

\dot{N} is the strata population

n is the total sample size

N is the total population

Table 4.10 shows the total number of companies as well as the strata sample sizes. The calculations in the 'Approximated Sample Size' column totalled thirty-five (35) companies. To make up the sample size of thirty-six (36) companies, five (5) companies were selected from the Ashanti region mainly due to proximity and ease of data collection.

Table 4.10 Total Number of Company and Sample Size by Strata

Region	Total No.	Formula	Actual Sample Size	Approximated Sample Size
Ashanti	6	$(6/49) * 36$	4.41	4
Brong Ahafo	-	-	-	-
Central	8	$(8/49) * 36$	5.87	6
Eastern	2	$(2/49) * 36$	1.47	1
Greater Accra	20	$(20/49) * 36$	14.69	15
Northern	1	$(1/49) * 36$	0.73	1
Upper East	1	$(1/49) * 36$	0.73	1
Upper West	3	$(3/49) * 36$	2.20	2
Volta	6	$(6/49) * 36$	4.41	4
Western	2	$(2/49) * 36$	1.47	1
Total	49			35

4.3.2.2 Questionnaires

A questionnaire is a formalized set of questions for obtaining information from respondents. It includes instruction for its completion, response alternatives where appropriate and specific means for recording responses (Frazer and Lawley, 2000). These authors described the process of questionnaire development as putting together a list of the information required from it and developing structured questions which will lead the respondent to providing this data. Oppenheim (1992)

described questionnaire formulation as an integral part of the research design stage. Questions in a questionnaire could be open-ended, close-ended or a mixture of the two (Frazer and Lawley, 2000; Oppenheim, 1992), based on the expected outcome. Frazer and Lawley (2000) described four main methods of questionnaire administration: mail questionnaire; personally administered questionnaire; telephone questionnaire; and internet questionnaire.

The questionnaire used in this research (Appendix B) was in three sections: Section 'A'; Section 'B'; and Section 'C'. Section 'A' sought to investigate characteristics of the surveyed companies; their management characteristics; how well they meet classification requirement of MWRWH; employee involvement, labour and plant holdings amongst other issues. Section 'B' investigated characteristics of their HRM function, collective agreements, organizational structure and industrial relations with Section 'C' investigating characteristics of their HRM policies, its formulation and the respondents opinion about the need for this research. Table 4.11 summarises the issues addressed by the entire survey: the questionnaire (with A, B and C representing the respective sections of the questionnaire); the interview guide (represented by I); and the personal information of the personnel who answered the questionnaire and were interviewed (represented by P). The subscripts represent the question number in the questionnaire and the interview guide.

Table 4.11 Summary of Survey Instruments

ID	Issue
A ₀ A ₅	Establish Classification
A ₁	Origin of Company
A ₂ A ₃ A ₄ A _{11/12} I ₁	Characteristics: age, ownership, award winning, jobs undertaken
A ₁₃ A ₁₄ A ₁₅	Employment: social security, tax, labour cards
A ₁₆ A ₁₇ A ₁₈	Management Characteristics
A ₁₉ A ₂₀	Planning
A ₂₁ A ₂₂	Employment Relationship: trust, cordiality
A ₂₃ A ₂₄ A ₂₅ A ₂₆ A ₂₇ A ₂₈ A ₂₉ A ₃₀ A ₃₁	Employee Involvement
A ₃₂ A ₃₃	Problem solving
A ₃₄ A ₃₅ A ₃₆ A ₃₇ A ₃₈ C ₁₀ C ₁₁ C _{12/13}	HR Administration: Data base, conditions of service
A ₃₉ A ₄₁	Labour issues: holdings, age
A ₄₀	Plant holdings
B ₁ B ₂ B ₃ I ₃ I ₄	HR Department: Existence, role, role, practice

ID	Issue
B ₄ P ₂ P ₃ P _{4/5}	HR Personnel, details of respondent
B ₅ I ₂	Organizational structure, job role of personnel
I ₅ I ₆ I ₇ I ₈ I ₉ I ₁₀ I ₁₁ I ₁₂ I ₁₃ I ₁₄	Knowledge of Act 651
B ₆ B ₇ B ₈ B _{12/13} I ₁₅ I ₁₆ I ₁₇ I ₁₈ I ₁₉ I ₂₀ I ₂₁ I ₂₂	HR function, employment provisions
B ₉ B ₁₀ B ₁₁	Industrial relations
C ₁ C ₂ C ₃ C _{4/5} I ₂₃ I ₂₄	HRM Policy: existence, nature, existence
C ₆ C ₇ I ₂₅ I ₂₆ I ₂₇ I ₂₈	Policy formulation, policy formulation
C _{8/9} I ₂₇	Policy Communication, policy communication
C ₁₄	Values of policies
C ₁₅ C ₁₆ C ₁₇ I ₃₀ I ₃₁ I ₃₂	Need for framework, need for framework

4.3.2.3 Interviews

Bryman (2004) described two main methods of conducting interviews: structured interviews; and qualitative research interviews which he described to comprise less structured interviews mainly unstructured or semi-structured interviews. This is not to say that structured interviews are not used in qualitative research. A structured interview is an interview design used mainly in survey research where the respondent is expected to answer a standardized set of questions. Qualitative interviewing methods however are much less structured and the focus is on the interviewee's point of view than the researchers concern. According to this author, this method provides the needed flexibility for other issues which could be of much interest to the research to be discussed and considered in future interviews or introduce a different point of view. In semi-structured interviews, the researcher has a list of fairly specific topics to be followed which serves as a guide to the interview. In totally unstructured interviews, the researcher uses at most an aide-mémoire (Burgess, 1984) as a brief set of prompts.

Semi-structured interviews were conducted with twenty-eight of the thirty-six large construction companies sampled for the purposes of this research (Table 4.12). The interview sought to amongst others investigate the HRM practices of the companies in greater depth than the questionnaire allowed. It was conducted after the questionnaire had been answered by the respondent. Respondents were briefed on the importance of the interview and its relevance to the investigation. Eight companies declined to participate in the interview session with one though granting

the interview, not allowing it to be audio recorded as was done for the remaining twenty-seven companies. The interviews did not have specific time frames though on the average it took about thirty minutes. Some lasted for as short as ten minutes while others did for about an hour. This approach was adopted to allow the interviewer to explore the views of the interviewee, allow them to explain their views on the subject matter, make recommendations and suggestions and make room for the discussion of other pertinent issues not covered in the interview guide.

Table 4.12 Responsiveness of Survey

	Number of Large Construction Companies			
	Foreign	Local	Joint Venture	Total
Population	13	35	1	49
Sample	9	26	1	36
Questionnaire	9	26	1	36
Interviews	7	20	1	28

4.4 DATA PROCESSING AND ANALYSIS

Qualitative data according to Fellows and Liu (2003) can be difficult and laborious to analyse as they have to be systematically handled, a requirement which is easier done with quantitative data. The amount of data collected for this research was indeed laborious hence a thorough review of methods had to be done to ensure that, the data is appropriately analyzed. This Section describes the processing and analysis of both qualitative and quantitative data collected and provides at the end of the Section, a summary of the methods adopted for the analysis of the wide range of data collected in this research. It is important to note however that no particular set of data was analyzed using multiple analysis techniques.

4.4.1 Processing and Analyzing Quantitative Data

Prior to analyzing quantitative data, Oppenheim (1992) prescribed a checklist or routines which should be followed. This includes: assigning numbers to instruments; giving each entry a name; entering them into relevant statistical package; producing a simple two way matrix of variables versus responses; giving

respondents serial numbers to ensure there is no mix-up; and coding the data to allow for statistical analysis. He added that the processing routine will be determined by the nature of the data collection technique, the size of the survey, the composition of the questionnaire, the processing facilities available and the requirements of the computer software package to be used in the analysis. Though the routine was proposed for processing attitude measurement, specifically, when using the Likert Scale, it was adopted, for the processing of all quantitative and to some extent the qualitative data collected for the research.

Bryman (2004) noted that, there is the need to first identify the type of variable(s) to aid in determining the analytical methods to be employed. He described the process of categorizing variables which aid in deciding the type and method of analysis as shown in Figure 4.8. Table 4.13 also shows types of variables elaborating on their characteristics. These classifications help in appreciating which methods of analysis can be applied when examining variables and the relationships between them, hence which analytical methods and tools to adopt. Data in the research covered from nominal to interval data, as can be seen from the questionnaires in Appendix A, B, C and E as well as the results as are recounted in Chapters 5 and 7.

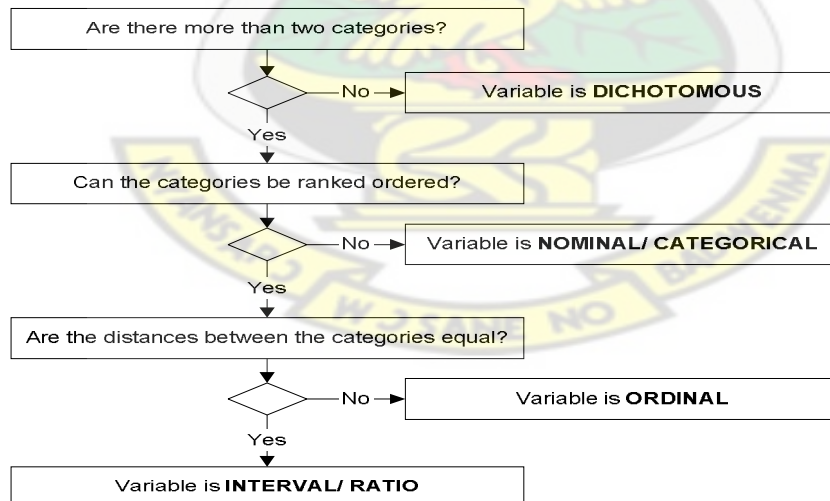


Figure 4.7 Variable Categorization Decision Process

Source: Bryman (2004)

Table 4.13 Types of Variables

Type	Description
Interval/ Ratio	Variables where the distances between the categories are identical across the range
Ordinal	Variables whose categories can be ranked ordered but the distances between the categories are not equal across the range
Nominal	Variables whose categories cannot be rank ordered; also known as categorical
Dichotomous	Variables containing data that have only two categories
Sources:	Bryman (2004); Frazer and Lawley (2000)

There are basically three methods for analyzing quantitative data: univariate analysis; bivariate analysis; and multivariate analysis. Univariate analysis refers to the analysis of one variable at a time. The commonest approach is by the use of frequency tables which provides the number of people and the percentage belonging to each of the categories for the variable in question. For interval/ ratio variables to be presented in this format, the categories need to be grouped. Results can be graphically represented using basic bar or pie charts or histograms. Bivariate analysis is concerned with the analysis of two variables at a time in order to uncover whether they are related. It is important to note that the focus here is the relationship and not causalities. Common methods used include: Contingency Tables, Pearson's r , Spearman's ρ , Phi and Cramer's V (Bryman, 2004). Table 4.14 shows the methods of bivariate analysis to be employed for specific variables.

Table 4.14 Methods of Bivariate Analysis

	Nominal	Ordinal	Interval/ Ratio	Dichotomous
Nominal	Contingency table + chi-square (χ^2) + Cramer's V	Contingency table + chi-square (χ^2) + Cramer's V If the interval/ ratio variable can be identified as a dependant variable, compare means + eta	Contingency table + chi-square (χ^2) + Cramer's V	Contingency table + chi-square (χ^2) + Cramer's V
Ordinal	Contingency table + chi-square (χ^2) + Cramer's V	Spearman's ρ (ρ)	Spearman's ρ (ρ)	Spearman's ρ (ρ)
Interval/ Ratio	Contingency table + chi-square (χ^2) + Cramer's V If the interval/ ratio variable can be identified as a	Spearman's ρ (ρ)	Pearson's r	Spearman's ρ (ρ)

	Nominal	Ordinal	Interval/ Ratio	Dichotomous
	dependant variable, compare means + eta			
Dichotomous	Contingency table + chi-square (χ^2) + Cramer's V	Spearman's rho (ρ)	Spearman's rho (ρ)	Phi (ϕ)
Source	Bryman (2004)			

Multivariate analysis entails the simultaneous analysis of three or more variables. Bryman and Cramer (2001) describe this form of analysis as complex, in an expositional context. There are three basic questions which researchers need to answer in using multivariate analysis: could the relationship be spurious? Could there be an intervening variable? And could a third variable moderate the relationship? There is the need to also test for statistical significant or importance in a survey. This allows the analyst to estimate the level of confidence that the results are generalisable (Bryman, 2004). In examining the significance in relation to the relationship between two variables, it also informs about the risk of concluding on the existence and nature of a relationship. This can be done via chi-square test.

Multiple indictors (multiple-item) measures of concepts, like the Likert Scales produce strictly speaking ordinal variables. However, many writers argue that they can be treated as though they produce interval/ ratio variables, because of the relatively large number of categories they generate (Bryman, 2004). Likert Scales were employed in the testing and validation of the HRMPD framework. Univariate and Bivariate methods were adopted in this section to analyse the variables.

Quantitative data obtained from the preliminary survey with construction employees was analyzed using univariate analysis. Parts of the questionnaires served to HRM personnel in the selected large construction companies (Appendix B) was analyzed quantitatively as well also using univariate analysis. This method of analysis was used because of the focus of the questions which was to establish the numbers or frequency of responses by respondents to particular issues posed by the questionnaires. In the testing and subsequent validation of the HRMPD

framework, data was analyzed quantitatively using a combination of univariate and bivariate analysis (mean-of-means and Pearson's Chi and Chi-square tests) detailed in Sections 7.4 and 7.5 of this thesis. These choices were again influenced by the expected outcome of the questionnaires.

4.4.2 Processing and Analyzing Qualitative Data

Methods of collecting qualitative data results in a large corpus of unstructured textual material hence are not simple to analyse (Bryman, 2004). Further, unlike quantitative data, clear-cut and precise rules about analysing qualitative data have not been developed. Two basic methods of analysing qualitative data are Analytical Induction and the Grounded Theory, though others exist. These methods are described as iterative: there is a repetitive interplay between collection and analysis of data. Narrative analysis has however been introduced in qualitative data analysis as an approach to curb the main limitation of the grounded theory: data fragmentation (Bryman, 1988). Another method worth noting is Content analysis.

Bryman (2004) described Analytical Induction as a data analysis technique in which the researcher seeks universal explanations of phenomena by pursuing the collection of data until no cases that are inconsistent with a hypothetical explanation (deviant or negative case) of a phenomenon are found. In its most recent incarnation, Grounded Theory has been defined as “theory that was derived from data, systematically gathered and analyzed through the research process. In this method, data collection, analysis, and eventual theory stand in close relationship to one another” (Bryman, 2004). Two central features of Grounded Theory are that: it is concerned with the development of theory out of data; and the approach is iterative and recursive, as it is sometimes called, meaning that data collection and analysis proceed in tandem, repeatedly referring back to each other. The main criticism however is that, Grounded Theory fragments data.

Narrative analysis is an approach that emphasizes the stories that people tell in the course of interviews and other interactions with the qualitative researcher and which

has become a distinctive strategy in its own right for the analysis of qualitative data (Bryman, 2004). It is often employed to refer to an approach that emphasizes the examination of the storied nature of people recounting lives and events, and the sources themselves: the stories that people tell in recounting their lives (Roberts, 2002). Though there is little consensus on what this method entails, it is agreed that, it is sensitive to: the connections of peoples account of the past, present and future events and states of affairs; peoples sense of their place within those events and states of affairs; the stories they generate about them; and the significance of context for the unfolding of events and peoples sense of their role within them.

Narrative analysis, according to Bryman (2004) is a term which covers a wide variety of approaches concerned with the search for and analyses of the stories that people employ to understand their lives and the world around them. Riessman (2004) distinguishes four models of narrative analysis as listed below:

- *Thematic Analysis*: an emphasis on what is said rather than how it is said
- *Structural Analysis*: an emphasis on the way a story is related. Issues of the content do not disappear but there is an emphasis on the use of narrative mechanism for increasing the persuasiveness of a story
- *Interactional Analysis*: an emphasis on the dialogue between the teller of a story and the listener. Especially prominent is the co-construction of meaning by the two parties, though content and form are by no means marginalized
- *Performative Analysis*: an emphasis on narrative as a performance that explores the use of words and gestures across a story. This model of narrative analysis includes an examination of the response of an audience to the narrative.

Another major method of analysing qualitative data is Quantitative Content Analysis. It is an approach to the analysis of documents and texts that seek to quantify content in terms of predetermined categories and in a systematic and

replicable manner (Riessman, 2004). As described in Bryman (2004), it is more of an approach to the analysis of documents and texts rather than a means of gathering data. It can be usefully contrasted with two other approaches of analysing the content of communication: Semiotics; and Ethnographic Content Analysis.

Qualitative content analysis as summarized by Bryman (2004) is very much located within the quantitative tradition of emphasizing measurement and the specification of clear rules that exhibit reliability. It is a very flexible method that can be applied to a wide range of phenomena. It is crucial for the researcher to be precise about the research question in order to be certain about the unit of analysis and what is to be analysed as well as counted. Content Analysis as explained by Berelson (1952) is a research technique for the objective, systematic and quantitative description of the manifest content of communication. Holsti (1969) added to this by defining it as any technique for making inferences by objectively and systematically identifying specific characteristics of messages. Sight should not be lost of what these definitions seek to project: objectivity – ensuring transparency; systematic – application of laid down rules; and the use of quantitative description.

The investigation of the HRM practices and policies of the sampled large construction companies required that, both the context and content of data be analyzed. In that there was the need to identify themes, focus on how these themes were treated, presented and their frequency of occurrence, hence the use of content analysis. Further, the literature had already classified HRM activities plus the questionnaire had preconceived themes that it sought to investigate hence the most appropriate technique for analysis was Content analysis. A coding schedule was developed prior to data collection which informed the questions posed by the questionnaire. After the data had been collected, a two way matrix was prepared and used in the transcription of the interviews and recording of the data from the questionnaires. These were subsequently grouped under the preconceived themes identified in the coding schedule. This led to a classification of the various

categories of companies and their practices to aid in the narrative analysis and documentation based on the themes and trends identified in the responses.

During the content analysis, there was first a categorization of the subject and themes which were coded and used in the development of the coding schedule. The schedule covered issues including: the company; company characteristics; project delivery; HRM structures; HRM department and personnel; HRM practices (Organization, Staffing, Managing the employment relationship and Health and Safety); HRM policy types and characteristics; factors influencing policy development; and the need for a framework to assist in the development of appropriate policies. The two-way matrix (framework) employed in the design of the coding schedule had on the horizontal axis, these themes as derived from the survey instruments and on the vertical axis, the responses of the respondents. Under normal circumstances, there would have been the need to develop coding manual, which is a statement of instructions to coders that also includes all the possible categories for each dimension being coded. However, as the data was collected, coded and analyzed by the researcher, there was no need for a coding manual.

The structured narrative analysis (documented in Chapter 5) was done after the content analysis. The methods of analysis employed at the various stages of the research are as summarized in Table 4.15 below.

Table 4.15 Summary of Methods of Data Analysis

Stage of Research	Respondent	Instrument Type	Data Type	Method of Analysis
Preliminary	Construction Employees	Questionnaire	Quantitative	Univariate Analysis
	Construction Employers	Interview	Qualitative	Structured Narrative/ Content Analysis
	MWRWH	Diaries	Qualitative	
	HRM Practitioners	Interviews	Qualitative	Structured Narrative/ Content Analysis
Survey	Organizations	Interviews/ Diaries	Qualitative	Structured Narrative/ Content Analysis
	HRM Practitioners	Interviews	Qualitative	Structured Narrative
	Construction Companies	Questionnaires	Quantitative	Univariate Analysis

Stage of Research	Respondent	Instrument Type	Data Type	Method of Analysis
		Interviews/ Diaries	Qualitative	Structured Narrative/ Content Analysis
Framework Testing	Stakeholders	Review Meetings Attitude Measurement	Qualitative Quantitative	Univariate/ Bivariate Analysis
Framework Validation	'Experts'	Review Meetings Attitude Measurement	Qualitative Quantitative	Univariate/ Bivariate Analysis

4.5 DATA PRESENTATION

Data presentation is one of the most essential stages of any research process as research basically boils down to effectively communicating the findings to an audience. When writing however, rhetoric is an essential ingredient as the aim will be to convince the audience about the credibility of the knowledge claims of the research. Rhetoric is concerned with the ways in which attempts to persuade an audience are formulated. In order to be able to tell the story of this research and adequately at that, to convince the audience, data obtained was presented in simple graphs, charts and tables as well as written in simple and plain English language based on the methods of analysis employed (as detailed in Table 4.16 above).

Presentation of the data collected from the quantitative analyses analyzed using univariate techniques were presented using simple graphs by the use of MS Excel. Tables and in some cases graphs which were obtained by virtue of bivariate analysis from STATA and SPSS, were presented in this same form. However, in cases where the analysis generated a lot of tables, a summary table, derived from the individual tables, was provided in the text. For the presentation of qualitative data analysed using structured narrative and content analysis, text was used to represent the findings in the thesis.

4.6 HRMPD PROCEDURAL FRAMEWORK

This Section briefly describes the design of the Human Resource Management Policy Development (HRMPD) procedural framework design which is described in detail in Chapter 7 of this thesis. It describes the design process and the testing of the framework via review meetings and attitude measurement of a cross section of stakeholders. It will also describe the validation review meetings and attitude measurement.

4.6.1 HRMPD Procedural Framework Design

The design of the procedural framework (detailed in Section 7.3 of this thesis) to assist large construction companies in Ghana was informed by both the desk study and the cross-sectional survey. The survey informed the research on the nature of HRM within the industry as well as reasons for these practices. This coupled with the structure of the local industry and availability of resources of these companies informed the design of the framework to enhance their HRM practices. The framework after initial development was subjected to a series of review meetings with academia and practitioners alike which resulted in further reviews. The ‘final’ version of the framework as was obtained was tested via attitude measurement: the use of a five point Likert scale to test the logic and content of the procedural framework described in the sub-section following.

4.6.2 HRMPD Procedural Framework Testing

The focus of the sample for the testing of the developed procedural framework was HRM experts and Practitioners both in academia and industry for the review meetings and a cross section of stakeholders for the attitude measurement. An arbitrary number of 200 respondent stakeholders: employers, internal customers or employees, shareholders, and managers, were targeted. To ensure that this sample had a fair representation across the country in view of resource limitations, respondents were purposefully chosen from eleven construction companies from

three major cities in the country; Accra, Tema and Kumasi, who were all but one involved in the initial survey.

A presentation on the framework as had been designed was made to respondents who were met in groups of varying size between four and eight respondents after which they were guided through the questionnaire (Appendix E1), which they subsequently answered. The questionnaire contained four parts of five point Likert scale attitude testing questions. The focus was to test their agreement or otherwise to the main issues the framework proposed as well as the philosophy and overall logic of the framework. This method also provided a basis to investigate the influence of some demographic variables in policy development. Details of the framework testing procedure, results and discussions are covered in Section 7.4 of this thesis.

4.6.3 HRMPD Procedural Framework Validation

The most ideal validation would have been 'Action Research'. However, due to resource limitations of the research, this was not possible and has been recommended for further research in Section 8.7 of this thesis. The validation of the procedural framework therefore took the form of validation review meetings held with 'Experts' who comprised HRM consultants in the country, practitioners, representatives of national employer and employee organization and academics with both HRM and construction backgrounds (Section 7.5 of thesis). Twelve 'Experts' were targeted though only ten assessment forms were responsive hence were employed in the analysis. Respondents answered an assessment form (Appendix E2) which was preceded by a presentation of the framework and a discussion. Provision was made at the end for respondents to make suggestions for improving the framework which is captured in Section 7.6 of this thesis.

4.7 CHAPTER SUMMARY

This chapter has discussed the research approach, methods, design and process adopted for this research. The research is geared towards the subtle realism/ critical realism ontological position and towards the interpretive position epistemologically. It adopted the mixed method approach with a combination of a variety of qualitative methods with some quantitative methods. A cross-sectional design was used due to the wide range of designs adopted. This was done to allow the needed flexibility to collect and analyse the needed data, which was mainly qualitative with some quantitative data, to come up with the right conclusions in view of our research questions, aim and specific objectives. A variety of analytical techniques ranging from univariate and bivariate statistical methods to purely qualitative methods: content and structured narrative analysis, were employed in analysing the different data sets obtained though no data set was analyzed using different analytical techniques. The results obtained led to the design, testing and validation of the HRMPD framework which was briefly touched on in the chapter.



CHAPTER 5:

MANAGING EMPLOYEES WITHIN THE GHANAIAN CONSTRUCTION INDUSTRY: THE CASE OF LARGE CONSTRUCTION COMPANIES

5.1 GENERAL

This chapter documents the analysis of the primary data collected from the thirty-six large construction companies operating in Ghana on their HRM practices \. Respondents were personnel in charge of the HRM function or their representatives in the sampled companies. This chapter explains the classification of the construction companies used as a result of the analytical technique. Existing HRM practices of the various classifications of construction companies are then discussed using narrative analysis technique. The coding used for the various narratives are explained in detail in Appendix B3 of the thesis.

5.2 SAMPLED LARGE CONSTRUCTION COMPANIES

Bases on the predefined themes identified in Section 4.4.2, common HRM themes, trends, and practices and policies identified were found to be similar along the lines of the origin of the sampled companies. Companies owned by indigenous Ghanaians have similar practices which differ from companies owned by foreigners which are also similar. Companies were classified into three main groupings based on their origin: local companies which are owned by indigenous Ghanaians; foreign companies, owned by people other than Ghanaians, foreigners; and a last case which is a Joint Venture (JV) between an indigenous and a foreign company.

Discussed in this section are the characteristics of these companies, including their structure, general management and HRM characteristics as well as details such as ownership and adherence to basic requirements of the MWRWH classifications. It is important to note however that, of the forty-nine large construction companies registered with the ABCECG as of 2004, thirty-six companies took part in the questionnaire survey with twenty-eight agreeing to participate and actually participating in the semi-structured interviews (Table 4.13).

5.2.1 Characteristics of Companies

For the purposes of the research, large construction companies which undertake both building and civil engineering works, D1K1, as per the records of the ABCECG, forty-nine in number, was employed as the population. As mentioned above and shown in Table 4.13, thirty-six of them were involved in the survey. From the data collected however, one company recorded that, they undertake only civil engineering works, three undertake only building works and thirty-two of them, being the majority, undertake both building and civil engineering works (Figure 5.1). All these companies were however employed in the analysis as they were part of the sample.

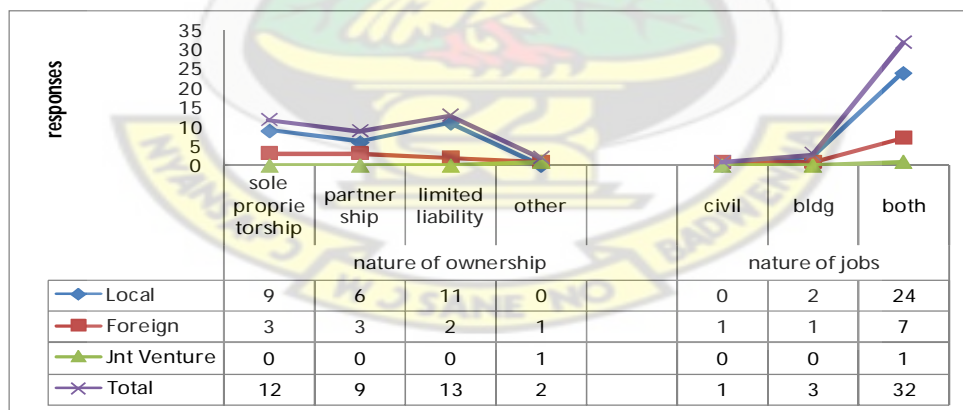


Figure 5.1 Nature of company ownership and works undertaken

Of this number, twelve are owned by sole proprietors, with thirteen existing as limited liability companies: managed by a Board of Directors, BoD (Figure 5.1).

Out of this thirteen however, eleven are local companies who have boards comprising members of a nuclear family. An interesting finding was that, in these cases, though the spouse and children are partners/ members of the BoD on paper, they are not in practice. They are not involved in decision making hence companies existed more as sole proprietorship organizations in practice rather than the limited liability companies they exist by structure. Nine of the companies are partnerships between individuals and organizations hence are managed by a BoD comprising representatives of the various shareholders.

The 'foreign' companies exist in mainly two forms: as subsidiaries of foreign companies (with German, Italian, British, Lebanese and Yugoslavian origins); or owned by people other than Ghanaian: foreigners. One company is owned by the Chinese government: a state owned company (Figure 5.1). General management as well as HRM practices of their parent companies are adopted for use locally and reviewed as and when the need arises. A representative appointed by the mother company is solely in-charge of the management of the local subsidiary. This is however not the case of the JV company, which is managed by a board comprising representatives of both parties.

Companies were realized to have been in existence within the country averagely between ten and twenty years (Figure 5.2). Seven of the companies had existed for over twenty-five years with one, a subsidiary of an international foreign company, having existed for almost 50 years.

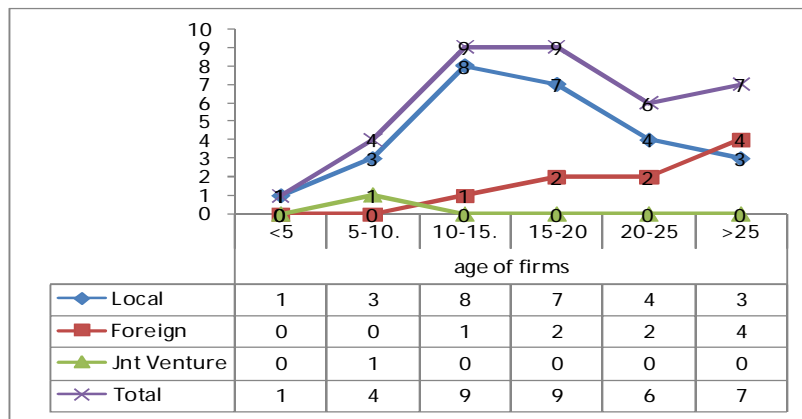


Figure 5.2 How long companies have been in operation in the country

Other general characteristics investigated included whether companies registered with the RGD as limited liability companies and whether they registered with the ABCECG as required by the guidelines of the MWRWH. Also were questions to find out if they paid the social security contribution of employees, paid their taxes and had labour cards from the labour department for employees which are a requirement in tendering for construction projects. Lastly in this regard was whether they had won any national awards for performance and management. All companies answered yes to registration with the RGD, payment of social security payments for employees and payment of taxes (Figure 5.3).

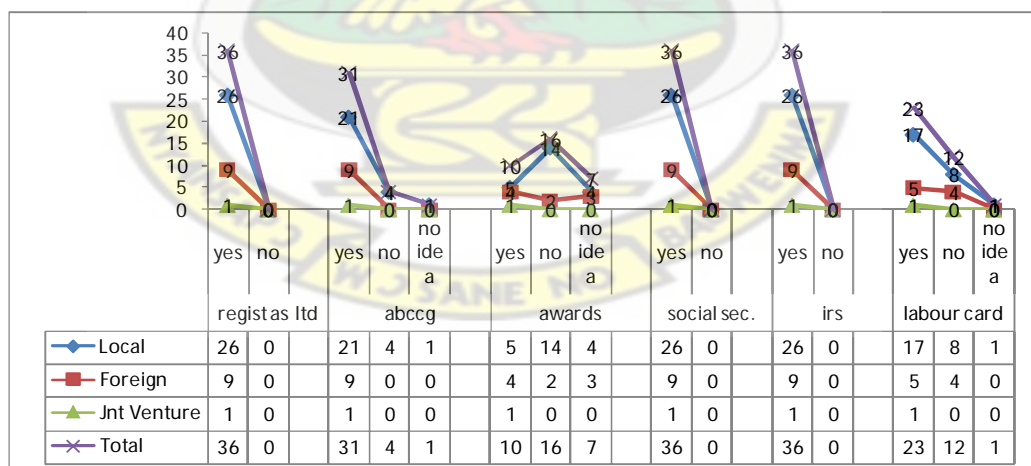


Figure 5.3 General characteristics of companies

The challenge recorded by the respondents was the payment of social security and taxes for part-time, piece-meal and casual employees which is not done as these employees are paid lump sums based on the work they are employed to do. Though some twenty-three companies answered yes to collecting labour cards from the labour department for their employees, they indicated that these cards are hardly used as they were out of vogue. Asked why they take the cards from the labour office then, they pointed out that they do so because it is a requirement of the MWRWH for classification. A possible query about the question on ABCECG membership can be raised as the population is from their list of membership. However, it is interesting to note that four of the responding companies were not members of the Association. An alarming response in one case was when the personnel in charge of HRM in that company, stated that he had no idea whether his organization was a member of the ABCECG or not (C04-LC-I).

5.2.2 General Management of Companies

The investigation sought some common management characteristics to inform the research of the general management characteristics of the sampled companies. The questionnaire looked at characteristics including how centralized the management system of the company is, homogeneity, how tall their hierarchical structures are and how much planning is done. A five point Likert scale of attitude measurement was employed for this section. Respondents were asked to indicate with '1' representing a low level of the characteristic, through '3' implying medium and '5' signifying a high level of the characteristic. When asked about how centralized the management of the organization is, nineteen companies indicated that, management is highly centralized, that it revolve around one person: the CEO, Managing Director or the Proprietor, who makes all major decisions including general management through to resource management decisions. Sixteen of the companies recorded '3' and '4' (Figure 5.4). It can be inferred that, management, both general and resource management, is centralized in the sampled companies, contrary to what HRM literature recommends, a decentralized management system.

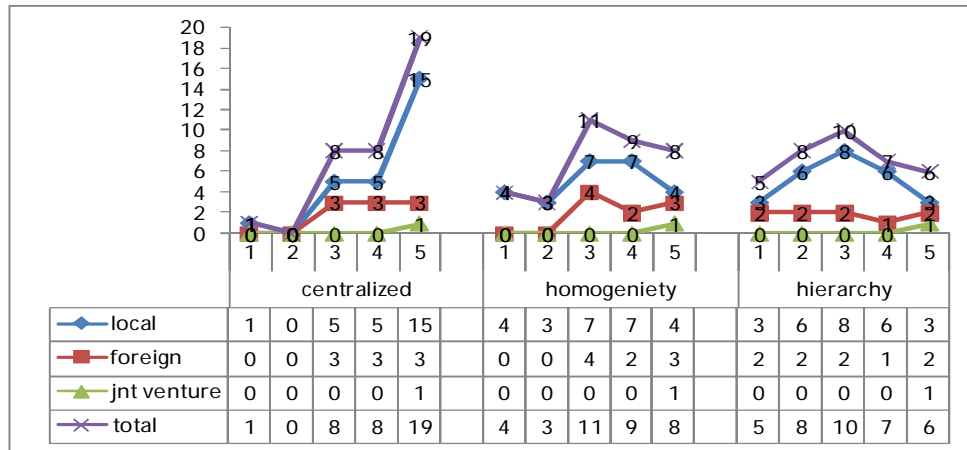


Figure 5.4 Management Characteristics

Subsidiaries in this case refer to the various project sites which are considered as outlets of the main company. Homogeneity of subsidiaries questioned in this section, refers to similarity of management in quality, autonomy and authority of the project managers on project sites. This was found due to the project based nature of the industry. Eleven of the companies indicated that subsidiaries are moderately homogeneous with a Likert score '3', and nine companies indicating a more homogeneous organization and eight indicating a high level of homogeneity (Figure 5.4). This implies that about 70% of companies have similar organograms and management systems on the various project sites. It was noted however that this is to a large extent influenced by the size and complexity of these projects.

To delve deeper into the structure of the organization, to aid in understanding how these companies are managed, respondents were questioned on the type and characteristic of their organograms. It was interesting to note that all companies operated using hierarchical structures rather than matrix or flexible structures or that recommended for project based companies in Section of the research, which will be ideal for the construction industry due to its nature and characteristics. Respondents were thus asked to indicate on a five point Likert scale with weight '1' indicating 1-3 hierarchies; weight '2' representing 3-5 hierarchies; weight '3' signifying 5-7 hierarchies; weight '4' signifying 7-9 hierarchies; and weight '5' representing more than 9 hierarchies (Figure 5.4). Twenty-three companies

recorded a distribution of more than 5 hierarchical levels in this age of organizational science, where focus is on flatter and leaner organization. However, in sole proprietorship organizations, the sole policy maker is accessible to the general workforce. Contrary to this, the policy makers of foreign companies are accessible only to management who in turn, depending on the size of the organization, are in touch with the general workforce or do so through HRM personnel who serves as middle-men.

Planning, which is a system for achieving set objectives or as an execution method worked out in advance, is a key function in every organization in its bid to achieve its set objectives and goals as well as attain a competitive advantage. It is also an essential feature in construction project execution and management. The nature of planning within these companies was thus investigated in two broad terms: formality level and how long in advance planning is done. Employing a five point Likert scale, respondents were asked to indicate the level of formality, with '1' implying informal, through '3' signifying moderately formal and '5' implying very formal (Figure 5.5). All companies were realized to attach a certain degree of formality to planning. In that, before the company can tender for a project, it needs to adequately plan for the entire project execution, allocate resources and establish the critical path for project execution termed as pre-project planning. There is also a lot of planning during the project and even after the project. Respondents argued that, planning for the human resource need and allocation for the company and various sites is very essential due to the role they play in project execution especially in this industry which remains labour intensive.

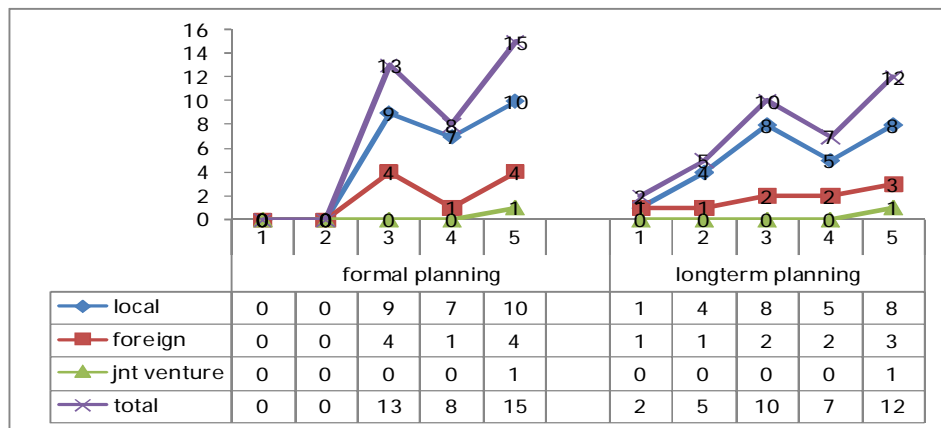


Figure 5.5 Nature of planning

The focus however was on how long this planning took, which could be looked at in two respects. First is planning for the organization as a whole and then planning of individual project. For the latter, planning is subject to the duration of the project which is determined by the complexity and size of project as well as resource and capital flows (in-flow and out-flow). However for the former: planning within the organization, a five point Likert scale was employed with '1' representing 1-2 years planning; '2' representing 3-4 years planning; '3' representing 5-6 years planning; '4' representing 7-8 years planning; and '5' representing more than 8 years planning. The responses are as shown in Figure 5.5. It was recorded however that this is also to a large extent dependant on project projections for both projects at hand and expected future projects. Provisions are made based on these as well as projected industrial growth hence likelihood of winning contracts for the execution of projects. Reference was also made to the influence of the type, duration, complexity and size of projects that the company undertakes.

5.2.3 Some Project Execution Characteristics

Companies can work in any region across the country provided they tender for the project and win hence are awarded the contract for project execution. That is to say, companies are not restricted to execute project in only the regions they are registered in. This is evident in the figures shown in Figure 5.6, where in all ten regions, the total number of companies who work within them exceed the total

number of companies who are registered in them. This confirms that, companies operating within the Ghanaian construction industry, like the companies operating within the industry world wide, can execute projects at different geographical locations provided they can mobilize the necessary resources to do so and are awarded the contract for project execution. This buttresses the industry's need, and indeed use of a transient workforce which results in the need for appropriate and suitable HRM practices.

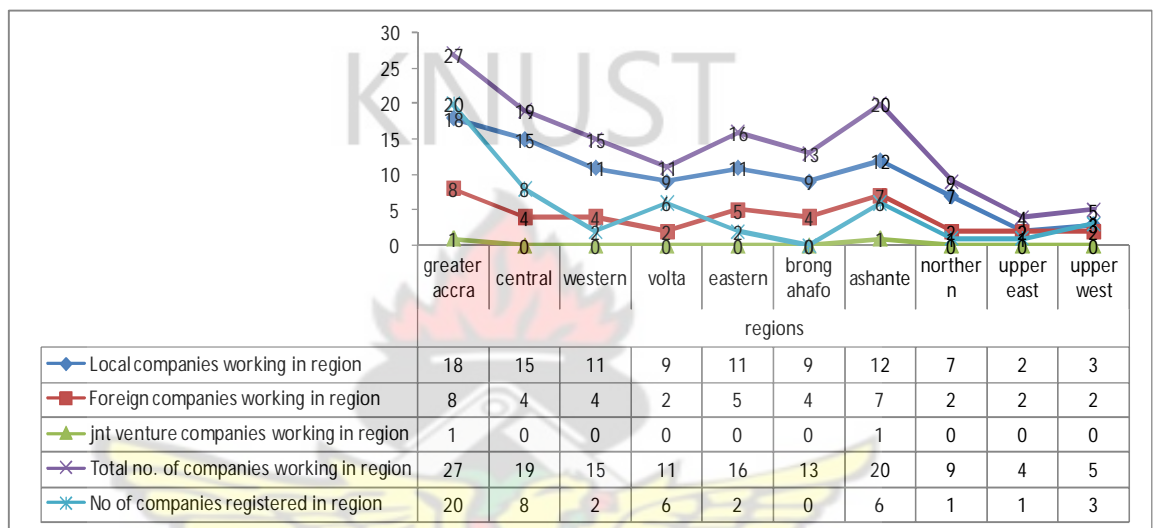


Figure 5.6 Project executions, by Region

It was interesting to find that, though all thirty-six companies operated as large (D1/K1) construction companies, not all of them met the MWRWH requirements with regards to the financial ceiling and labour and plant holdings. According to the guidelines, the financial ceiling of the company's minimum turnover in current value for a three year period should exceed US\$500,000.00. However, the investigation showed that eight of the companies, who are registered as D1/K1 construction companies recorded a minimum turnover over a three year period of less than this figure (Appendix B3).

A look at the labour and plant holdings of the companies also revealed that, not all of them met the requirements of the guidelines (Appendix B3). They however had the D1/K1 Classification of the MWRWH hence were used in the research. On the

average however, the sampled local companies had a general workforce of about seventy-five permanent employees (professional – sixteen, artisans – thirty-six and labourers – twenty-one); the foreign companies had about three hundred and eighty-one permanent employees (professional – thirty-nine, artisans – two hundred and forty and labourers – hundred); and the JV company, ninety-nine employees (professional – nineteen, artisans – nine and labourers – seventy-one). The distribution for the JV company is as a result of them having only one ongoing project at the time of data collection and this was at the finishing stage where they had specialist sub-contractors providing specialist finishing services.

5.3 THE HUMAN RESOURCE MANAGEMENT FUNCTION

This section examines the HRM function of the sampled companies. It looks at the structure of the function within the company, the existence, roles and responsibility of a department to undertake or execute this function as well as the personnel in charge of this function within the organization. This will set the tone for an investigation of their HRM practices and policies.

5.3.1 Nature of the HRM Function

The HRM Function in large construction companies operating in the country operated using a Collective Agreement (CA), by management prerogative or a combination of the two. Companies who employ the use of a CA, either solely or alongside management prerogative, have the agreement covering the various HRM activities. They define how these activities should be carried out and who is responsible for them. Seven of the sampled companies managed people solely with the use of the CA while fourteen use a combination of the CA and management prerogative. Of this number, eighteen used the CA signed between the ABCECG and the CBMWU, two used different CAs signed between their managements and their existing local employee organization with one using that between the ASROC and their local CBMWU (Figure 5.7).

Management prerogative in this case refers to the reservation of decisions for management at their discretion concerning HRM. In this case, management decides how to deal with a particular issue at their discretion as and when they arise or based on some precedence. Fifteen of the sampled companies indicated that they manage strictly by management prerogative. For the fourteen who used a combination of CA and management prerogative, the basic agreements in the CA are not contradicted but additional provisions are made based on what issue is being addressed (Figure 5.7).

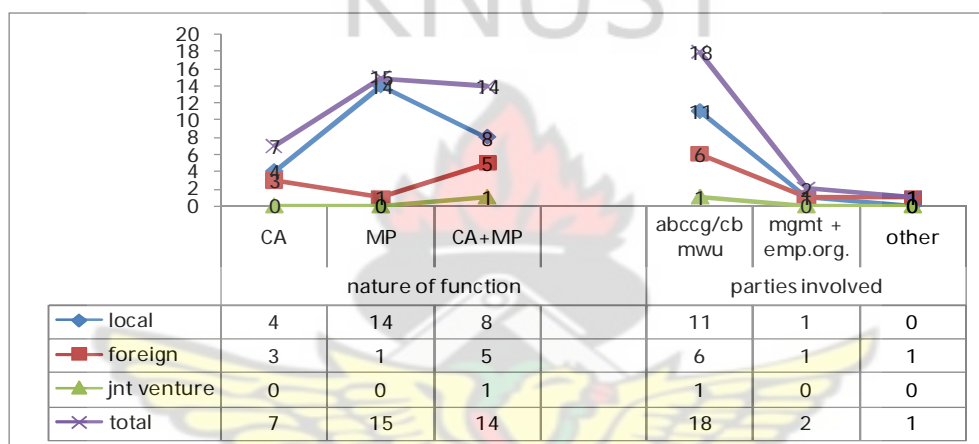


Figure 5.7 The HRM function

5.3.2 Personnel in Charge of the HRM Function

A rather wide variety of personnel, with respect to professional qualification and role in the company, were found to be in charge of the HRM function in the sampled companies (Appendix B3). A majority (26) were found not to have trained HRM professionals to execute this function (Figure 5.8). Most of the local companies stated that they could not afford to employ trained HRM personnel to undertake this function. Further since this is not an obligation of the MWRWH to merit classifications, companies paid little attention to it. This function is as a result, relegated to the background. Considering that companies have financial limitation hence have to manage their finances sternly, one would have taught that they would train other professionals to play a dual role in the company. The case however is

that, these professionals are expected to play this dual role without any training. This raises concerns as to how much attention this function receives from these personnel and the organization at that, and even how effective they are.

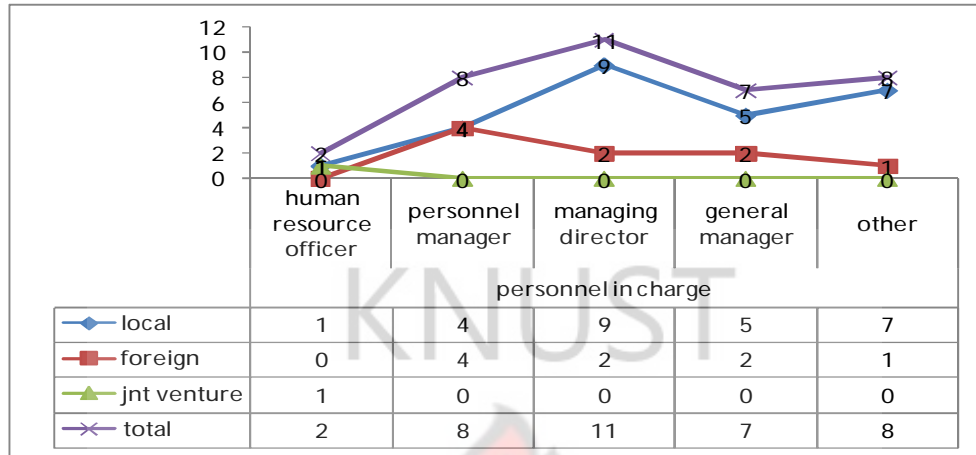


Figure 5.8 Personnel in charge of HRM

The investigation showed that (Figure 5.8), for eleven of the companies, nine of which were local, the Managing Director (MD) was responsible for the execution of the HRM function with the General Manager (GM) responsible in seven of the companies. These officers (GM and MD) are the technical directors of the companies, in that, in as much as their being in charge might look like a plus for the HRM function: decisions can be made in line with strategic business planning and total project planning, the function stands the risk of, and is indeed, relegated to the background since their preoccupation is with the technical issues. To worsen the situation, these personnel have neither formal nor informal training on the subject area hence rely on years of 'try and error' experience. In eight of the sampled companies, the function was undertaken by a 'Personnel Manager'. Though in these cases, the function took after the personnel management approach, the personnel had some HRM training.

It was noted however that, these personnel managers are not involved in business decisions; hence do not have the flexibility to manage people as they would have wanted to. The role in these cases was mainly monitoring and actions mainly

reactive. Two of the companies had Human Resource Managers in place. It is interesting to note that in these cases, the practitioners were more involved in decision making and existed as business partners as well as internal consultants in all major decision making and human resource planning and allocation. The ‘other’ category of Figure 5.8, selected by eight companies comprised mainly financial directors, accountants or administrators (Appendix B3). These posed similar challenges as with the cases of the MD and GM: it not being a major preoccupation; personnel not adequately trained; and a reliance on ‘try and error’ methods.

The personnel in charge of the execution of the function play a variety of roles as has been established in Section 2.6.2. These roles are dependent on the practitioners’ position in the company; how the company perceives this function; as well as their ability to impact. The distribution in Figure 5.9 shows that for the case of the sampled construction companies, the roles of the personnel in charge of HRM range from the business partnership, strategist, interventionist, innovative, internal consultancy and monitoring. Six of the companies recorded that the personnel’s role is more proactive: taking the initiative by acting, initiating or instigating them, rather than being reactive: tending to react to events and situations though four companies described their HRM personnel to be reactive.

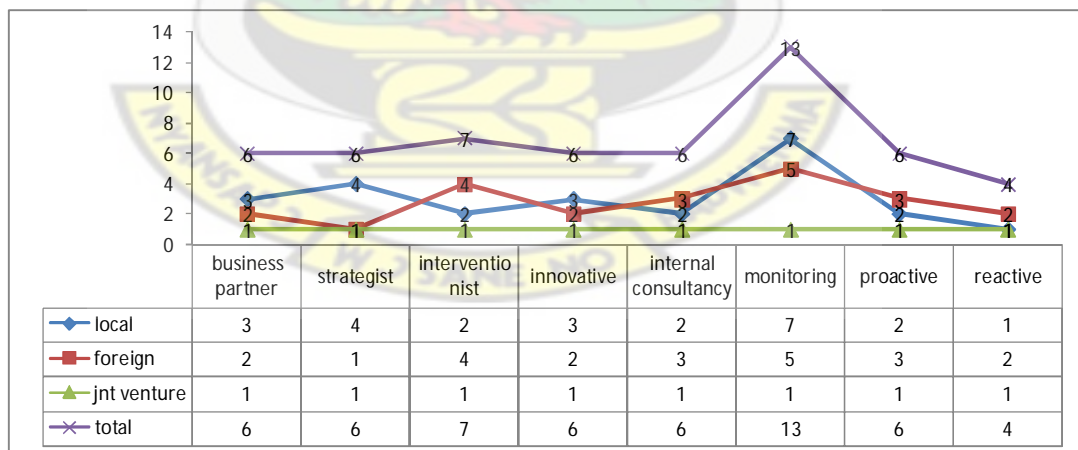


Figure 5.9 Roles of personnel in charge of HRM

The commonest role of the HRM personnel which thirteen of the companies said their personnel played is monitoring. Monitoring is concerned with ensuring that the policies and procedures of the company concerning its HR are implemented with a reasonable degree of consistency. This is very essential in these companies because policies are mainly implicit with some documented in a few companies (Section 6.4). These companies do not have particular or definite models of the HR management role in place it.

5.3.3 Department to Undertake the HRM Function

From the survey, it was realized that 50% of the companies who were involved in the survey had a department responsible for the execution of the HRM function (Figure 5.10). Of this percentage eight were foreign companies and nine local companies. It is interesting to note that, seventeen out of the eighteen who did not have a department in charge of this function were local companies. The reason for this distribution especially in the local companies can be attributed to the size of the companies, the nature of ownership and how they are generally managed. From the previous section, we realize that, these companies are highly centralized and revolve around a central core. The various project managers are left to recruit and manage personnel on their sites, the bulk of whom are casual or part-time workers forming that transient workforce the industry is noted for. Having a department in charge of this function was common (about 90%) in foreign companies, due to the size of their companies, their management policies as well as the large number of employees they employ.

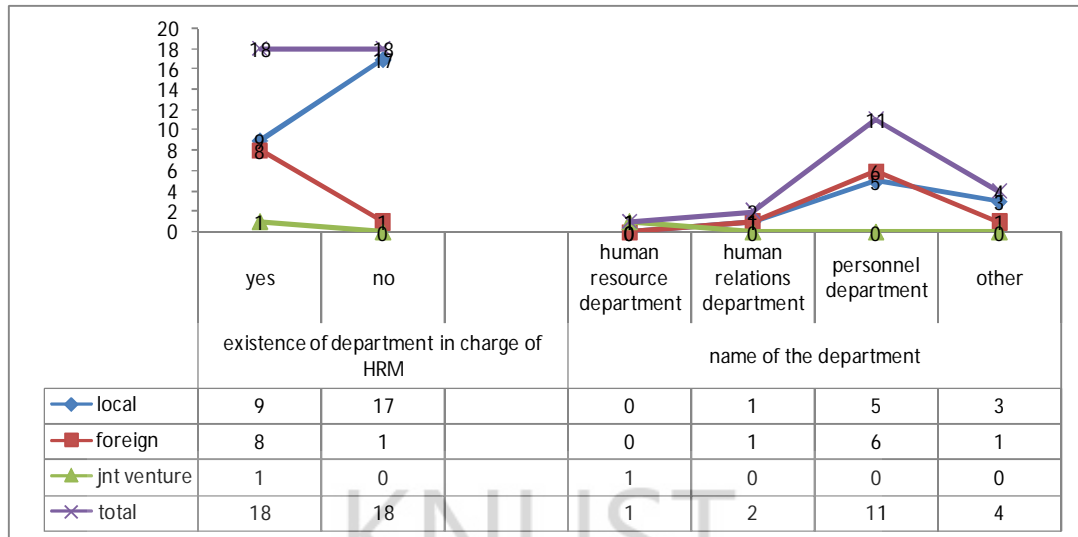


Figure 5.10 Characteristics of the HRM Department

The department was dubbed differently by the various companies. The names ranged from the Human Resource Department, Human Relations Department, and Personnel Department with two others calling it the Welfare Department (Figure 5.10). Two companies (one local and one foreign) incorporated this function within their Administrative Departments. Enquiring why the names varied so much, it was realized that, it reflected how the organization perceived the function as well as its role within the organization. For example, the interview results showed that, companies who called it the Personnel Department still viewed the function and indeed the function existed as per the personnel management approach.

5.3.4 The HRM Function and the Organization

The structure of a typical construction company operating in the country is as shown in Figure 5.11. The HRM function is usually at the third level of the hierarchy. It falls under either the Financial/ Administrative Directorate or with the Technical Professionals. It is important to note however that, its level in the organogram depends on who is responsible for the execution of the function within the company. For example in Sub-section 5.3.2 it is realized that it is mainly managed by the MD (eleven cases) or the GM (seven cases). The function managed

by Personnel Managers who fall under the Financial/ Administrative Director in eight cases and Human Resource Officers in two cases (Figure 5.8).

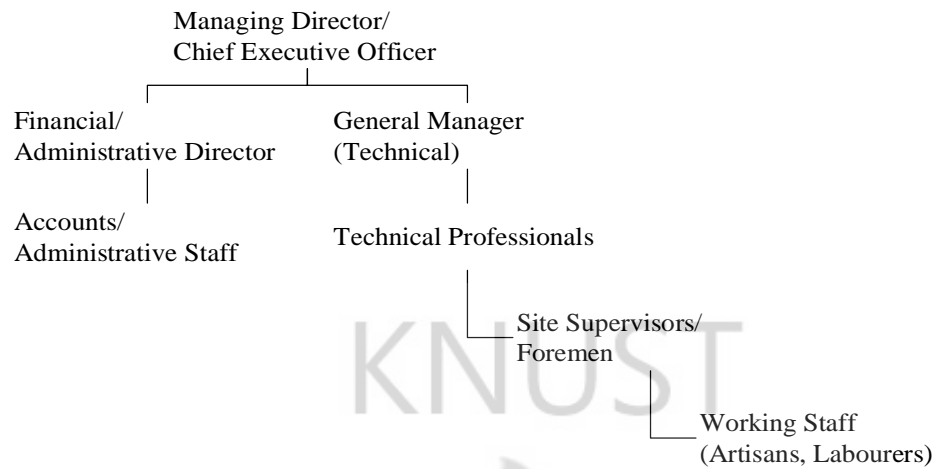


Figure 5.11 A typical organogram of a large construction company in Ghana

At the site level, the interview revealed that, the site managers are solely in charge of employment, management and deployment of artisans and labourers (both permanent and casual as well as piece meal and contract gangs). Planning was however done at the organizational level (resource schedule) for execution by the site manager or foreman. In one foreign company however, it was realized that there was a conflict of roles due to structures and job and role designs which are not properly structured. In this case, the site managers of the various sites are expected to communicate their HR needs to the HRM manager who is expected to do the recruitment at the head office and send these new recruits to the site. The HRM Manager however lamented that:

“In some cases, after I have recruited the artisans and labourers and sent them to the site, we arrive only to realize or be informed that the site manager has gone ahead to also recruit for the same role. This can sometimes get very frustrating as it means I have to dismiss the people I have recruited. This is not fair as they might have sacrificed other offers” (C30-FC-I)

This is a classic example which requires the structure of the HRM function to be clearly defined and the roles of the various heads of departments, supervisors and all line managers clearly outlined to avoid conflicting functions. Such situations, if not well guarded against can have cost, time and money implications for the organization, as well as cause conflict amongst the workforce. Such occurrences could also result from the non-existence of a department or personnel to undertake the function or that the personnel in charge lack the requisite knowledge and know how on how to manage the function and the various stakeholders involved. It is interesting to note however that, this mishap does not happen in the very centralized companies where the 'one-man' is the main ball player, hence takes all decisions, appoints all personnel as well as employs and deploys all employees.

5.4 HUMAN RESOURCE MANAGEMENT PRACTICES

The sub-sections following will document the HRM practices of the sampled large construction companies operating in the country. Discussions will be as per the classification of the HRM dimensions established in Section 2.4.4 of this thesis: Designing an effective organization; Staffing the structure with suitable people; Managing the employment relationship; and Health and safety. This documentation will contribute to existing literature in this subject area as well as inform the development of the HRMPD framework to enhance practices in these companies and HRM in general.

5.4.1 Designing an Effective Organization

The need for an effectively designed organizational structure, to provide organizations with an effective SHRM function has been established in Section 2.4.4.1 of this thesis. This function can be classified in either two: the overall operation of the organization and its design; or three: the design of the organization, its development and job and role design within the organization, broad phases. In

both cases, it looks at the organizational design and how it is managed. This sub section documents how the various categories of companies execute this function.

5.4.1.1 *The Case of Local Companies*

Local construction companies in the country generally operate as hierarchical organizations. Due to the nature of ownership of these companies (either by a sole proprietor or as ‘limited liability’ companies which exist as sole proprietorship companies in practice), the Board of Directors (BoD) or the MD is in charge of the design of the organization. Even in cases where there is a BoD, the MD who is in charge of the running of the organization recommends an organogram for the perusal and approval of the BoD. Companies have head offices which exist as the centre of affairs of the organizations and where all major decisions are taken. The various project sites are considered as subsidiaries of the main company (head office) resulting in cases where a company might have its head office in a particular region but undertakes projects in other regions.

In the event of the company winning a contract for the execution of a project, pre-project planning is done, the size, complexity and technical expertise required for the execution of the project is assessed and management decides who will be in charge of the project. Once this is decided upon, these personnel, whose role would have changed to that of Project Manager, plans the project execution, the HR needs and the hierarchy of command and control on the site. The various roles and responsibilities of the personnel to be employed on these sites are designed accordingly. A common trend realized in these companies is the desire of the MD, who is either the Sole Proprietor, a member of the BoD or a Partner, to be involved in all projects. This does not allow the Project Manager independence in managing the site. For example, one respondent who was an MD of one of the local companies noted that:

“I can not totally trust the execution of a project to my specification by another person, it be my Project Manager or Engineer or Foreman. I just have to be there!” (C14-LC-I)

In much the same words another indicated that:

“Though I give my Project Manager the authority to execute and manage the project as well as all resources on site, it is still not like me being there. I know in the end I take back his responsibilities but I don’t mind since it is my project and my company” (C10-LC-I)

When this respondent was asked if this does not negatively affect the project, he responded that:

“It does gravely and I wish I didn’t have to but... It has resulted in my inability to tender for a certain size and number of projects at a particular point in time which has negatively affected the organization’s turnover but I would rather have a maximum of three projects than have more than I can keep a very close eye on” (C10-LC-I)

Another respondent could not agree more when he recorded that:

It would be my wish to tender for and hopefully win a good number of projects so my company will grow but I would rather have just a few within close range which I can supervise directly. The unfortunate thing is, I have a Project Manager on all sites to manage the project but I just cannot risk not being there and in charge” (C21-LC-I)

These companies develop well defined organograms indicating the roles of various employees but fail to use it in practice due to low level of trust. All the local companies interviewed were keen on developing their organizations, delegating, putting employees in places of responsibility, and the likes, but the issue of their inability to put them into practice was persistent. Stimulating, planning and implementation of programmes designed to improve the effectiveness with which the company functions and adapts to change was also seen as very fascinating but general comments were in the line of what one respondent said:

“My sister, once you go through the rigor of tendering and finally being awarded the contract, your focus is on delivery on time, in good quality, and at the right cost. Yes it is good to focus on developing the company in this regard but for most of us local contractors, it is our own small thing for survival so we do well to go by the books sometimes but most of the time we just do things as we always do. That is what we know, that is what we have practiced for years and are surviving, and that is what we shall practice. Maybe if one day the next generation takes over, they will do all these ‘book-long’ programmes etc” (C05-LC-I)

5.4.1.2 The Case of Foreign Companies

In the foreign companies, things were different. This can be attributed to the fact that most of them are subsidiaries of existing foreign (international) construction companies with well defined processes and structures in place. Having an appropriate and functional organogram in place is deemed a basic necessity.

“It makes managing our relatively large organization convenient. We have two main branch offices which operate as centres for the southern and northern sectors of the country. The various project sites also operate as subsidiaries of these sectors who both report to the main head office which also reports to the mother company. With such a complex structure, we have no option than to properly plan our organogram as well as outline the roles and responsibilities of our personnel.” (C28-FC-I)

“In the mother company, all these structures are in place and we are expected to replicate them. It is a policy for all subsidiaries of the company. Also doing this makes project planning easy as everyone knows exactly what they have to do so we do not waste too much time.” (C32-FC-I)

The organizational design in this case is more like what Mullins (2002) described as division of work by location. The MD, who is usually the representative of the parent company in the country, is in charge of the general and day-to-day running and management of the company. Due to bureaucracies, the MDs, who are expatriates in all the companies, are not in direct contact with the junior workers:

artisans and labourers. One very interesting observation was that, Project Managers are also mainly expatriates irrespective of their qualification and are assisted by indigenous professionals.

When respondents were questioned about this, they blamed it on the relatively low trust they have in indigenous professionals, that is, they would rather have one of their 'own' whom they can trust to manage projects though in a few cases, local Project Managers were employed. Also was the fact that they had realized after years of experience and trial that workers tend to be more productive when they see a 'white man' on site, which to the surprise of the interviewer was conceded to by some of the local contractors a few of whom confessed to employing expatriate staff because productivity is higher once there is a 'white man' on the site. The question arising here is if it is as a result of the attitude of the Ghanaian people who still believe in the superiority of the 'white man'; a spill over of colonialism.

"Once I have an expatriate Project Manager on site, I am more comfortable as I know productivity will be higher and my project will be executed as expected. This is not to say the locals are not good enough, actually, they know the terrain and understand the people better as well as are more experienced working in the country but somehow it always works better to have an expatriate Project Manager. So what I do is to appoint a local qualified and experienced professional to work hand-in-hand with the project manager though hierarchically, he reports to the expatriate Project Manager" (C28-FC-I)

The respondent from the local company who agreed to this fact noted that:

"I am questioned a lot of times why I employ or partner with expatriates to execute particular projects. You will not believe this but once there is a 'white man' on site, the workers work like crazy. So, I pay more to the expatriate who in some cases is just an artisan but you will be surprised at the level of productivity. So my secret is: get a 'white man' to walk around and an assistant Project Manager who has all the requisite skill, technical know how etc... BINGO!!!" (C13-LC-I)

Organizational development and growth in these companies is highly prioritized as they compete with other subsidiaries of the mother company. This stimulates the desire for maximum commitment, productivity and performance of employees in order for the company to achieve its goals. Also they need to attract competent professionals who will add up to their competence in project delivery as well as enhance their profile. These companies are also in constant competition with local counterparts who are not subsidiaries of larger companies. The need for efficient, effective and practical organograms is deemed very important in their bid to remain competitive. Foreign companies operating in the country seek to develop an organization which plans and implement programmes to improve the effectiveness with which they adapt to change and develop work processes which will promote motivation and improved productivity, performance and commitment.

5.4.1.3 *The Case of the Joint Venture*

Organizational design in the JV Company is similar to that of the foreign companies described above. This is because, the one such company found in the population of the survey, is between a British construction company and a local construction company. The BoD who manages the company was formulated from representatives of both companies. The organogram of this new company was designed to meet established standards of both companies with the roles and responsibility of all personnel clearly outlined. This allowed for the participation of a qualified HRM professional from the very onset. That is, as the company expanded and developed, the HRM function which existed as a business partner amongst other roles also expanded and was involved in all business decision making. HR Planning is adequately and appropriately done with respect to the organogram of the organization.

Various project sites exist as subsidiaries of the main company. Projects are generally managed by the Project Managers who are not necessarily expatriate staff though they also conceded to the fact that productivity is higher once there are expatriates on site:

“One major observation we have made, though we do not know why this is the case is that, once there is an expatriate on site, productivity is higher. So we do well to ensure we employ an expatriate on every project site.” (C36-JV-I)

The HRM function is also well structured in that, they have a Personnel Manager on each site though their work is closely supervised and coordinated by the HRM manager from the head office. Further, they compete with the foreign companies in attracting, retaining and deriving maximum commitment and productivity from the best calibre of employees hence need to either live up to their standard or raise it. They therefore engage in organizational development programmes designed to improve their adaptation to changes as well as to meet their goal.

“Competition is very high especially with the foreign companies who would do anything to poach a good employee. Also we believe that the prestige attached to working for a foreign company is a great motivation to professionals as well as artisans and even labourers, so we do all we can to ensure the company develops appropriately to ensure our employees are well motivated to stay. We can boast of very effective and successful programmes as our labour turnover is very low” (C36-JV-I)

5.4.2 Staffing the Structure with Suitable People

Once an organization has been appropriately designed, developmental structures have been put in place and the job roles of the various employees have been well defined, the next HRM dimension is to staff the structure with suitable people. This dimension involves planning, recruitment and selection, talent management, human resource development, knowledge management and performance management. This sub-section will discuss findings from the survey on how the sampled companies staff their structures. Discussions will be under the identified categories of companies.

5.4.2.1 *The Case of Local Companies*

Planning of the HR needs of the organization can be looked at in two fold: first is the need for non technical staff; then that for technical staff. Non-technical staffs range from administrators, accountants, office clerks, drivers, gardeners, messengers and cleaners amongst others. The employment of these staffs is generally done by the MD assisted by the GM in some cases. This is however dependent on the requirements of the organogram. Technical professionals needed by the companies can be looked at in two fold as well: office technical professionals to tender for projects as well as undertake other office duties and the field/ project technical professionals who are dependent on the HR needs of the projects determined by the HR schedule of projects. The need for artisans and labourers are also catered for in the resource schedule for the project.

At weekly site meetings, the MD and the Project Manager review progress as per the programme of works against actual work which informs and advises on the HR need for that week. How the needed personnel will be recruited and who will be responsible are discussed and agreed upon. These meetings are normally held at the beginning of each working week. For example one company recorded that:

“The various project managers submit a report at the end of the working week (Saturday). In this report they show actual work done against that in the works programme as well as the resources: plant, materials and labour, needed for the next week. I then do the planning for all resources. For labour, I plan which of my workers will be moved around and which sites need to employ new people. Monday morning, we meet again and we discuss what I have planned. All the workers assemble at the head office every Monday morning except for those who are in other Regions so it is easy to reshuffle to meet the needs of all projects” (C14-LC-I)

On the recruitment and selection of professionals when the need is realised, one respondent noted that:

“We usually have a pool of application letters available so when we need a professional, we go through this pool and select for interviewing and possible appointment or we just pass word round, though this is informal.” (C21-LC-I)

Another noted that;

“On some occasions though rarely, we place notices in the news papers. But indeed getting workers is not difficult as day-in day-out well trained and qualified people come knocking at our doors. Word-of-mouth works just fine for us.” (C15-LC-I)

These were the two commonest methods employed in the recruitment of professionals: a pool of applications that aspirants drop by or by word-of-mouth. Companies employed some permanent artisans and labours whom they move round various project sites. These they recruit from either the labour office or from free-lancers who move from site to site seeking employment.

“These artisans and labourers are all over the place. Once they see construction work commencing, they come round. We test them on the job and employ if we need extra hands. We however prefer moving our own (permanent) employees around” (C24-LC-I)

Outsourcing is also a common practice as well as the reliance on a transient workforce. Generally, companies prefer to shift the responsibility of having to employ directly to labour-only sub contractors who supply the needed labour: artisans and labourers. This reduces the work load of the project manager who has to double as HR personnel and see to the recruitment of employees.

“It is easier to employ labour only sub contractors to provide the needed artisans and labourers as this relieves us of the recruitment of these ‘junior’ workers” (C05-LC-I)

HR development within the companies is concerned with organizational and individual learning, management and employee training and development, career management as well as talent management. It was realized that in the local

companies, there is no definite policy on HR development. The general perception was however a belief that employees will leave the company once they are trained hence employers desist from assisting employees develop their professions. Comments prominently included:

“Once you invest in training people, they come back feeling they are too ‘big’ for you and would want to move on. It is difficult to bond the people to the company, training and development is just not worth it.” (C01-LC-I)

“Well the best I can do and indeed do for my employees, is to assure them that once they get themselves trained, the additional qualification will be recognized and their salary and of course responsibility increased. But I do not get involved in how they educate/develop themselves.” (C15-LC-I)

“The foreign companies are always pouching the employees. It is amazing why they go because we sometimes even pay better. I think it is just the prestige associated with working for a foreign company. It is just not worth training employees because you just cannot hold them to a bond even if they sign one. They will just move on.” (C21-LC-I)

When asked why measures are not put in place to ensure these bonds actually hold, the general perception based on what had been experienced in times past is summarized in the words of one respondent;

“Once the bond signed is breached, it becomes a court case. Now the question is even if the case is heard (which will take a very long time) and order the employee back, would you really want to work with such a person? Otherwise it will ask the employee to reimburse the company, if you are lucky with interest but nothing for damages, opportunity cost and the likes, so why get involved in the first place?” (C15-LC-I)

The general perception of the companies about training and development as well as career and talent management programmes remain that, ‘there is more to be lost than to be gained so why bother’. However, in very few cases, at the discretion of and more often than not, a decision taken solely by the MD/ CEO, an employee

could be supported. This is also subject to the availability of resources; example, a temporary worker to replace the employee and affordability of both the temporary worker and payment of the cost of programme the employee is undertaking.

On-the-job training is the commonest training mechanism adopted in all companies. Once an employee is employed in the company, they learn as much as they can from the day to day activities they undertake. If it be possible and necessary, an employee understudies a senior colleague so they can undertake similar functions on their own. This is mainly seen in training Project Managers who are made to understudy as Assistant Project Managers till they are competent enough then they are put in charge of projects as well.

This brings us to the capturing and sharing of knowledge within the organization. In much the same way, there is no definite procedure for doing this. In order to capture knowledge within companies, permanent employees are well motivated so they stay in the company. Companies also encourage understudying at all levels and working in teams to ensure the knowledge is adequately shared. Same sub-contractors and gangs of casual employees are also maintained by companies for the execution of specific jobs as another way of capturing knowledge. Also during recruitment, if there are formal employees of the company within the applicants, they are given priority as they have engaged them before and know their capabilities.

Performance management, which is concerned with managing results from the organization, teams, individuals, appraising performance and developing performance improvement measures, do not have any formal procedure either. The concern of the companies is their ability to deliver projects on time, within the stipulated cost and at the required quality. Project appraisal is done by evaluating these factors. On site however, during actual project execution, the ability of the workforce to meet daily and weekly targets is used as the measure.

“All we do is to set weekly targets at weekly site meetings. The project manager sets daily targets which will build up to the target for the week. The onus thus falls on the various trade-heads and other supervisors to ensure these are met. When the targets are a bit high, extra motivational packages are introduced to ensure they are met.” (C15-LC-I)

“As per the programme of works, the entire project can be broken down into days. All the site managers do is to ensure they plan such that these daily targets are met. Once the target is met, we assume performance is good so we do not appraise or anything of the sort.” (C13-LC-I)

5.4.2.2 The Case of Foreign Companies

Planning of the HR needs in the sampled foreign companies is similar to that of local companies: depends on the structure of the organization and the project requirements at a particular time. Management meets weekly to discuss progress of work and plan the resource needs of the various sites against the existing resource schedule. The personnel in charge of HRM allocates the HR requirement of the various projects and recommends for employment or employs additional employees for projects who need them. In cases where there are no personnel in charge of this function on the project, planning on the site is between the site manager and the company's HRM personnel.

Inappropriate coordination could and indeed has resulted in conflict in some cases where both the HRM personnel and the site or project manager employ people for the same work. Amazingly, this was occurring in a company which had a trained and qualified HRM Manager employed (C30-FC-I). Could this imply that the existence of trained and qualified personnel is not the answer to having an efficient and effective HRM function? An observation was that, this personnel had no exposure in the construction industry hence does not understand or appreciate how systems and processes operate in this unique industry. One could believe that, this will mean that the HRM personnel should be experienced or knowledgeable in how the particular industry operates and its characteristics, and HRM to allow them to be able to execute this function appropriately: be a fine cross between the two areas.

It was further observed that these companies employed a relatively larger number of permanent artisans and labours. They employ them either directly or through employment centres which exist as a function of the Labour Department of the Ministry of Manpower, Youth and Employment. The advent of the Labour Act 2003, Act 651 has encouraged and actually seen to the development of private employment centres which are used greatly in the employment of both professionals and artisans. Generally, recruitment of professionals for the sites is done by the personnel in charge of HRM in consultation with the project manager and/ or sectional head. The need is therefore communicated to the HRM personnel who either consults an employment centre or consults their existing pool of applications.

In some cases, for both technical and non-technical staff for both the site and the office, adverts are placed in the print media for qualified personnel to apply for these positions. The selection process for these professionals (both technical and non technical) are carried out by a panel comprising the HRM personnel, the sectional head who needs the personnel and other members selected by the management of the company. For some companies, these procedures are known though not documented. For the employment of artisans and labourers, once they are recruited on site, selection is done by the project manager and the trade heads by trying them on the job. The contract of employment is discussed once the person is appointed. That is, employment is generally done on site.

In the case of piece-meal or contract works, labour only sub-contractors are employed: the works are outsourced. Also, sub-contractors are employed to undertake specialist works, which amongst other benefits, reduces the constructional risks of these contractors. The recruitment and selection of expatriate staff is done in cases where the company is a subsidiary of a foreign construction company, in their home country by the HRM personnel of the mother company. In these cases, the need is communicated to these personnel by the local HRM personnel through the MD or CEO of the local company. For these companies, all

expatriate staff hails from the country of origin of the company. In cases where the company was established by a foreigner in Ghana, expatriate staffs are also employed from their country of origin.

“... The company was established in Ghana by a Lebanese national... In cases where we need an expatriate staff, we either employ from the Lebanese population in Ghana or the MD goes back home to recruit and employ the needed staff that is if we do not find a qualified person locally.” (C29-FC-I)

Asked why they have to go to such lengths to employ expatriates when they can get indigenous Ghanaians who are qualified, one respondent answered that:

“There are certain roles in the company that are more or less reserved, not explicitly though, for expatriate staff. That is, there is a quota of staff with particular roles reserved for expatriate staff” (C29-FC-I)

Another was of the view that;

“Due to the trust the company has in our own nationals, and the effect they have especially on productivity on site, it is necessary that we go through these lengths to employ expatriate staff. In the long run, it is money well invested” (C31-FC-I)

One respondent however noted that:

“We do not have a reserved quota for expatriate staff. What the whole company (all subsidiaries) do is that, when there is a vacancy, we first look at our existing staff strength and see if people can be shuffled or transferred. So if this person happens to be an expatriate, all well and good. It is possible for a Ghanaian professional to be transferred to any of our project sites worldwide if he is found to be the best qualified and suitable personnel.” (C32-FC-I)

Companies rely on policies of their parent companies with respect to organizational and individual learning, training and development. All but one of the sampled

foreign companies had written policies regarding this function though they mainly existed as statements in their overall policies. Specific policies and detailed procedures were left implicit which gave management the flexibility to do this by their prerogative.

“Though it is an overall policy of the parent company to develop the organization by defining training and development programmes, we hardly do so for this subsidiary and more so for indigenous employees. The case is different for the expatriates who are employed directly by the mother company.” (C30-FC-I)

“In the past we had training and development programmes in place but had to put a stop to them resulting in us not having any definite procedures regarding this activity. We had to stop because we realized it was very difficult to hold the employee to the bonds they sign. The system is just not conducive! Things are however different with the expatriate staff, who serve their bonds so we assist them.” (C28-FC-I)

An interesting question is why the expatriate staff honour their bonds with indigenous employees not doing so. Could it be that general working conditions are better for the expatriate staff making them more committed to the company? One respondent made an interesting comment that:

“You just cannot compare the conditions of an expatriate staff and an indigenous staff. For instance we get accommodation and transportation for our expatriates, they even have domestic workers: cooks, gardeners, drivers and the likes to make life comfortable for them. A local employee at the same rank will not be given all this. And of course there is a difference in salary as they are entitled to some form of transfer allowance so... the difference does exist and same will be done if a Ghanaian is transferred to another country. But be mindful that keeping an expatriate is expensive so we do well to restrict them to senior management positions” (C32-FC-I)

Lately however, the country has seen the influx of expatriate artisans mainly from China and surrounding francophone countries. When respondents were questioned about these expatriates and their conditions, this respondent noted that:

“Yes we have a few expatriate artisans who are not entitled to all these luxuries but of course are paid allowances. You see the thing is, the company trusts these artisans better, and you will be amazed at the commitment to work and the productivity. So if we spend more on them by helping them develop and give them allowances, I believe we are justified to. But please be mindful that this is not to say we do not have indigenous employees who rock shoulders with these expatriates.” (C33-FC-I)

However, individual learning programmes are organized with some indigenous employees supported to develop though it is strictly subjected to management prerogative. Also, companies do not make provision for employees who leave to develop themselves, to return to the company to work or even promote them. Employees have to re-apply and if a vacancy exists, they are considered first as they have worked with the company before.

“We have had cases when artisans go through the NVTI programmes and expect that we up grade them automatically. This does not work like that and unless there is a need for personnel with their qualification there is not much we can do. We however encourage them to make the HR manager aware of these developments so they are promoted once there is a vacancy. This we know does not go down very well with the employees but we cannot help it. It is just unfortunate” (C28-FC-I)

“Some employees, both professionals and artisans come into the company expecting that once they have had additional self development/ training, they should be promoted for their new job description and rewards to reflect this new qualification but we just can not do that. There needs to be a vacancy first, otherwise, they just have to remain with their existing job description and rewards.” (C29-FC-I)

It can be inferred that this lack of security will make it difficult for employees to self develop as well as influence their commitment towards the company. One company however recorded that they put some remedial provisions in place;

“Well we do not initiate any individual development programmes but once an employee does so and reports to the HR manager, management meets to decide whether this service will be needed. In a few cases, new ‘offices’ are created and the personnel fixed into the organogram after assessing the benefits of this new role to the organization. Once we acknowledge and ‘use’ this new service, we reimburse them the cost of the programme. So this activity has more of a reactive role in the company.” (C30-FC-I)

Companies undertake management and employee development programmes. This is however common in cases where these are necessitated by some new technology, equipment or methods of construction.

“Sometimes at meetings, the parent company will recommend the use of some technology, equipment or method, in all subsidiaries, to increase productivity. In such cases, we either send some staff over to the mother company to learn or bring an expert down to take the concerned employees through some form of training. We do well to get them certified so it becomes a feather in their cup.” (C30-FC-I)

“Some projects require the use of particular technologies, methods and equipment. In such cases, we either get the concerned management and employees trained in this regard. However, if time is not on our side, we employ an expert whom our own employees will work with hence gain the necessary experience and knowledge so they can handle future projects.” (C28-FC-I)

“In the event of us needing an employee who is knowledgeable in the use of a particular equipment, technology or method of construction, we sponsor them to get developed in this area. We usually plan well ahead of tendering for jobs which require such expertise so by the time we are done, our employee is ready. We have even had a few cases where we allow them, after training, to under study at another subsidiary to gain some more practical experience before we put them in charge.” (C32-FC-I)

The capturing and sharing of knowledge within these companies is regarded as a very important function as one respondent noted;

“It is very important that we capture and share knowledge within the organization. This saves us a lot on cost and time as we incur very little waste in practice as well as helping us to have common ways of doing things and even learning from each other.” (C30-FC-I)

Employees of the sampled companies generally work in groups to ensure the sharing of the knowledge they have.

“You know we employ a wide range of personnel from very different backgrounds. For professionals, some go through the universities and others the polytechnics. We even have some with City and Guilds qualifications. Now all these backgrounds makes them strong in particular aspects of the job so making them work together in teams and groups on projects and tasks allows them to share their knowledge. Same goes for the artisans. We actually encourage working together with artisans from the neighbouring francophone countries who tend to have a good level of commitment and fine workmanship and finish compared to their Ghanaian counterparts so the Ghanaians can learn from them. This is good for the company and has resulted in high levels of productivity.” (C30-FC-I)

Some respondents added that, the re-employment of old permanent and even casual employees, maintenance of the same gangs of casual employees and the use of the same sub-contractor for specialist jobs is one other way of capturing knowledge.

“We ensure that we employ former employees both permanent and casual as a way of maintaining the knowledge base: that which they got by working with us and what they got by working with other companies. By this, we benefit from their expertise and as they work in groups with existing employees, they get to share their knowledge with our own employees as well as pick some new things to further develop themselves.” (C33-FC-I)

“Group work is the key to ensuring our employees get to share the knowledge they have. It is easier if we do not have to spend too much time in training and developing new employees. So we ensure that we keep our former employees close by and even some of the casuals on stand by so we re-employ them as and when necessary. These employees bring in some new things they have picked from working elsewhere so we develop them better to suit our working practices.” (C32-FC-I)

Some also looked out for talent and good working practices during recruitment on-the-job- tests which will add to the working knowledge of employees. These people are employed and by working with a team in the company, knowledge is shared.

“During on-the-job tests for the selection of new employees, we look out for people with new and interesting methods of working. We employ them and get them to impact on the group or team they work in. These new methods are closely supervised so they do not negatively influence productivity but rather incorporated appropriately into the work system to improve productivity.” (C29-FC-I)

No explicit procedures existed in the sampled companies for the management of results from the organization, teams, and individuals as well as appraising performance and developing performance improvement measures. All organizations however have implicit ways of managing performance which was very similar to practices in local companies. Companies generally set targets on what has to be achieved at two levels: the organizational level and the project level. Project performance measurement is based on time, cost and quality targets set per the contract for the execution of the project. However, project managers are generally expected to manage the project such that maximum gains with respect to time and cost but not at the expense of quality.

“We give the project managers the flexibility to put in measures that will make them complete a good quality project within cost and on time. We also have motivational packages for the entire project team once they are able to do this or even do better by making savings.” (C30-FC-I)

“Since we have time, cost and quality targets for all projects, the project team works to meet these. Teams on projects that do better than the targets are rewarded. (C28-FC-I)

Asked why they do not develop performance improvement measures, as some respondents admitted that performance can be improved, the general response was

that a lot more factors come into play hence them not having explicit performance improvement measures. It was however agreed upon that based on the client, consultant and actual project characteristics, ad hoc measures are put in place to improve performance once the potential is realized.

5.4.2.3 *The Case of the Joint Venture*

Planning of the HR needs of the company is done at two levels: the organizational level; and at the project level. At the organizational level, the organogram of the organization is fed, that is, the various functions identified in the organogram are provided for. The company has a policy which requires that a permanent professional gives the company at least a months notice if they want to leave the company and an artisan fourteen days, it allows the company ample time to recruit and select new employees. For the artisans and labourers, there are regulars who hang around project sites.

These tradesmen are employed as casuals and if they are qualified and pass the interview and tests, their status are changed to permanent employees of the company, subject to vacancies. In cases which the right personnel for the vacancy is not found, the HRM Manager resorts to the labour office or existing employees to recommend colleagues who go through the laid down procedures and appointed if found appropriate. In the case of professionals however, just like the local and foreign companies, there exist a pool of application letters which are resorted to and the appropriate applicants selected and called for an interview session after which they are employed if satisfactory. Interviews are done just like in the foreign company, that is by a panel comprising the HRM Manager, the sectional head and other managers as deemed appropriate.

At the project level, the project manager relies on the schedule of works to determine his HR schedule for the duration of the entire project. After this has been extracted, the weekly HR needs of the company, as per the programme of works can be identified. At weekly site meetings, this need is tallied against the actual HR

needs of the project the excess catered for. In some cases, where the need is very urgent, the trades head is allowed to recruit someone that is in the case of artisans and especially labourers. If a professional is needed on the project however, no matter the urgency, the procedures outlined for recruitment and selection at the organizational level are employed.

The company encouraged apprenticeship of artisans as a way of developing their unskilled staff as well as in capturing and sharing knowledge within the company. The company has an apprenticeship programme which has been running for years now, where unskilled labourers are employed for a three year period within which they understudy an experienced and qualified artisan as well as supported by the company to undertake appropriate courses at the National Vocational and Technical Institute (NVTI). Selection to get onto this programme however requires the person to have been a permanent unskilled labourer of the company for at least two years and gets a responsible and reliable person to endorse their commitment to the programme and serving the bond afterwards.

The apprenticeship programme also serves as a good way of capturing knowledge for the organization. As a way of sharing knowledge within the organization, various employees tend to work in trade groups and teams which comprise a wide range of permanent, casual, piecemeal and contract workers all of whom come from different backgrounds. Similar to the foreign companies however, the partnership company ensures that they re-employ former employees when there are vacancies, maintain sub-contractors where necessary and possible as well as employ the same gang of casuals.

Professionals work in teams to enable them share knowledge. The company also has development programmes for individual training and development as well as general organizational development. For instance, they have annual programmes, workshops and seminars on safety, technological developments and new constructional methods for all employees. At these programmes, experts in the area

of interest are invited to ensure employees are given the right and appropriate information. The company also support professionals to undertake individual development enhancement programmes which will enhance their work within the organization; it has to be related to their job role for the company to allow and in some instances sponsor selected employees.

Managing performance in this company is also done by setting time, cost and quality targets. These targets are defined by the programme of works, monitored daily with vigilant supervision of critical activities. After the days work, the various trade heads report the amount of work done and resource needs for the next day to the project manager who monitors the amount of work done and the resources needed. By checking this against the programme of works, the project manager is able to monitor progress and recommend methods which will improve performance where required. In instances where productivity is high hence performance better than expected, the tradesmen are rewarded as a form of motivation.

5.4.3 Managing the Employment Relationship

Managing the employment relationship within an organization, another dimension of the HRM function, seeks to ensure a cordial climate of trust to create a conducive working climate. It also seeks to develop a positive psychological relationship which seeks to ensure that stakeholders are mutually satisfied and their expectations met. Other activities of this dimension include employment and HR services which covers keeping personal records of employees, employee turnover monitoring and control, employee scheduling, employee profiling, skills inventory and training; HRM administration which covers issues like policies, procedures and operating HR information systems; and employee relations which covers all the industrial relations issues: unionization, collective bargaining, employee involvement, participation and empowerment and communication.

The final activity is reward management which caters for the management of all forms of rewards including the pay system –developing pay structures and systems

which are equitable, fair and transparent, contingency pay systems – relating financial rewards to results, competency, contribution, skill and effort, and non-financial rewards such as recognition, increased responsibility and the opportunity to achieve and grow. The discussions following documents the survey results on how the surveyed companies manage their employment relationship.

5.4.3.1 The Case of Local Companies

Having a cordial employer-employee and manager-employee relationship at work is highly essential in ensuring a good working climate. In the local companies, structures are put in place to ensure that there is a cordial working relationship between all parties at the work place. On a five point Likert scale, twenty of the sampled local companies indicated scale 5 signifying very cordial (Figure 5.12).

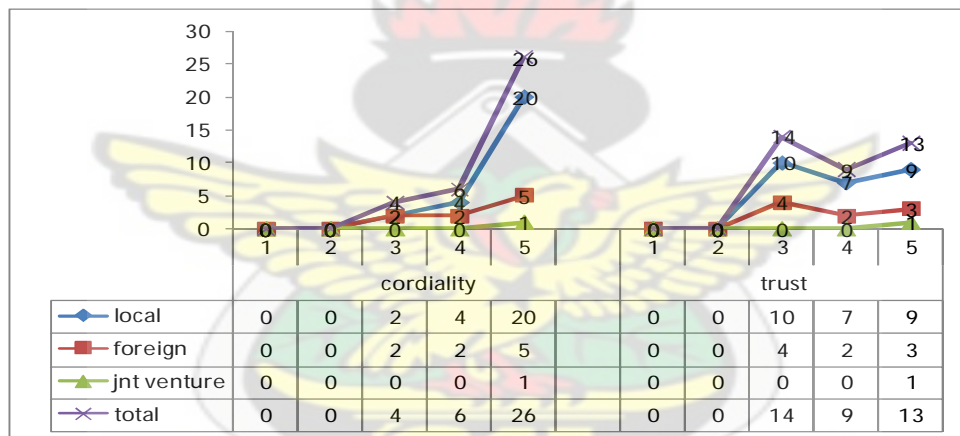


Figure 5.12 Employment relationship

“We do all we can in the absence of formal structures, to ensure that we maintain a good working relationship with our employees and they maintain good cordial relationships amongst themselves. This is good for steady progress of work.” (C05-LC-I)

“In order to maintain the kind of work place we need, peaceful and devoid of all forms of conflicts, we do well to ensure cordial relations with employees. It is true that we do not have formal structures in place but we manage it somehow.” (C20-LC-I)

Four of the companies said they maintain a good cordial relationship (point 4) with two selecting Likert point 3 (Figure 5.12). When asked about the level of trust, the responses were not this positive, as can be noted in the second graph of Figure 5.12.

“Well, it is one thing to maintain good relations, but trust is a whole different ball game. You just can not make the mistake of trusting construction workers. I would however say there is some level of trust, that is, I trust them to be able to deliver. But I have to closely supervise them to ensure corners are not cut and materials are not stolen” (C05-LC-I)

“We trust our employees but what I would say is that we understand they are human so we put in a few checks. I believe that is what has to be done in every organization as every now and then one or two bad nuts will be employed, more so in an industry where most of the workers are casuals, we just have to put stringent checks in place” (C21-LC-I)

On a five point Likert scale ranging from no trustworthiness (1) through low trustworthiness (2), average trustworthiness (3), trustworthy (4), and very trustworthy (5). Ten of the sampled local companies' chose '3', with seven choosing '4' and nine choosing '5'. It is noticed that, the distribution is inclined towards the positive implying that, employers do not trust their employees to deliver on the job fully hence realize the need to closely supervise them. This is to amongst other benefits avoid time wasting and ensure the right thing is done as well as put in adequate security measures to avoid pilfering. Most comments however boarded on pilfering and productivity insinuating that, when employees think about trust, they think about productivity and pilfering which is a major concern to them.

“One can not be too protected from theft trust me. There are a lot of characters who come around asking for jobs and the likes so we have to tightly secure the sites. We also store all materials and equipments in a safe place and ensure we have both day and night security. One can never be too secure.” (C14-LC-I)

“A construction site is theft prone. So all one has to do is to secure the place well. It is very interesting, in that some of our own employees try to steal especially bags of cement, or pour a little in a carrier bag and sneak out. We have even had cases where they stash

reinforcement bars at an obscure place on site and come back in the night to pick them up. The workers can sometimes be very tricky.” (C24-LC-I)

“I have a policy in my company where I hand over to the police any criminal offenders. Theft is criminal and out of my hands so I just hand them over” (C21-LC-I)

When asked about professionals, the response was more positive but they formed the minority in organizations: less than 14% of the total permanent workforce. However some respondents noted that for the professionals working on sites, it is necessary to keep a close eye on them as well, as some had the tendency of conniving with suppliers and cutting corners by the delivery of inferior materials or a lesser quantity than has been paid for and even in some cases conniving with other lower rank employees in pilfering.

Employees generally have access to the MD due to the nature of ownership of these companies: sole proprietorship in practice, by virtue of which the MD is responsible for the sites in as much as the project manager is. Employees are as a result able to develop cordial relationships with them. Some are so comfortable they engage in conversation hence can approach them when the need arises. They are able to identify, hence satisfy their psychological needs and expectations. This they commented has huge corporate advantages on commitment and productivity levels.

“Once they can get into conversation with me, discuss their problems, sometimes me advising them and sometimes assisting them financially or even having lunch together makes them feel a part of the family – the company. And this I see as very good because it gets them to be more dedicated to the company. Sometimes when I don’t have money to pay at the end of the month, I discuss with them and they allow say a week for me to raise the money or for the client to pay so they get paid. And of course in such a case, I will give them something a little extra. I think we understand each other very well. I have even had some workers since the company started and I know they will not leave because even in very hard times, they have stood by us. They know they are the company!” (C14-LC-I)

“I just love to interact with the workers, especially during their lunch break when we all sit to have lunch at the same place. We unwind and talk about social and even sometimes political issues. It makes me understand them better and helps me to know how to treat them better as well. They also appreciate it a lot and at such informal settings like that, they are able to tell me what is on their minds. This helps us to know and understand our expectations so we all work towards meeting them. By this we are able to avoid unnecessary tension on sites and the employees actually perform better and are more committed to their work and the company.” (C21-LC-I)

Not all the sampled local companies keep records: a database, of employees. One did not keep any form of record of their employees, whereas one respondent had no idea if such a record existed or not (Figure 5.13). This company, which is a solely owned local company, had the personnel in charge of HRM not knowing whether the organization kept records of employees. Can this be considered as evidence of the level of involvement of the personnel in charge of HRM in the administration of the company, and indeed how the function is relegated to the background? Twenty-four companies kept records of their permanent employees with nine keeping records of part-time employees and another nine keeping records of casuals.

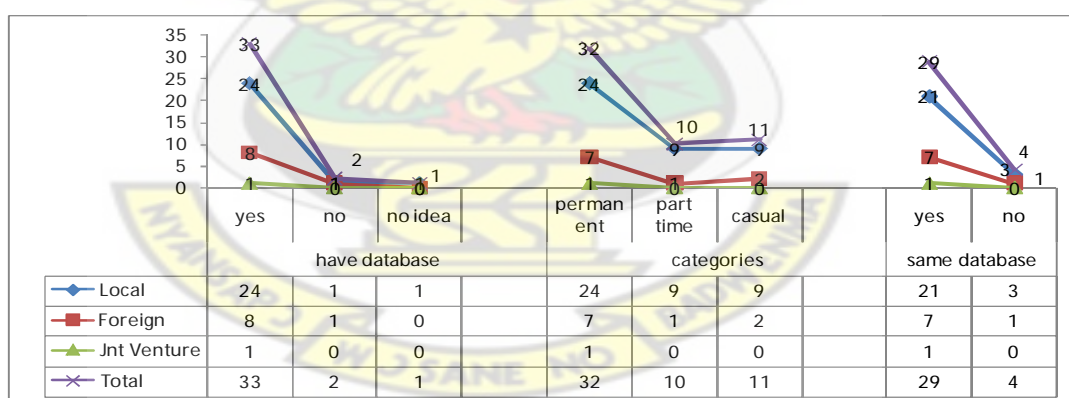


Figure 5.13 Database of employees

Twenty-one of the companies use the same database: keeps the same information on employees, irrespective of the nature of the contract of employment with three of them keeping different records (Figure 5.13). Information kept was however basic, comprising in most cases the name, gender, age, marital status, number of children

and qualification of employees. These were basically to assist in other HRM functions including job and role design, job description, provision and extension of medical facilities to the immediate family, appropriate motivation packages as well as to regulate the quality and average age of manpower to assist in manpower planning. Professional employee turnover as well as tradesmen who the company deem as important in project execution was however monitored with control measures put in place to curb such.

Local companies generally do not encourage employees to form or join unions though they ensure they do not hinder them if they want to. Only seven of the sampled local companies' had unions. Six have local CBMWU branches and one has its own employee organization (Figure 5.14). In these companies however, though their local unions have been in existence for an average of between ten and fifteen years, the managers prefer dealing with the various trades' heads and supervisors rather than the union leaders. That is, if the view of employees is needed in making a decision, supervisors are called upon to sample the views of employees rather than the union executives.

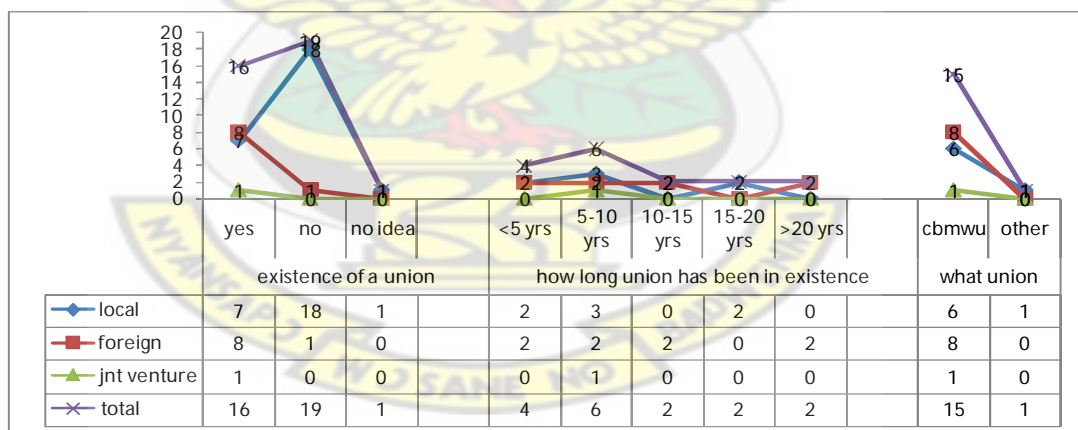


Figure 5.14 Employee Organizations (Unions)

The management of these companies generally do not like dealing with trade unions. This was however attributed to the long history of industrial unrest led by various trade unions in the country's history. Construction projects run on very tight

schedules hence does not welcome any disturbances which will disrupt their progress of work so companies would rather have personnel responsible for managing employees peacefully and communicating their grievances and the likes rather than getting involved with unions.

“I literally hate the idea of unions. They just cause confusion and you know we cannot allow that to happen on a project because all of them run on tight schedules. Unfortunately, the constitution of the country allows their existence. I do not encourage, condone or tolerate any union issues at my work place or on any of my sites.” (C13-LC-I)

“I know the union exist and I live up to my obligation to them as stipulated in the Labour Act and the CA but that is it. The national union is part of the tripartite committee on negotiations so I think at that level it is necessary. But at the local level, it is just a waste of time and resources but the national union can not survive without the local so I guess they have their rights.” (C15-LC-I)

“I believe in the saying ‘if you can not beat them, join them’ so I have duties such as workplace conflict management and the organizing of workshops to develop their skills which the union assists in doing. Also, they have a union welfare fund which I keep my obligations to as well as to the national union. So indirectly, I have some influence on them and they are convinced that I am but looking out for their welfare. I am therefore kept in the known as to what they are doing, when they are doing it, how they are doing it and we all live in harmony.” (C05-LC-I)

Apart from the company that has its own employee organization, the rest of the companies rely on the CA signed between the national ABCECG and CBMWU when dealing with employees. Communication is mainly through the hierarchy. In some cases however, general meetings, letters, notices, memos and the likes are also used as communication tools.

The sampled companies were questioned as to how involved employees are in the making of HRM related decisions. Respondents were asked to indicate this on a five point Likert scale with ‘1’ indicating not involved, ‘2’ indicating involved, ‘3’

indicating moderately involved, '4' indicating involved and '5' indicating very involved. It first considered the level of involvement based on their roles in the organization. The statistics are as shown in Figure 5.15. It can be read from the graphs that, the management team, technical team and the administrative and accounts staff are involved in decision making: the majority scoring above '3' on the Likert scale. It is interesting to note however that, in some cases, though just a few, even managers were not involved. These to a large extent shows how centralized decision making is in these companies. Artisans were involved in most of the companies, though moderately so with labourers being virtually left out (Figure 5.15)

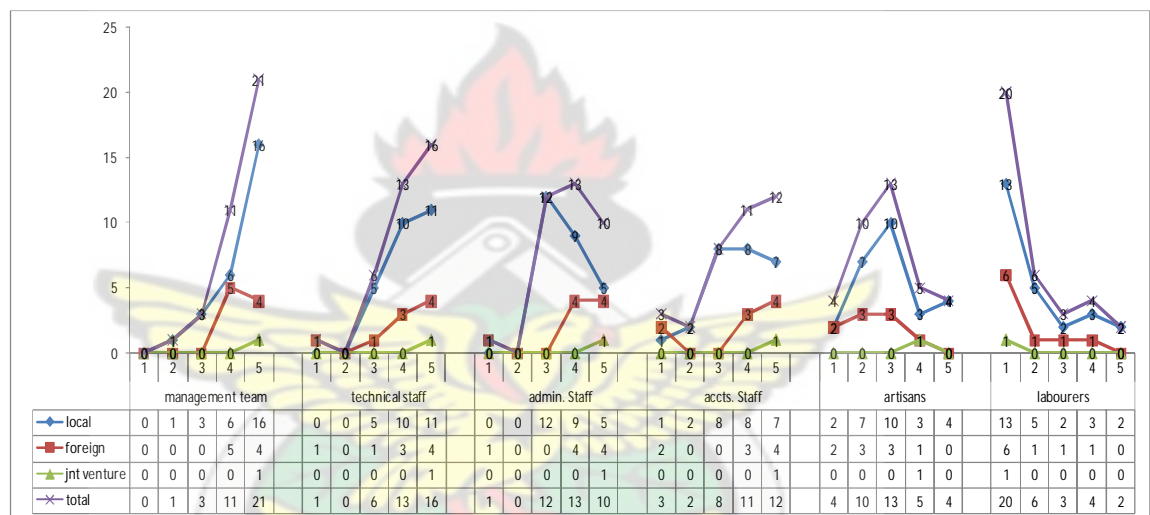


Figure 5.15 Employee involvement in decision making – job role

Secondly, was employee involvement by virtue of the nature of employment, also on the same five point Likert scale, it is noticed that permanent staff are predominantly involved in decision making (Figure 5.16). Even in this case two companies did not involve them at all. Part-time employees were not involved much either, but more involved than casuals. It turned out however that, part-time employees were mainly professionals hence the distribution.

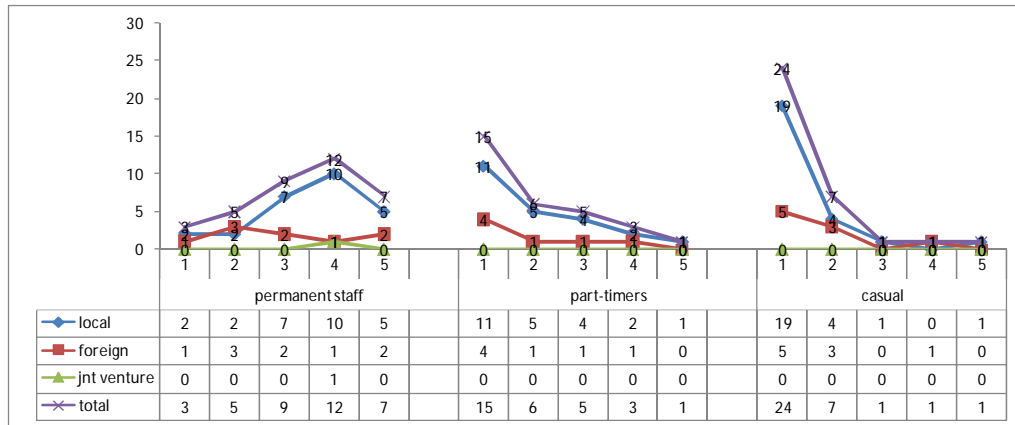


Figure 5.16 Employee involvement in decision making – nature of employment

The investigation also sought to know whether companies had Conditions of Service (CoS) documents for the various categories of staff and if they are given copies so as to know what the general conditions of their employment is. As can be observed in Figure 5.17, fourteen of the sampled local companies answered to 'yes', they have CoS documents for their employees. All fourteen of them made copies available to all permanent employees with four making copies available for part-time employees and one, making copies available for their casual employees. Eleven of the companies did not have explicit CoS documents though they stated that they implicitly communicated the conditions of employment of all categories of employees to them. It was however interesting to note that, for one company, the respondent who is supposed to be in charge of HRM within the company had no idea as to whether a CoS document existed for any category.

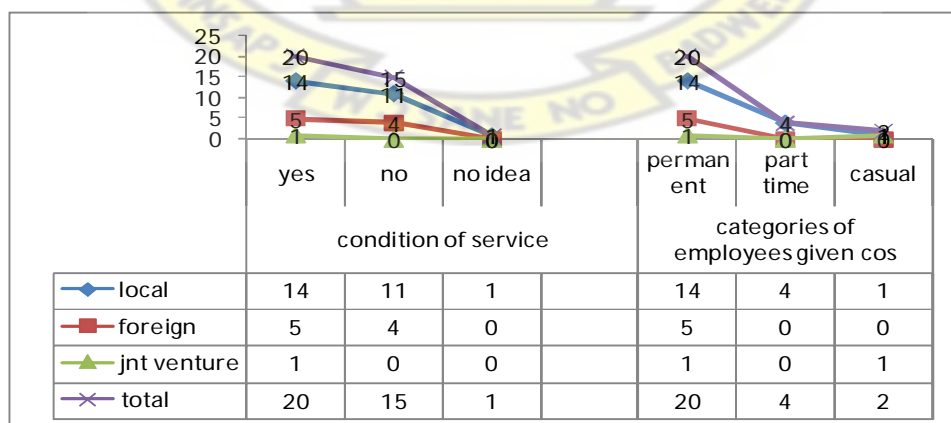


Figure 5.17 Condition of Service document

The last but definitely not the least activity of this HRM dimension is reward management. Professionals in these companies are paid consolidated salaries which are negotiated individually during employment. This is generally based on their qualification, job roles and responsibilities as well as entitlements. Basic allowances identified by the sampled companies included rent and transportation.

“Somehow, professionals are paid around a particular average industry wide. You honestly cannot afford to pay them less or not give them certain allowances especially if they play a close to indispensable role in the organization.” (C10-LC-I)

“Rewarding the professionals is rather dicey since if one is not careful better conditions will lure them into other companies or other industries. So in addition to what they earn, we try to provide some of the allowances their colleagues in other industries are given, such as rent and transportation allowances.” (C21-LC-I)

Permanent artisans and labourers are generally paid as per the minimum wage stipulated in the collective agreement. Respondents noted that, the competitive edge a company will have over a competitor is how much they add to this minimum wage. However, it was stated that at employer-employee meetings, this as well as other contingency pays: allowances, are discussed. Bonuses are also provided for permanent employees at the end of the year by all the sampled companies. These however varied in nature based on what the management deemed fit. Casuals are paid consolidated wages which are established market rates so companies do not give them any contingency pays or non-financial rewards.

5.4.3.2 The Case of Foreign Companies

Sampled foreign companies deem the creation of a cordial climate of trust and the development of a positive psychological relationship as essential in creating an appropriate work environment as well as enhancing productivity and performance. The graphical representation of responses to the 5 point Likert scale in Figure 5.12

shows that, all companies maintain some level of cordiality within organization. Some respondents remarked that:

“If we have a cordial relationship with the employees, it makes them comfortable and they are relaxed to work better.” (C30-FC-I)

“There is a difference in how cordial the relationship between say managers and subordinates is, and amongst the same rank of employees. In much the same way there is a difference between the relationship that exists between expatriate and locals and amongst the same groups. On the whole however, we do well to maintain a cordial working environment.” (C31-FC-I)

The level of trust was also dependant on a number of factors especially the category of employees. Figure 5.12 provides the graphical representation of responses with Likert point ‘3’ recording the highest frequency with four companies while points ‘4’ and ‘5’ recording two and three companies respectively.

“Trust is influenced by a whole lot of factors. For instance I have more confidence in my expatriate staff. I know they can not, and will not, connive with the general working body to indulge in theft and the likes. This is to a large extent because, the man does not know the terrain and does not stay here long enough to know it let alone be a threat. Also they are well motivated and committed so once I put them in charge of a project; I know I will get nothing less than the best.” (C28-FC-I)

“My level of trust in my professional staff is very different from that in my artisans and labours. Let’s say, at the company level, we understand and trust each other to be honest and hardworking. However, it is a different ball game once we go to the project site. The artisans and labours need to be closely supervised as well as monitored to work as expected plus controlling vices such as theft” (C33-FC-I)

Unlike the local companies where the entire workforce had access to the MD and even had the opportunity to interact with him in some cases, the foreign companies did not have that flexibility. Also the cultural differences between the expatriate

MD and the indigenous staff as well as language barriers in some instances are some challenging factors which do not make building this relationship any easier. The onus therefore falls on the ‘middle-men’ who are either the HRM personnel, the administrator, the assistant project manager and/or supervisor who are Ghanaians. A lot, in the regard of getting to understand the expectations of the general workforce as well as getting them to understand that of the company, depends on these middle-men.

“I must confess it is difficult for me to mingle with the lower ranked employees. It is a bit better in the case of the office staff though even in their case you can tell they are uncomfortable around me. As for the artisans and labourers, I even sense fear in them at times so I just allow the project manager to deal with them. I have an administrative manager (for the office/ organizational level staff) and an assistant project manager (at the project level) who employees can relate to better when it comes to informal and even some formal issues. I however have observed that, Ghanaians are too external family oriented and concerned. Someone expects you to assist in the burial of say an uncle. I just do not understand. If it is a parent, well I can try to understand but not the second level external relatives.” (C28-FC-I)

In some cases where the respondents were the HRM personnel hence were the acting middle men, the perception was a bit different:

“My sister, it is not an easy role to play, I tell you. These whites do not understand a lot of traditional things which the employees expect. They will tell you we give too much premium to tradition. For instance, an employee who is some royal of some sort hence will need time off say for a festival at which he will play a vital role hence are very important to them. Striking the balance becomes very difficult and to think it is on your head that expectations on both sides of the coin are mutually satisfied...” (C30-FC-I)

“I am so used to being criticized of leaning towards one party or the other. In cases that I have to negotiate with one party, I have to represent the other. And coming across with their argument makes me look bias, but, it comes with the job so... The latest incident was with either getting a Christmas package or an end of year package. What happened was

that, we were taking our annual break in January instead of December and since the end of year package is given before this break: normally before Christmas, employees wanted it to be given to them before Christmas and not in January. Now management wanted to make it after the break. I did not see why the package should not be given at Christmas anyways because they needed the items for their families to celebrate Christmas with. The employees threatened to boycott the items if it does not come in December, management would not understand this. After series of frustrating meetings it came to light that, they were expecting payment from one client which will be used in the payment of the bonuses after Christmas. With this information I was able to get into negotiations with the employees and calm was restored.” (C32-FC-I)

“Being in the middle is not an easy task especially when the expectations of the two parties are mutually exclusive of each other and each expects the other to concede. I would say much of it stems from the difference in their cultural background. All in all, I manage it to the best of my abilities and I must say, so far, so good” (C29-FC-I)

It was however interesting to note that, employee organizations for low ranked employees: artisans and labourers come highly recommended in the sampled foreign companies. As can be observed in Figure 5.14, eight out of the nine foreign companies sampled have employee organizations and the CBMWU for that matter. Comments were generally that, it is easier dealing with this rank of employees at this level both locally and nationally. The general notion was as one respondent noted;

“If there is an established union, why not allow it because whatever one does, one will definitely manage the employees in groups. With the numbers that we have going, it is just logical that they are well organized and have their own hierarchies as well” (C28-FC-I)

Having an employee organization in the company, respondents agreed, enhanced communication as well as made the work of the HRM personnel bearable.

“The hierarchical organogram of the union makes it easy for the flow of information: communication, within the company. In decision making as well, all we do is to inform the

union executives, get them to meet and discuss issues with the employees and we sit with them to bargain.” (C30-FC-I)

“This makes it easy for us to make and take major people related decisions in that all we deal with is the union who would have done the hard work of sampling the views of the rather large employee numbers who are scattered on various project sites. By this, their involvement in decision making is enhanced and it makes my work as an HRM manager easier.” (C32-FC-I)

“I would say that having a vibrant but well controlled and behaved union within the company is nothing but an enhancement of the HRM function. We are by this able to sample the employee views on issues and their expectation, done by their own and we are able to communicate effectively the expectations of the organization to them through their leaders. In effect, this enhances the psychological contract.” (C29-FC-I)

By this employee involvement in decision making is enhanced. That is if the position or interest presented by the union leader is regarded as the position of the entire workforce hence involving these leaders in decision making is like involving the entire junior workforce. Management and professionals are however not members of these unions. They are not unionized due to their numbers as well as their contract of employment which is designed and signed on individual bases. From the statistics represented in Figure 5.15, it is evident that the management team, technical staff, administrative staff and the accounts staff are all highly involved in HRM related decision making. In their case, views, opinions, positions and interests are sought at meetings. They are also free to approach the MD or personnel in charge of HRM to raise any concerns. They also know and understand the organogram of the organization, hence can channel concerns through the appropriate hierarchies.

Artisans are also involved in HRM related decision making but to a relatively lower degree (Figure 5.15). The majority of respondents, six in number, do not involve labourers at all in HRM related decision making. This is where the employee

organization comes in handy as an avenue for these employees who would have been left out in decision making to air their views, opinions, positions and interests. A possible argument in this regard is that, though the people most considered in decision making are the professionals, they make up less than 15% of the total workforce population. The majority (making up about 85% of the workforce population) are not considered or if so to a very minimal degree in decision making (Figure 5.15). When questioned about this, three main factors were identified: first is the level of education of the artisans and labourers; second the fact that these employees are transient, and in most cases casual; and thirdly that the level of commitment of these categories of employees to the company is low hence their decisions will not be to develop the company but for personal gains.

“Most of the artisans and labourers we employ are not permanent staff so what we have is more like an overall policy, on how they should be treated and what we expect from them. When we need to make a decision, the project manager consults with the trade-heads who represent their gangs hence expected to consult with them.” (C30-FC-I)

“Most of the artisans and labourers are school dropouts. What can they possibly add to or take away from major HR related issues that can have great influence on organizational growth. The man is just passing through so commitment to the general welfare of the company as a whole will be minimal if existent at all. My policy is, ‘give him what he is due and let him pass through peacefully’.” (C28-FC-I)

“Decisions taken by the professionals are more informed and mutually beneficial whereas those by the artisans and labourers have been found over the years to be selfish. The man does not even understand why you make a deduction in his salary to pay tax as well as social security! How can you reason on the level of organizational and employee mutual development and beneficial issues? It is better for you to do what you have to do and let them be in peace. After all, how long are they employed for?” (C33-FC-I)

“Professionals tend to be more committed to the company and company goals and seek to get developed along side the company because they see a long future with the company. These artisans and labourers however, due to the nature of their employment do not see

any future with the company hence are not committed to its development, growth and general wellbeing. Question is what kind of interests and positions will such a person have and as such bring to the discussion table? When you work with them for a while, you realize it is best to let them be and do not get them involved.” (C32-FC-I)

When asked about the level of involvement based on the nature of employment: permanent, casual and part-time employment, it was noted that, generally, part-time and casual employees are not involved in HRM related decision making mainly due to the “no security hence lack of commitment” argument made above. Artisans and labourers make up the casual employee population of these companies. From Figure 5.16, which provides the statistics of how various companies scored on the five point Likert scale, it is noticeable that, some four companies involved their casual staff at varying levels in decision making.

“What we do is to sample their views in spite of them not being permanents. The thing with casuals is that, the time spent with us is not long. We however assume, which has worked for us over the years, that, their general expectations are similar if not same hence the provisions we make for them will be good for another set of the same category of employees who come in.” (C33-FC-I)

“We ensure that in as much as we can, we employ the same group of casuals: artisans and labourers so once a decision is made on how to manage them, it can be maintained for as long as we deem reasonable. However, we have general ways of managing these categories of workers, so it really does not matter who exactly was involved, the provisions are made and they have been okay so far. In a few cases though, we have had to review a few things due to very peculiar cases but nothing to affect the entire populace.” (C32-FC-I)

On the part of the part-time employees however, they were only consulted on issues which affected them directly. Besides they were mainly professionals, their contracts of employment were individually based and conditions of their employment were clearly agreed upon. The statistics (Figure 5.16) however shows that four companies actually involved them in decision making at various levels.

“Well, for part-time employees, we deal with them as individuals and because they are not permanent with the company, I am of the view that, their positions and interests on how we manage our permanent and casual staff does not matter as it does not affect them directly. If they have an issue with how they are managed, they can directly contact the MD/ GM/ HRM for redress. However, because they are also professionals working in the industry, their views, treated as just suggestions however, are sought in some cases and indeed have proved valuable in times past.” (C29-FC-I)

“Their position is somewhat in the middle of how we relate to our permanent and casual staff but the good thing is we deal with them differently, that is on an individual level. However, they have the right to air their views and opinions which if found laudable are considered, otherwise, we just bin them!” (C30-FC-I)

The distribution for permanent staff in Figure 5.16: one company picking Likert score ‘1’, three companies selecting Likert score ‘2,’ and two companies each for Likert scores ‘3’ and ‘5’, is as a result of the mix of professionals, artisans and labourers all being permanent employees.

“This takes us back to the involvement by job description because we have the various categories, all being permanent staff. So their level of involvement differs. Also, considering the fact that the majority of our permanent workforce is artisans and labourers, my answer is inclined towards the negative.” (C28-FC-I)

Nonetheless, some respondents were of opposing views;

“We revolve round our permanent staff of all categories. They are the people we move from project to project and only add on casuals to make up the numbers if we find ourselves needing extra hands. So every decision we make, we consider the opinion, positions and of course interests of all our permanent staff.” (C30-FC-I)

“The policies are made for the permanent staff so why leave them out?” (C32-FC-I)

For employment and HR services which mainly involve the keeping of personal records of employees, turnover monitoring and control, employee scheduling and profiling, skills inventory and training; eight out of the nine sampled foreign companies responded that, they keep some form of records of existing employees (Figure 5.13). Seven of them kept for permanent workers with one company keeping a record of part-time employees and two of them keeping for casual employees. The information kept, was just like for the local companies: very basic, personal information including their name, gender, age, marital status, number of children and qualification of employees. Though no specific record was kept on employee turnover, this could be deduced from the data bases and attendance records. However, the general consensus was that, keeping specific records on employee turnover or designing a database such that it could be queried to extract such information will enhance monitoring and control.

“We do keep records of our employees. It is easier and we actually are able to keep extensive records of our permanent staff and to a large extent out part-time staff. The issue is with the casuals. Employment and deployment of casual employees is so dynamic we do not even try to keep detail information of individuals.” (C30-FC-I)

“Due to the small number of professionals, both permanent and part-time, we are able to keep detailed records and are able to monitor and indeed control the professional employee turnover. Our problem is with the artisans and labours. Though a majority of them are permanent, we still have high numbers of casuals being employed and deployed occasionally. What we do is to keep a brief record of these permanents to aid in the execution of other HRM activities but keep nothing of the casuals. This is however done at the project level and they report to head office weekly. We have hopes of developing software which will assist in this activity.” (C28-FC-I)

One company was however ahead of the others in the execution of this activity;

“We have a software that helps us in keeping these records which is updated from various project sites weekly. However, due to the number of casuals employed and deployed, we do not keep detailed records of them. All we have from the project sites are the number of

casuals employed and what the works they are employed to do. No personal details are kept.” (C32-FC-I)

There was also a general consensus to develop HR information system to aid in the function for example software to aid companies in keeping good records of employees on their basic personal information like name, gender, age, marital status, number of children and qualification, as well as other information such as turnover, scheduling, employee profiling, skills inventory, training and development amongst others.

“I believe this function can be executed well especially with regards to employee turnover monitoring and control if we have software developed specifically for this function. These are some of the things we expect you, in academia, to do for the industry.” (C29-FC-I)

On the issue of providing employees with an explicit CoS document, five of the surveyed foreign companies answered ‘yes’ with four of them stating that they implicitly inform all categories of employees what their conditions are (Figure 5.17). All five companies stated that, they have and do provide copies of their explicit CoS documents to only their permanent staff. They explained that they make copies for only their permanent employees because of the rate of employment and deployment of casual and part-time employees.

“There are cases where casual employees are taken on for just a day or two. It will be too much paper work for the HRM department as well as waste of company resources in going through such procedures for especially casuals.” (C30-FC-I)

“We just let the project manager do some form of brief induction and explain the conditions of employment to them. At the end of the day, he prepares a days report showing all the resources: materials, plant, equipment and labour, used for the day. On this report, he states how many casuals were needed, how many were employed and the role they played” (C28-FC-I)

“We employ and deploy large numbers of casual employees daily. It is even sometimes difficult to provide detailed records of these employees, and you talk of CoS documents? The nature of our work makes any such thing too laborious and actually will be a total waste of resources. For part-time professionals however, they stay with us sometimes for years so we are able to keep records of them as well as provide them with CoS documents.” (C29-FC-I)

The last but not the least activity under this dimension has to do with the management of rewards: pay systems, contingency pay systems and non-financial rewards for employees. There were three main categorizations in the management of rewards in these companies: expatriates, indigenous professionals and junior staff comprising artisans and labours. Expatriates are rewarded based on terms agreed between them and the head offices of these companies, who do the recruitment.

“The mother company does the recruitment of expatriates so they negotiate their salaries and all other allowances before they are employed. So before they are sent to us, all reward issues would have been dealt with so we are furnished with what to provide and how to manage contingencies and non financial rewards. We just execute.” (C30-FC-I)

“The company has policies regarding contingencies and non-financial rewards for expatriate staff. So once the mother company does the recruitment, they negotiate the salary and any additional contingencies which are all stipulated in the appointment letter which we are furnished with. So we get to know what has been agreed upon and we execute it. (C32-FC-I)

The case is however different for companies who are established in Ghana, in that they are not a subsidiary of a bigger international company. These companies negotiate individually with the expatriates during recruitment and the various allowances and contingencies as well as non financial rewards are discussed. Expatriates are employed on a somewhat different reward scheme.

“Expatriates have a different scheme because there are a lot of provisions: accommodation and transportation amongst others that we have to take care of to ensure

a comfortable stay. Also they are given special allowances for being expatriates, and general conditions differ so we do treat them differently” (C28-FC-I)

“Because of all that we gain from our expatriate staff: expertise, enhanced productivity and performance etc., we ensure that they are well rewarded to stay employed. We have to match how much they would have been paid in their countries and even better. This makes it very expensive keeping expatriates so we employ just a few of them and give them a role which will aid in deriving maximum benefits from them.” (C29-FC-I)

“Thing is, it is very expensive keeping expatriate staff due to the salary which has to be more than they would have received in their country of origin as well as provide all allowances and even extra. However, we do so because the company benefits immensely from their work and presence.” (C33-FC-I)

For the indigenous staff however, rewards are emitted just like in the local companies. Professionals negotiate for their salaries individually during recruitment. However, in order to remain competitive in being able to attract and retain a high calibre of employees, certain provisions such as accommodation, transportation, loan schemes, bonuses and the likes are provided based on management discretion. In some cases, salaries are consolidated hence covers all these allowances.

“We reward indigenous professionals in much the same way as we do the expatriates but for some contingencies. This is because of competitors who will do anything to poach a good professional. What we also do is to develop structures for bonuses which reward hard work to motivate them.” (C32-FC-I)

“We do well to reward the local professionals as well as we do our expatriates of similar qualification. This is because there are only a few expatriates who can only do so much. Much of the work is done by the locals hence if we do not reward them appropriately, we stand to loose them to other companies or even other industries which is becoming the norm.” (C30-FC-I)

Casual employees in these companies are paid just as is done for this category of employees in local companies: paid a consolidated wage not less than the minimum wage agreed upon by the CA of the ABCECG and the CBMWU of the TUC. Subcontractors are paid lump sums, thus their contract sums during tendering.

5.4.3.3 *The Case of the Joint Venture*

Maintaining a cordial relationship of trust to promote a good mutually beneficial and satisfying psychological contract between employers and employees in companies has been acknowledged as a very essential aspect of the HRM function by sampled companies. The JV Company sampled does not differ in this regard. From Figure 5.12, it is noticeable that, this company perceive their employment relationship to be very cordial. In their view, employees have a competent HRM department as well as an active union to channel their opinions, views, concerns, expectations and the likes which the company addresses to the best of their ability. This, according to the respondent, creates the very cordial relationship needed.

“The HRM department we have is very vibrant and effective as can be seen in companies in other industries like the banks. This coupled with the vibrant union the employees have enhances our relationship making it very cordial.” (C36-JV-I)

On the issue of trust, they scored Likert point ‘5’ (Figure 5.12) stating that, due to the effective structures of communication they have coupled with a very high security system, employees do not have the flexibility to indulge in any dubious activities hence their records have been almost without blemish in the past. When asked however, if this could change in the absence of these structures, he noted:

“We owe a lot to the structures we have in place as well as the rather harsh disciplinary procedures we have explicitly outlined for all to know about. This also instils some amount of fear in them curbing theft and other mischievous acts. However, supervision is also very high with trade-heads tasked with achieving various productivity levels with adequate incentives in place. So we know they will deliver as expected and will be of good

behaviour. We also keep our part of the bargain by providing all the incentives we promise them.” (C36-JV-I)

The company keeps an extensive database of all permanent staff which provides them with enough information to execute other HRM functions such as HR planning, employee turnover monitoring and control, employee scheduling, employee profiling, skills inventory and training. Information kept however did not differ much from the foreign and local companies. It included information such as employee name, gender, and age, and marital status, number of children and qualification of employees. For professional employees however, the respondent noted that, they keep personal files on them. On these files are kept their resumes as well as letters, memos and queries served them, training and development programmes undertaken, medical history and any additional information the department deems necessary to assist in managing them appropriately.

“We do not keep detailed information of casual employees. We however do for our permanent employees. We have a database of this basic personal information for all of them. But for the professionals, we keep files on all of them covering issues such as travels, training and development programmes and courses attended, medical issues and all letters, memos and queries they are served with. These help us a lot in other HRM functions.” (C36-JV-I)

The HRM department takes charge of additional HRM administrative functions which all serve to improve and enhance the employment relationship between the company and its employees. These functions include the development of policies, procedures and the operating of an HR information system which the respondent noted needed a redesign.

“To a large extent, the department is able to provide in consultation with the management and entire workforce, HRM policies and procedures to guide practices. We also have an HR information system which I must admit is archaic and needs to be redesigned so we can easily extract information from it.” (C36-JV-I)

Employees according to the respondent are encouraged to join the existing union, the CBMWU of the TUC. The union is also assisted as stipulated by the Labour Act to enable them execute their functions and do so effectively (Figure 5.14). The union according to the respondent is very vibrant and represent employees at all decision making levels. He added that it is this same channel that the company uses to relay information to employees and noted that it makes communication very easy and effective. Communication, he stated, goes through mainly the HRM department to the various union executives and shop stewards and in some cases via notices and memos either handed over to individual employees or posted on notice boards.

“I must say the existence of the CBMWU has been very beneficial to HRM in the company. They hold regular meetings and collect the views, position, interests and expectations of employees on issues which are communicated to us. In most cases, issues are resolved at this level and are communicated to the entire workforce. The leadership of the Union also have over the years proved to be very competent and effective and can to a large extent be credited for our peaceful project sites.” (C36-JV-I)

Part-time and casual employees are not involved in decision making in this company (Figure 5.16). Part-time employees are employed on individual terms and conditions in which their concerns, issues and expectations are addressed. Casual employees are purely treated as such – employed to undertake a particular function after which they leave without notice. For the permanent staff however, all but the labourers, most of whom are apprentices are involved in decision making (Figure 5.15). Professionals are very involved in decision making. Their opinions are sought at meetings and they have the flexibility to make their concerns about issues under consideration known to the HRM manager directly. Artisans are also involved in decision making. However, due to the level of involvement of the union which comprise both artisans and labourers, the respondent stated that, the view presented by the union in the making of decisions is deemed to be a representation of that of the entire working body.

“All our employees except the labourers are very involved in all the decisions we make. And even for the labourers, we can not rule them out because they are members of the union and the union is involved in all major decision making. So I can confidently say that, directly or indirectly, through a representative that is, all employees are involved in HRM related decision making in the company.” (C36-JV-I)

The company however provided CoS documents for both permanent and casual employees (Table 5.17). The respondent noted that, for part-time employees, their conditions are all stipulated in their appointment letters hence they are not provided a separate document. They added that, there is a standard CoS document for casual employees which is posted on site notice boards and the various trade heads are tasked with educating casuals upon employment on the conditions of their employment. Permanent staffs are however each provided a CoS document with a standard one for all artisans and labourers and individual ones discussed during recruitment for professionals.

Just like in the case of the foreign companies, there are three main reward schedules: expatriates, indigenous professionals; and junior staff comprising, junior administrative staff, domestic staff, artisans and labourers. According to the respondent, expatriates are rewarded based on a schedule developed by the British partner based on the reward schedule of their company as well as additional entitlements by virtue of them working in Ghana. Indigenous professionals are rewarded based on their grade which is determined by their qualification as well as job and role design. Contingencies are made for higher productivity and performance on the job. In that, though salaries are not on productivity basis, some contingencies are. Artisans and labourers are daily rated based on the provisions in the CA for both financial and contingency rewards. The respondent however noted that, these are just used as bases and that they provided more for their employees, especially in the regard of contingencies, to ensure their employees are very well motivated.

“For the artisans and labourers, their rewards are mainly based on the daily rates stipulated in the CA. But in order to boost employee morale, we increase this basic rate, and add a lot more contingencies.” (C36-JV-I)

The HRM department, according to the respondent, is responsible for the provision of non-financial rewards such as recognition, responsibility, the feeling of belonging and the likes, for all categories of employees. Sub-contractors, piecemeal workers and contract workers, the respondent added, are paid as per the agreed contract sum. He concluded that, these workers are entitled to on-site provisions made for permanent staff including safety workshop and first aid.

5.4.4 Health and Safety

The Health and Safety dimension of the HRM function of an organization is concerned with health and safety audits and inspection, occupational health and safety programmes and the provision for safety equipments and garments especially for accident prone and labour intensive industries like the construction industry as well as regular check-ups for employees. It also has to do with keeping accident free sites to ensure the safety of employees and all visitors to the site, help employees cope with their personal problems, to help the elderly and retired employees and in some cases to make recreational facilities available for both existing and past employees of the company. Due to the accident prone nature of the industry and the provisions for occupational health and safety in the Act 651 as well as the existent of the Workmen Compensation Act, construction companies are very conscious of this function and health and safety is indeed one HRM dimension that receives a lot of attention on construction sites.

The following sub-sections document what provisions the sampled companies make in this regard as well as some of the reasons they gave for the practices they adopt.

5.4.4.1 *The Case of Local Companies*

The Labour Act 2003, Act 551 of the country makes provision for labour inspectorate to visit construction sites to assess the safety provisions companies have made to ensure employee safety on sites. However, due to lack of resources, this inspectorate is inactive. Indeed all but four of the twenty-six local companies sampled stated that they have never had labour inspectors visiting their project sites. As part of the functions of the CBMWU, officials are tasked with visiting project sites to ensure that appropriate safety provisions are made for their members. However, due to lack of resources again, they are also inactive and generally rely on the executives of the local union to furnish them with safety reports. Companies however said they made provisions for health and safety equipments and garments. The problem they faced was the employee unwillingness to use these garments due to the high temperature. Some also are not used to working with them, for instance complaints about ‘grip’ due to gloves, or feeling unsafe when climbing say ladders due to boots and the likes so they prefer working in their own ‘working gear’.

“We do provide the safety garments and equipment for employees. It is however unfortunate that we visit sites to find them not using these garments and equipments. When we ask why, they either complain of the high weather temperature or that they can not work properly when they wear for instance gloves, boots and even goggles in some cases” (C01-LC-I)

“The general complaint is about uncomfortability in using these garments as most of them are trained in the informal sector where they do not use these safety garments. But we make sure we provide for them.” (C09-LC-I)

However, companies put in measures to ensure that employees use these garments as they are liable if employees develop health problems as a result of them not using the provided safety garments.

“What we do is to provide for every site and impress on the project manager to ensure they use them regardless of their complaints. Project managers are queried if they do not ensure these garments are used.” (C09-LC-I)

“We go to the extent of sacking employees who refuse after three queries to use safety equipments. We are justified to do so as they not using the provided garments will put us in trouble with the law if safety inspectors should visit the site.” (C01-LC-I)

One other concern raised on the issue of safety garments is the tendency of employees to steal them. Companies had a lot of such cases hence had put in measures to avoid such situations.

“You know we hand the garments to them for use and they keep them. What we realize is, some take them home and never return them. So what we do is to keep a record of all the workers who take these garments for use, if they do not return them, it is deducted from their wage or salary.” (C13-LC-I)

“We hand the equipments and garments to the project manager and keep records of what has been sent to which site. At the end of the project, the project manager returns them to the safety manager. He pays for equipment or garment that he does not account for. This makes them keep a good eye on the garments and take good care of them.” (C01-LC-I)

All companies recorded that they do not practice ‘preventive medicine’: regular check-ups, but provide medical assistance to employees. It is agreed upon in the CA that companies pay for the medical bills of their employees as well as their immediate families: a spouse and three children who are under 18 years (minors). However, these companies pay these for only their permanent employees. The reason for this was that the salaries of casual employees are consolidated making them responsible for their own health care. In some very few cases however, if the health problem is as a direct result of the work being undertaken, or if there is an injury on site, the company pays the medical bills for these, strictly based on management discretion. In some cases, that for the immediate family is also based

on management discretion. The advent of the national health insurance scheme (NHIS) has made things easy for companies as all they do is to ensure all permanent employees and their immediate families are registered with the scheme and pay the annual fee so they are treated under the scheme.

However, when asked about occupational health and safety programmes, all twenty-six companies did not have any such programmes scheduled for employees. Project managers were expected, at their discretion, to provide some form of occupational health and safety education for employees on site. Sub-contractors who work on these sites are expected to abide by all the health and safety rules of the main contractor as per their contracts though some recorded that it is sometimes difficult. Sub-contractors who do not adhere to this are deemed to have breached the contract, hence a basis for termination. Though none of these companies had an onsite clinic or medical officer to provide first aid on site, project managers were provided with medication to provide first aid in case of injuries before employees are sent to a medical centre. Health and safety records were kept in the form of hospital reports of employees.

5.4.4.2 *The Case of Foreign Companies*

The execution of this function in the sampled foreign companies was very similar to practices in the local companies. Respondents generally did not have labour inspectors visiting their sites with the three who said they do visit noting that it was very irregular. However, those who were subsidiaries of larger construction companies had to comply with the health and safety standards of their mother companies which was replicated by their foreign counterparts who are established in Ghana with their reason being that, they are their major competitors hence have to do as well as they do and even better.

“We submit health and a safety report to the mother company annually and there is even an award for the subsidiary that records the least accidents and operates the safest sites so we have very high standards to live up to. Though we do not have the labour inspectors

of the Labour Department coming around, we have a safety inspector who visits all sites regularly.” (C32-FC-I)

“We see ourselves in the same category as companies such as X and Y who are subsidiaries of global companies hence have very high health and safety standards. So we tend to have very high standards as well and target that we record no accident or very little minor ones on sites.” (C29-FC-I)

Safety garments are provided for employees as there are strict rules to ensure employees use them and keep them safely and in good conditions though it was registered that employees are generally reluctant in using safety garments due to unfamiliarity of use and the hot weather condition.

“We provide safety garments and equipments for all sites for both employees and visitors. Permanent employees who do not use these garments and equipments as required, risk being suspended, or even dismissed, in extreme and near fatal cases. Casual employees who vehemently refuse to use the equipments and garments are just paid for that day and excused.” (C30-FC-I)

Just like in the case of the local companies, the sampled foreign companies do not practice preventive medicine by undertaking regular medical check-ups of permanent employees but pay their medical bills as well as that of their immediate family as per the requirement of the CA. Indigenous permanent employees and their immediate families are also registered with the NHIS and their annual contributions paid by the companies. The case is the same for casual employees as in the local companies: they are paid consolidated salaries. Companies will pay for their medical care only if the illness or injury is as a direct effect of work on site. In some cases however, based on management discretion, the medical bills of some casual employees which are not as a result of their job are catered for and even in some extreme cases, that of their immediate families, all based on management discretion and the availability of resources.

“We do well to adhere to provisions in the CA for the provision of medical care for our employees. However, in cases that the CA does not make provision for, based on management discretion, we provide/ support medical care for some casuals.” (C30-FC-I)

It was noted that, the sampled companies generally do not have occupational health and safety programmes scheduled for employees. Some however noted that, during safety inspections by their safety officers, they meet up with employees to educate them on some occupational health and safety issues. Some also invited national officials of the CBMWU to educate their members on occupational health and safety, what is expected of the employer (company) as well as employees on the need for the provision and appropriate use of safety garments and equipments on site. None of the companies had on-site clinics though they had trained First Aid officers on all sites. These officers were mainly supervisors (artisans by training) who are permanent employees of the company. The company sponsors them to undertake First Aid training and provide medication to facilitate the execution of this function. Hence, employees in cases of injuries are attended to before they are sent to a medical centre for proper treatment.

“We ensure that every site has a trained First Aid officer to provide first aid in the event of injuries, before employees are sent to the hospital for treatment.” (C32-FC-I)

However, due to the report that had to be submitted to the mother company in the case of companies who were subsidiaries, safety records were kept which covered who, how and why an accident occurred. Also medical reports of employees are filed and this serves as a record to aid in the writing of their annual report. The other foreign companies also kept these records. All companies reported accidents on site to the Labour Department.

5.4.4.3 *The Case of the Joint Venture*

The situation in the Joint Venture Company was also similar to practices in the foreign companies but for the existence of an on-site clinic manned by a qualified

health worker. Safety garments and equipments are provided for employees, and though they also have some employees who are reluctant to use these garments especially due to the weather and equipment due to unfamiliarity, measures are put in place to ensure all employees use them.

“Our policy is that, if an employee is found working without the appropriate safety gear and/or equipment, they are queried by the project manager and it goes on their personal record. After three such queries, they are suspended. After three such suspensions, their contract for employment is terminated. For casual employees, we terminate their contract after a third query. Visitors to the site also report to the security post at the site entrance and one provided with at least safety helmets before they are permitted to enter the site. A visitor found not using it is removed from the site immediately if they refuse to wear it after being cautioned.” (C36-JV-I)

In the case of the provision of first aid and medical care for employees, it was noted, as has been mentioned, that this company provides for all sites, site clinics manned by a qualified nurse. In this case, first aid is provided for all employees, both casuals and permanents in case of injury or illness on site. Cases are thus after the provision of the first aid referred to hospital for treatment. The company pays for the medical bills of their permanent staff and their immediate family as well as for casual employees, that is, as per the CA. However, those for the immediate families of casual employees are paid based on management discretion. The advent of the NHIS has seen to the registration and payment of levies for permanent employees and their immediate families by the company.

This company recorded that, they have safety inspectors of the Labour Department visiting the site for safety inspections, though this is not regular. However, they have safety officers of the British partner company, coming from Britain, to conduct safety audits and inspection though the local safety office submit annual safety reports to the British partner company. The safety department, which is under the HRM department, is manned by a trained and qualified safety and environmental officer. It was reported that, they conduct regular health and safety

workshops for employees to keep them abreast with current practices in occupational health and safety as well as to remind them of the importance of safety and how they can ensure a safe work place to their own and the company's benefit.

5.5 IMPLICATIONS OF THE HRM PRACTICES OF LARGE CONSTRUCTION COMPANIES IN GHANA

In the wake of the Labour Act 2003, Act 651, one would imagine that the country will have a peaceful and mutually satisfying industrial relations climate. However the challenges faced in the implementation of the act (Section 3.6.3) as well as the challenges realized in HRM in the sampled large construction companies (Section 5.4), leaves room for improvement as will be discussed in this section. This discussion is on the implications of the practices of the sampled large construction companies adding to existing literature and informing the design of the procedural framework.

5.5.1 The Sampled Large Construction Companies

In an era of organizational studies where organizations are aiming at being flatter and leaner (Torrington et al., 2001), it is unfortunate that the sampled large construction companies in the country have mainly tall hierarchical structures. These structures do not allow the flexibility that the industry so badly needs as a result of its nature and characteristics: project based nature (Section 3.2.4). Also, is the industry's reliance on a transient workforce, a reliance on the flexible labour market (Ofori and Debrah, 1998), which requires the employment of other forms of organizational structures: matrix or flexible structures (Section 2.2.4) or a modification the stereotype for a project-based organization proposed by Gareis (2007). Torrington et al (2001) recorded that, organizations are getting smaller and entrepreneurs are less likely to establish a dynasty for their children to inherit and are more likely to launch a project to be developed, exploited and then closed down

or sold within two to three years. Unfortunately, this is not the case especially in the local companies where entrepreneurs focus on dynasties for their children to inherit.

Literature on organizational studies has in recent times highlighted the need for a highly decentralized management system for appropriate functioning of the HRM department. The rather highly centralized management systems of large construction companies is a major setback in their bid to becoming globally competitive, if not for international projects, for local projects where they have to compete with international companies. It was however encouraging to find that, these large construction companies grant their subsidiaries, that is individual project sites managed as subsidiaries of the company, a fair degree of homogeneity. In that, management of these sites are uniform and to a large extent similar though this is influenced by individual project characteristics with a reasonable degree of autonomy in project execution. This enhances management processes in the organizations, by positively impacting planning and monitoring (Section 5.3.2).

Construction companies fit the description of a project based company by Gareis (2007) and captured in Section 3.3.2 of the thesis. Due to this nature however, planning is a challenge and managers have to strategize appropriately to be able to plan effectively. Construction firms have traditionally had a tendency to neglect strategic planning, with consequent severe results in times of economic recession or political instability (Langford et al. 1995) which has been the case of Ghana for most of its independent life. Enterprises in many industries are constantly making the effort to predict how the future may influence their operations, as they become increasingly aware that, it is insufficient and sometimes dangerous to neglect strategic planning and simply react to events (Edum-Fotwe et al. 1994). Planning within the sample of the research is however found to be mainly reactive due to the inconsistencies caused by economical as well as political instabilities (Section 5.3.2). Lessons can however be learnt from research being done on managing project-based organizations and HRM within these organizations.

Planning in these companies is looked at in two enclaves: at the organizational level; and at the individual project level. This was realized to be in line with extensive collaborative research findings on HRM practices in project-based industries by Rodney Turner, Martina Huemann, and Anne Keegan, on differences in project and overall company HR practices latest being Keegan et al (2007) and Turner et al (2008). Planning at the organizational level was realized to be challenging due to industrial, economic and political insecurities. Companies are not assured of continuous activities/ projects which does not allow them to plan in the long term. One school of thought however is that, doing this forecast and making provision for whether or not the company is able to secure enough projects for continuity is all part of organizational planning. Planning at the project level is dependant on the duration of the project. The planning of HR is based on a schedule derived from the overall project programme developed at the pre-tender and pre-contract stages of projects. Actual project execution planning is determined by the day-to-day events on the project site.

5.5.2 Human Resource Management Practices

The type, nature and characteristics of the ownership of the sampled companies were realized to have a significant influence on their HRM practices. Common types of ownership identified by the research were sole-proprietorships and partnerships though all had registered as Limited Liability Companies with the Registrar General except the JV. It was however interesting to find that, though some of these companies, mainly local however, did not meet the criteria set for the financial classification as large (D1/K1) construction companies as stipulated by the MWRWH Guidelines, these companies, were operating as such. The plant and equipment and asset holdings of the foreign companies were found from the study to be relatively higher than the local companies though all these companies were able to tender for and indeed won contracts for the execution of projects (Appendix B3).

This coupled with the requirements and relatively higher standards of mother companies (for foreign companies who are subsidiaries of international

constructions companies or with foreign partnership), as well as competition has accounted for the seemingly better organized HRM functions within foreign companies and the JV. Though these practices seem to be better than that for the local companies, sight should not be lost of the fact that these companies are larger and indeed have well designed and detailed organograms which are employed in practice (Section 5.4.1). Local companies also have such organograms in place though most of them are not implemented due to smaller company sizes and the lack of appropriate resource: both capital and HR.

Also is the general attitude of the construction industry to HRM. As Loosemore et al. (2003) noted, the devolution of the HRM responsibility without the requisite training or central support is a special characteristic of HRM within the construction industry. This has resulted in the function being relegated to the background within the construction companies operating in the industry. The investigations showed that, though this is the case in the Ghanaian industry, the HRM function in the foreign companies is not as relegated to the background in the local companies. This was due to the existence of trained HRM personnel; the existence of a department to see to the execution of this function; the existence and actual practice of some overall policies as well as the existence of some specific policies though most of these were implicit; and the attitude of their top managers towards the HRM function (Section 5.4) of the foreign companies. That is not to say that practices of these companies are the best and can or should be adopted as the standard for the industry. It still does leave room for enhancement if the industry wants to attract and retain its quota of the best HR the country has to offer.

The Labour Act, Act 651, is the main legislation to regulate labour management in this industrial sector. As per provisions of the Act (Part XI), an employers association, ABCECG, and employee organizations (unions) CBMWU of TUC and CAWU of ICU, have been formed (as discussed in Chapter 3 of this thesis). These groups have bargained for a CA which is signed between the ABCECG and the CBMWU with the CAWU as the minority group. This CA covers a two year period

but with an annual 'weight opener' to allow for annual minimum wage reviews. It purposes to promote mutual cooperation and understanding between the employer and the union, in the same spirit as the Act. Though this documents makes provision for legal action against any organization who uses it illegally (Section 1.3 (b)), it is employed as a national document in informing both members and non-member organizations on how to manage their labour.

It applies to all permanent, probationary and non-permanent (casual) employees, regarded as junior staff, who are in employment before the date of the agreement but does not cover senior staff members including managers and professionals. Professionals in the sampled companies are not treated collectively and are not members of these unions. The CA makes provision for the statutes of the union, conditions of employment, leave provisions, facilities to be provided by the employer, allowances, disciplinary procedures, termination, grievance procedures, as well as strikes and lockouts. One major question that kept coming up during the survey was about having both a CA and an HRM in place. That is, some respondents held the view that, once the CA is in place, there might not be the need for the company to have specific policies on HRM related issues. This is a clear exhibition of their ignorance as to what HRM policies are, how they work within and organization and what benefits an organization stands to gain from having in place appropriate HRM policies. It further will explain to a large extent why a majority of the sampled companies were found not to have explicit policies and some of those who had implicit policies did not even know they were policies.

It was however interesting to note that, provisions of both the CA and the Labour Act 2003 were not totally adhered to. For instance, the Act in Part III Section 8 outlines some rights and duties of the employer with Sections 10 and 11 outlining same for employees. Comparing these to the practices discussed in Section 5.4 of the thesis, it is realized that, though employers adhere to most of these provisions, a few such as those concerned with HRD were not adhered to. Also, the CA in Section 9.4 specifically states that all craftsmen and artisans who are required to sit

for examinations for upgrading shall have their fees so involved paid for by the employer. Further were provisions for training (Section 3.10) which to a large extent is not adhered to by the companies most of whom train at management discretion with lack of resources and an inability to maintain employees after training as reasons for not training their employees (Section 5.4.3 of thesis). Further, the Act in Part X Section 74 (2) b), stated that, casual workers shall have access to any medical facilities the company has. However, companies generally do not adhere to this provision except in cases where ailment is as a direct result of the work being executed (Section 5.4.4). Further is the absence of officers of the labour inspectorate on construction sites (Part XVI Section 122) to ensure safety.

That is not to say that provisions of these regulations are not adhered to at all. For instance companies noted that they do provide safety equipment and garments (Act Part III Section 9 (c), Part XV Section 118 (2) d) and CA Section 5.3). They have however had to put in disciplinary measures to ensure employees use them as the employees turn to be reluctant due to unfamiliarity (Section 5.4.4). It is interesting to note that, though Part XV Section 118 (2) e) of the Act states that these shall be provided by the employer at no cost, due to the employees inability to keep them safe (Act Part III, Section 11 h)), the companies have structures put in place for these garments and equipments to paid for employees especially if they fail to take good care of them (CA Section 5.3.1 (b)). However, other provisions including regular hours of work, overtime, salary flexibilities, and rest times are adhered to. Companies also rely to a large extent on employment centres and agencies established as a result of provisions in Part II of this Act.

It is realized that, with the appropriate organograms being put in place and subsequently, being adhered to, and all parties appropriately educated on the provisions of these regulations as well as policies of the organization regarding HRM, will go a long way to enhance the HRM practices of large construction companies operating in the country. Companies will however need to train their personnel in charge of HRM on how the function can and should be executed

appropriately. The function will have to be strategically fitted, both horizontally and vertically, into the organization and furnished with adequately trained personnel to execute it appropriately. Though this function exists mainly by a monitoring role, further education will create the necessary awareness of additional roles and how they can best be structured to derive the best benefits.

5.6 CHAPTER SUMMARY

This chapter documented a detailed account of the HRM practices of construction companies to add to existing literature on the subject matter. It documented the nature of large construction companies in the country and some existing management characteristics which influences HRM practices.

The investigation revealed that, HRM practices of large construction companies differ based on their origin. Also that the function has to be looked at in two fold: at the company level and at the project level due to the project based nature of the industry.

One very prominent issue was the unavailability of qualified HRM professionals to execute this function. This was to a large extent blamed on the size of some of the companies as well as the general attitude to this function and the fact that it suffers from being relegated to the background. Also is the approach managers take to the HRM function and the structure and management of these companies which do not promote the adoption of established HRM tenets.

The discussions of the implications of these practices shows that, there is the need for companies to put in measures aimed at enhancing their HRM practices. It is in this vain that the next chapter looks at moving towards an enhanced HRM function.

CHAPTER 6:

TOWARDS AN ENHANCED HUMAN RESOURCE MANAGEMENT FUNCTION

6.1 GENERAL

This chapter discusses the findings from the cross-sectional survey on the HRM practices of large construction companies operating in the country and the implications of these practices. It documents data from the cross-sectional survey on the type and nature of HRM policies of the sampled large construction companies and seeks to establish the possibility of an improved HRM function for large construction companies operating in the country via the development of appropriate policies. Further, it captures some suggestions gathered from this same survey which in the view of respondents could contribute towards an improved HRM function. Finally, the chapter establishes the need for a procedural framework to serve as a guide to these large construction companies in the development of appropriate HRM policies.

6.2 SUGGESTIONS FOR AN ENHANCED HRM FUNCTION

Respondents were given the opportunity to suggest what in their opinion can be done by large construction companies operating in the country to enhance HRM practices. Some of these suggestions are as discussed in the paragraphs following.

First was the need for companies to design realistic organograms taking into consideration the manpower strength of the organization as well as resource availability. Also was the need for these companies to ensure they design roles and responsibilities which will see to the development and growth of the individual as

well as the organization. This will also assist in planning and re-structuring as well as avoid conflicting roles of personnel which were causing disputes in some organizations

From the investigation, it can be concluded that, the management of these organizations are of the view that investing in human resource development (HRD) is a liability to their companies as employees will become more competitive and may leave. The need to educate the top management to change their perception, hence perceive this function as a means of strengthening their HR base, was raised. Also was the need for organizations to put in place measures to ensure employees serve bonds after embarking on such training programmes. Further was the need to guide training such that the employees will not become redundant as this was recorded as one main cause for employees leaving their companies after training.

One major problem which came up in the interview was the paying of social security for casual employees. It was recommended that, the Social Security and National Insurance Trust (SSNIT) or the CBMWU will need to develop a scheme to collect the contributions of casual employees in the light of the characteristics and implications of the nature of their employment. The employees will also need to be educated to know, understand and accept the benefits of this contribution hence be willing to allow their employers to do the necessary deductions.

The country has a very comprehensive and well articulated Labour Act which should be adhered to by all social partners. However, low levels of knowledge of the provisions of this Act have contributed to challenges in its implementation. As a short term measure to overcome these challenges, it was recommended that advocacy groups and social partners continue to educate on the provision of the Act. As a long term measure however, it was recommended that the Act be incorporated, in phases, in the national educational curriculum bearing in mind that though the nation is embarking of a 'free basic education for all' programme, some children fall out of school and will definitely be employed or employ. Also,

companies will need to take it upon themselves to educate and re-educate employees on the provisions of this Act.

Also raised was the need for the Institute of Human Resource Management Practitioners of Ghana, in conjunction with other employer associations, to develop training programmes for HRM personnel of organizations in industries such as the construction industry, where companies cannot afford to and do not employ qualified HRM personnel. Such training programmes respondents noted will bring to the fore, appropriate HRM practices as well as enhance HRM in the industry.

It was also proposed that, key social partners concerned with HRM in the industry in conjunction with academia should develop Key Performance Indicators (KPIs) to be used in benchmarking performance in the industry. This, the respondents noted will assist companies measure their performance by benchmarking against established KPIs in the drive to achieve continuous industrial improvement.

Finally was the need for companies to develop explicit HRM policies which will regulate HRM practices. This they said will provide them with the needed competitive advantage in project delivery as the adoption of appropriate HRM practices will improve mutual commitment as well as employee productivity and performance and alleviate absenteeism and high employee turnover. They added that it will also make them, and indeed the industry, competitive in the attraction and retention of the best brains the country has to offer as well as the right calibre of employees. The challenge here was the need for assistance in doing so which this research will address by the design of a procedural framework.

In line with this, the cross-sectional survey looked at the type and nature of the HRM policies of the sampled companies; the need for explicit policies in these companies; as well as the need for a procedural framework to assist them develop appropriate HRM policies. The section following discusses the type, nature and characteristics of HRM policies of the sampled companies.

6.3 HUMAN RESOURCE MANAGEMENT POLICES

As has been established in Section 3.7.2 of this thesis, there are two major types of policies: overall and specific policies. As per the definition of HRM policies: an organization's philosophy on how it will manage its people, it can be inferred that every organization has a policy. Companies were found to have, as has been established, implicit or explicit HRM policies or a combination of the two. The subsections following documents statistics of companies with specific policies, the nature of these policies, who formulates them, who documents them in cases where some of the policies are documented as well as the overall values of these policies.

6.3.1 The Case of Local Companies

Seventeen of the sampled local companies recorded that, they do not have specific policies for the various HRM activities with one respondent recording that he had no idea whether any specific policies existed (Figure 6.1). They however noted that they have an overall philosophy regarding how they manage their employees and what their expectations are;

“By virtue of us employing people, we have general guiding or underlining principles on how we treat our people and what we expect of them.” (C13-LC-I)

“We have a set of aims that we hope to achieve as well as on how to manage our resources, including people. But we do not have policies on specific activities like you are asking.” (C21-LC-I)

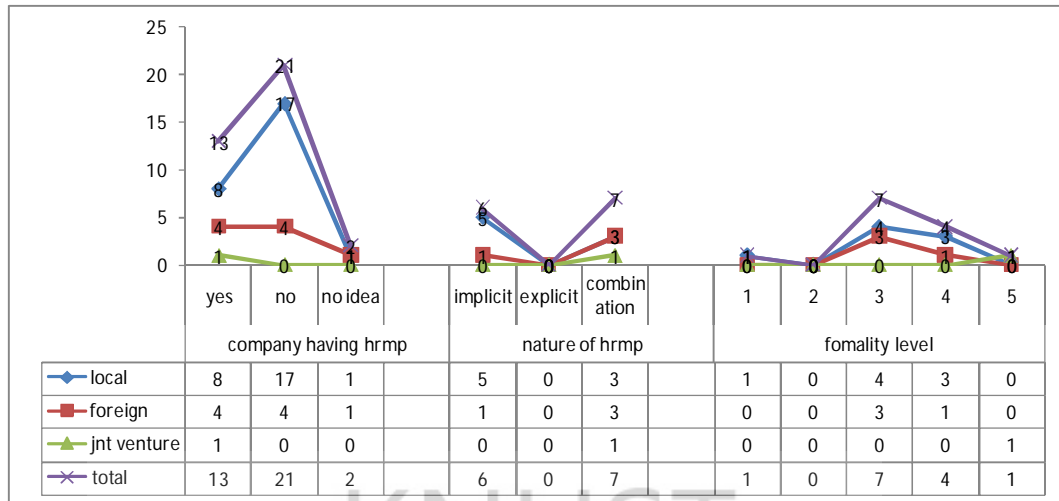


Figure 6.1 Characteristics of HRM policies

Of concern however was the existence of specific policies to guide the execution of the various HRM activities. From Figure 6.1, eight of the sampled local companies noted that, they had specific policies to guide the execution of the various HRM activities with five of them noting that all of these policies are implicit with three of them having some of the policies documented. When asked who does the documentation of the explicit policies, two of them stated that it is done by the management: the MD, GM and the HRM personnel with one stating that the BoD does the documentation of the policies (Figure 6.2). Asked whether employees are given copies of these policies, six of the companies said they do not give employees copies with two saying they do in the form of notices and memos (Figure 6.2).

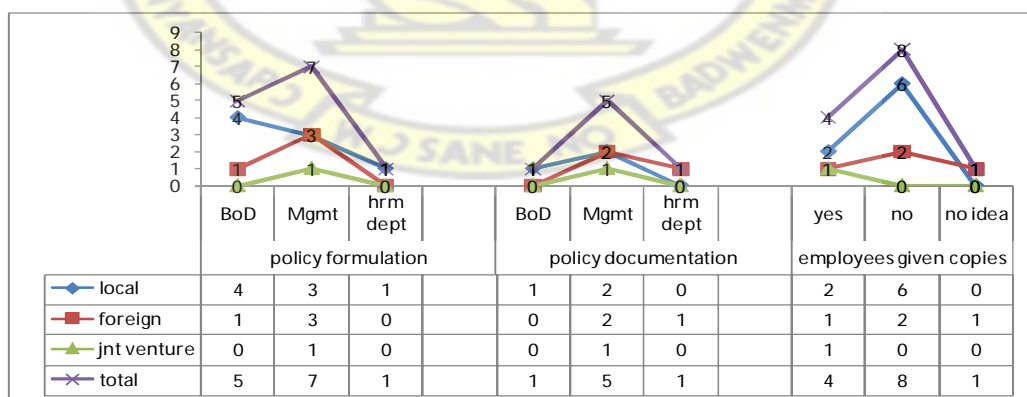


Figure 6.2 HRM Policy formulation and documentation

On the issue of policy formulation however, four of the sampled companies noted that, the BoD formulates policies with the top management of the company formulating it in three cases and one company having the HRM Department formulating the policies (Figure 6.2). In all cases however, it was explained that, this is done in consultation with the permanent professionals and in some, artisans.

Values expressed by overall policies captured in Section 2.7.2 of this thesis include equity, consideration, work-life balance, and working conditions amongst others. These values are said to be espoused by organizations one way or the other. The bone of contention however is the extent to which these values are upheld especially when making business-led decisions in an organizational thinking of ‘flatter’, ‘leaner’ organizations. Figure 6.3 shows the distribution of the values expressed by the policies of the eight local companies.

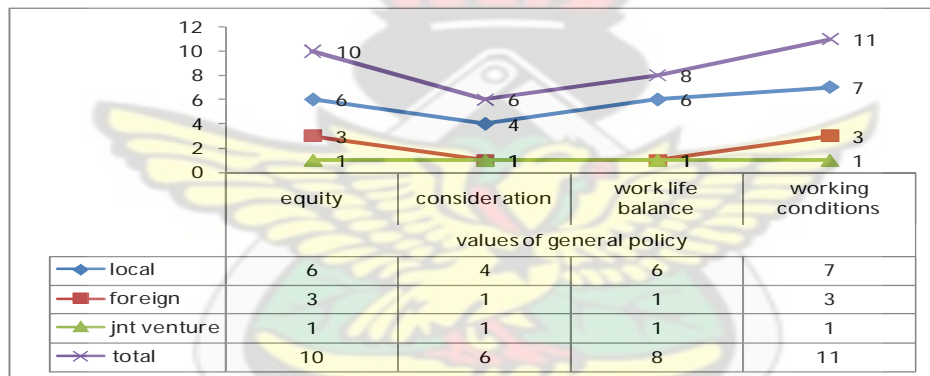


Figure 6.3 Values of overall policies

6.3.2 The Case of Foreign Companies

All the sampled foreign construction companies had overall policies: their philosophy on how employees should be managed and treated. When respondents were questioned on the existence of specific policies, four of them answered in the affirmative with four of them answering in the negative (Figure 6.1).

“Overall policies regarding how we manage our employees are existent. However we do not have specific policies for the various HRM activities as you have listed.” (C30-FC-I)

“We use the explicit specific policies of our mother company. We however review the provisions: based on the situation we find ourselves in. So I will say we have explicit policies but some issues are decided implicitly.” (C32-FC-I)

“Since we are the head office of the company, we develop our own policies in tune with our general principles underlining how we want people to be treated. Most of these policies are however implicit to allow for change. Not all employees know about these policies and their provisions.” (C29-FC-I)

One respondent had no idea whether the organization had specific policies or not.

“I know we have general principles regarding what provisions should be made for employees and what we expect of them but cannot tell for specific policies as you are asking. Maybe there is one somewhere that I do not know about.” (C33-FC-I)

Three of the companies had a combination of both implicit and explicit specific HRM policies though one had a fully implicit policy. Two of the three who have explicit documents responded that, the documentation is done by the management team with one noting that it is the sole responsibility of the HRM department (Figure 6.2). Two of them do not give copies of the policy document to their employees individually though one noted that they make copies available for professional as well as project managers who are expected to inform the workers on project sites. On the issue of policy formulation, one company responded that, it is done by the BoD with three saying the management team does it (Figure 6.2).

“Some of the issues are documented in the form of booklets, notices and memos. However, in some cases, such as bonuses, we do not have it documented to allow for flexibility. Then we can change it as and when the need for a change is realized.” (C30-FC-I)

“We have a very comprehensive explicit policy but it is the mother company’s document and there is some information which is not for the consumption of the entire workforce. So what we do is to copy the relevant ones out, adjust it to suit our local needs and make that

available in the form of notices and memos. Individual employees are however not given copies” (C32-FC-I)

“There is a policy document but it is in Chinese so we have translated the relevant portions and made them available to the workforce.” (C31-FC-I)

6.3.3 The Case of the Joint Venture

The nature of specific HRM policies of the JV Company is similar to that of the foreign companies who have specific policies. The entire management team, comprising both the foreign and local partners are in charge of policy formulation but do this in consultation with the professionals and foremen (Figure 5.14 and 5.15). HRM policies are a combination of both implicit and explicit policies (Figure 6.1). In that, they have some policies documented whereas others are implicit in nature. The parts that were documented is done by the management team led by the HRM manager copies of which were made available to employees in the form of booklets, notices and memos (Figure 6.2). These policies were recorded to have values to include the promotion of equity, work-life balance, consideration and improving working conditions (Figure 6.3).

6.4 WHAT INFLUENCES HRM POLICY DEVELOPMENT?

When questioned, respondents of the cross sectional survey noted that, the factors listed in Table 6.1 below, influences the development of policies.

Table 6.1 Factors influencing development of HRM policies

Local Companies	Foreign Companies	Joint Venture
1. Educational level of employees	1. Educational level of employees	1. Educational level of employees
2. Nature of industry	2. No guidelines to aid in	2. Environmental influences
3. Structure of firms	incorporating local conditions in	3. Religious influences
4. Technological development	their policies	4. Ethnic origin of employees
5. Economic influences	2. Nature of employment	5. Economic influences
6. Political influences	3. Availability of resources	6. National policies

The educational background of employees is a major factor that influences policy development. The justification respondents gave included the fact that, due to the low educational level of employees, they are not concerned about some provisions which in the organizations view will be very beneficial to them like the payment of social security contributions and even in some cases, taxes.

“The majority of our workforce comprises artisans and labourers. I must say they form more than 80% of the total employee base. Now, if these people have so little education, which is usually the case, they do not appreciate you putting in measures to ensure they are managed properly, such as paying social security contributions and taxes, organizing training workshops for them, insisting they use safety garments and equipments etc. They tend not to appreciate everything you do for them. How can one help them in anyway not forgetting that we work with very limited resources? Their focus is on cash cash cash and so we give them the cash and rest our case!” (C21-LC-I)

“We have had cases where some artisans have refused being employed as permanent staff because they do not share the importance of some of the provisions we make for our permanent staff. Theirs is, ‘give us the job, let us get it done, give us our money’. It is however amazing how they regret once age begins to catch up or they get injured then they begin to wish they had allowed certain contributions to be made” (C26-LC-I)

“You will be amazed at how these artisans and labourers think. Some just do not want to hear of payment of social security, taxes or union dues. Sometimes, when we take the pains to really educate them, they do appreciate and accept. But is it really my duty to do so? If we really need a particular artisan, I will. Otherwise, forget it!” (C13-LC-I)

Also was the fact that, even when explicit policies are provided, their educational level makes it difficult if not impossible for the employees to read hence the need for implicit policies or putting in place appropriate communication structures within the company to ensure policies are appropriately communicated to all employees effectively and appropriately.

“The people cannot read and the few who can will not even bother to read the notice board so why make things explicit or even give them copies. We just tell them as it is, verbally, get our response and just trash the issue out. Case solved!” (C05-LC-I)

“The educational level of these artisans and labourers is a big problem. It is amazing that some of them can not read Basic English. So though we put up notices on our general notice board, unless issues are discussed at meetings, they just do not know about it. I deem all notices on the notice board not communicated until it has been verbally communicated to employees.” (C30-FC-I)

“We encourage those who can read to frequent the notice board but we risk a distortion of the information as they do not even understand what they read properly. So to avoid all this confusion, we have kept things implicit at that level.” (C24-LC-I)

One other issue that was raised by the local companies is the nature of the industry. This in their view will influence policy development due to the peculiar characteristics of the industry which requires that a transient workforce is employed with a lesser number of permanent employees. This they said will require that HRM policies are reviewed regularly to suit these transient employees.

“Our industry is very peculiar so some processes which work in other stable industries do not apply to us. On the issue of even employing an HRM practitioner, these people do not understand the needs of our industry and they can frustrate us by making uncomplicated issues very complicated. So I manage my own company, manage my own people and determine my own policies.” (C21-LC-I)

“It is a very rough industry so we cannot have some of the flexibilities of other industries. This influences everything: policy/ procedure, we think and do.” (C33-FC-I)

Also was the concern of making policies either project based or done for the entire company. This was perceived as a concern because of the ethnic divisions of the country which have various traditions, cultures and norms. Hence a policy of the company; example a policy that employees will work five days during each

working week and rest on weekends, may not hold in communities that have say a Tuesday as their resting day. Also, some communities have expectations when infrastructure is being developed in their area such as employment of a certain number of their youth, performance of certain rights, taboos and the likes that the company will have to comply with and might be against some existing policies.

“See, the industry is a project based one. You can have a policy for the company which will not hold for a particular project due to the project characteristics or even the location of the project. So that puts one in a dilemma as to developing policies for the entire company or developing policies project by project.” (C29-FC-I)

“The project based nature of the industry will require that we develop policies for individual projects. Now each project has its own characteristics: location, size, complexity amongst others, and all these will affect HR issues such as labour market characteristics, expectations and the likes. Things really do get complicated hence takes a lot of planning and consumes time.” (C13-LC-I)

Also was the issue of religion. Controversies included the fact that, Muslims go to the mosque on Fridays and have to pray during working hours, some Christians observe the Sabbath on Saturdays whereas other sects do so on Sundays. Also is the existence of the Ghanaian traditional religion. Satisfying these differences will require that, HRM policies take these characteristics into consideration.

“In Ghana here there is freedom of religion. We cannot discriminate against any sect so we have to plan things in such a way that the various employees who belong to different religions are well catered for, then everyone is happy.” (C26-LC-I)

“In order to ensure employee satisfaction, one of the things to look at, and which affects what policies are developed, is the religion of the employees. A lot of premium is placed on religion locally, hence there is the need to accord it the necessary attention or it could cause a lot of chaos at the work place.” (C30-FC-I)

The existing structure of companies and technological developments are also factors that respondents suggested will influence policy development. The structure of the company they said should be considered because that will determine and show how the company is managed as well as the roles and responsibilities of personnel. This they said will inform policy makers in designing say the reward structure of the company as well as determining the level of employee involvement in decision making, decentralization of companies amongst others. Technological developments they added will influence policy development in that it will influence the organizational structure hence which employees to be employed and how they should be managed.

“We have a very simple organizational structure so bureaucracies are almost non-existent. My workers come to me directly to discuss issues so I have certain policies in place that a company with a higher hierarchy will not have. ...I think technological developments also influence what policies we have as it has the tendency of altering our construction methods hence will change some of our policies once we introduce some new technology.” (C21-LC-I)

“The organogram of the organization influences policy development in that, if there is a change in the organogram, caused by technological developments, the economy, a change in the capital base of the company or any other reason, we have to review our policies, determine new roles, adjust methods of communication amongst a whole lot of other issues,” (C36-FC-I)

“Technological developments have the tendency of influencing construction method and in a way the organogram if not at the organizational level, at the site level. It could significantly affect the locus of control which will trigger changes in existing policies and indeed the development of some new policies.” (C32-FC-I)

Another very interesting factor mentioned is economic factors. This can be looked at in two phases: the economy of the country; and the economic condition of the company. The national economy will indicate how much premium the government allocates to infrastructural development as well as general economic comfort and

structures which will enable private clients to invest in infrastructure. This they said will to a large extent contribute to the growth of the industry and provide them with the stability, the ability to maintain their employees resulting in job security for employees hence can make long term plans and policies.

“The growth of the industry, the main determinant of our existence and development, is mainly dependent on government economic policies and focus on infrastructural development as well as how much credit private organizations are getting from the financial sector to invest in infrastructural development.” (C13-LC-I)

“Though we have some private clients, majority of the contracts that are worth fighting for are government contracts. These are actually what ginger our development and growth as an industry. So what we need is a government economic focus on the need for more infrastructural development in the country.” (C15-LC-I)

The economic condition of the company can be looked at as the availability of resources: capital, materials, labour, plant and equipment to be able to execute projects. The availability of resources they said will avoid breaks in project execution which will ensure they complete projects on time and do not have to deploy their staff which will disturb their sense of security. Availability of capital, respondents noted, will aid in providing some contingencies and financial rewards for employees. It will also help to meet the training and development expectations of employees which in the long run will see to the development of the organization.

“If we have a good cash flow, projects progresses as expected and the company puts in measures to ensure organizational and individual development which in a long way influences what policies we have in place. For instance, we can invest in our employees, can provide them with the necessary medical care when need be and even enhance the rewards scheme.” (C09-LC-I)

The JV Company noted that the origin of employees is a factor. They noted that, employees from different parts of the country have peculiar traits which influences

their attitude to work as well as to life in general. This he said requires that certain policies are developed to take care of the needs of this variant workforce.

“The ability to know and understand where employees originate from helps in satisfying some needs and expectations which contributes to creating a cordial and satisfactory working environment.” (C36-JV-I)

Government policies and legislation, such as, the Labour Act, Workmen’s Compensation Law and even the Constitution of the country, were seen as a factor which influences HRM policy development within companies. It was noted that, since these are legal issues, they do not have an option than to ensure they adhere to them and this influences and even in some cases determines what policy to develop. Further, they added that, the existence of these laws aids in the identification of the expectations of the various stakeholders which also contributes to maintain a cordial working environment.

“We operate in a country hence have to know and adhere to its laws concerning what we are involved in. With HRM policies, there are laws like the Labour Act and the Workmen Compensation which we cannot go against. So what ever policy we develop has to be in concordance to provisions in these legislations.” (C30-FC-I)

“In all our dealing, including HRM, we cannot go against legislations such as the constitution, the labour act, workmen compensation and even the CA. So I would say we are bound by these and they determine our policies, procedures and practices especially on the issue of HRM.” (C32-FC-I)

Respondents noted that, these factors including the non-existence of adequately trained HRM personnel to execute this function and even see to policy development does influence how they manage their people hence what policies they have in place. Some of the foreign companies who have existing policies but wish to review them to suit the local conditions stated that, the lack of guidelines to aid in incorporating local conditions into their policies does affect them in these reviews.

6.5 IS THERE A NEED FOR EXPLICIT HRM POLICIES?

Respondents were asked at the end of the questionnaire whether they found it necessary for their companies to have explicit HRM policies (Figure 6.4). Thirty-five of the companies: twenty-five locals, all the foreign companies and the JV, responded in the affirmative stating that it is necessary for every organization to identify and spell out how it intends to manage its HR. One respondent who was the MD of one of the sampled local companies, answered in the negative saying that:

“Why should I have a policy regarding how I treat my people? I employ them, they come in, do what they have to do. I supervise closely to make sure they do as expected and they go away. These book-long things are just a waste of man-hours.” (C15-LC-I)

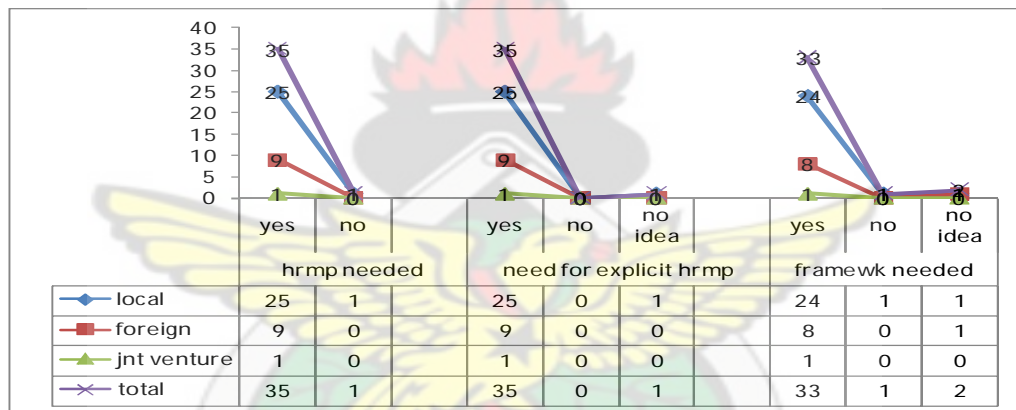


Figure 6.4 Need for HRM policies and HRMPD framework

On the issue of having these policies documented: having explicit policies, these same thirty-five companies, answered in the affirmative stating that, explicit policies will aid in all employees knowing what the policies are, which could enhance job security hence enhance performance (Figure 6.4). However, opinion differed as to who should be given copies of this document.

“If we have explicit policies in place, it will help us as well as our employees to know what provisions have been made for certain HRM activities, what provisions we have made for them to ensure they are well catered for, what our expectations are and what we expect them to do.” (C30-FC-I)

“This will eliminate distortion in the communication of our philosophies on how certain things should be done and this will go a long way to avoid conflicts and misunderstandings.” (C24-LC-I)

“I believe it will be good to have explicit policies but copies do not need to be made for the junior staff. They can be educated by their supervisors” (C13-LC-I)

“I agree that there is the need for companies to have explicit policies but a majority of the workforce are not educated and they can not even read what you write. So I will say it is ok to have an explicit policy but in practice, I believe things will be more implicit than explicit.” (C21-LC-I)

When asked whether they saw the need for a procedural framework to assist in the development of their HRM policies, thirty-three of the respondents, responded in the affirmative with one stating no (C15-LC-I) and two stating that they had no idea whether this is necessary. The companies who answered in the affirmative (Figure 6.4) generally said it will aid in developing policies which will improve HRM within their companies as well as increase their competitive advantage in the attraction and retention of the right calibre of employees.

“Having a framework will inform us on what to look out for and what to consider in developing our policies so that we can develop policies which will improve our HRM function as well as increase our competitive advantage in attracting good employees and also being able to keep them. (C30-FC-I)

“The framework will help us a lot because I know most construction companies do not have trained HRM people. So the framework will guide us by educating us on what should go into policy development and even things that we should consider.” (C21-LC-I)

“Having a framework to help us develop our policies will be a good guide in advising us on what issues we should consider and what factors affect the policy.” (C36-JV-I)

The eight foreign companies who answered in the affirmative also stated the same reasons. In addition, those who used policies of their mother company said it will aid in reviewing them to suit the local industry and possibly develop their own policies.

6.6 AN ENHANCED HRM FUNCTION

This section of the chapter is purposed to propose what measure this research proposes to enhance HRM in large construction companies operating in the country. From the discussions in the previous sections of the chapter however, it can be inferred that, there is the need to adopt appropriate practices and policies for the construction industry based on its nature and characteristics. The need for HRM policies to regulate practices based on the peculiarities of the industry will be briefly discussed in this section. Further, the section will summarize what factors influence the development of policies (Section 6.4) and the need for a framework to assist HRM personnel in the development of HRM policies (Section 6.5), all in the bid to enhance HRM practices within the industry.

6.6.1 Need for HRM Policies to Regulate HRM Practices

The Ghanaian construction industry, as has been discussed in the third chapter of this thesis, has some peculiar features which are as a result of the project-based nature of the industry; the unique one off nature of products and services; as well as its employment practices: reliance on a transient workforce amongst others. These peculiarities have left much room for improvement in their HRM practices. Studies (Druker et al., 1996; Egan, 1998; Fellows et al., 1983; Langford et al., 1995; Loosemore et al., 2003) over the years have looked at HRM in this industry and identified that, the construction industry needs to improve its HRM practices if it intends to remain competitive in attracting the best HR the world has to offer as well as to enhance project delivery.

Though a lot of work has been done in this area, relatively little has been done in developing countries. Baldacchino (2001) argued that small territories, and indeed developing economies, have often blindly accepted an IR framework that is much more at home in the formalistic, mass production and mass employment based manufacturing economies of the industrialized world. He added that, while IR in these settings is being called into question today, small territories have been hard put to apply their labour relations practice to the structures of their territories. Additionally, the Ghanaian Construction companies as a result of not having trained personnel executing this function have relegated it to the background. This notwithstanding, construction companies have realized the need, in the light of current shortages of skilled labour and the loss of its best brains and professional to other industrial sectors, to improve upon their HRM practices. Outstanding question however is what companies can do in such an industry, with so many peculiarities and without the requisite resources, to execute this function appropriately.

It can be inferred from these and previous discussions that, an organization, whether large or small, need to establish its philosophy on how it will manage the people who will work for it. This philosophy, is what authors have defined as the policies of the organization regarding how it will manage its people (Armstrong, 2003; Asiedu, 2005). Whether big or small, the need to establish exactly what people will be employed to fill the various structures and functions of the organogram, how they will be employed, how they will be managed through out their working life with the organization, what provisions will be made for them and even what provisions will be made for them after their working life with the organization, is necessary. This is however influenced by a wide range of factors including both external factors and internal organizational characteristics.

Organizations the world over and in the Ghanaian construction industry are concerned about being competitive, with regards to the products and/or services as well as their ability to attract and retain the right calibre of employees. To be able to do so, the organization will have to spell out how it will treat these employees as a

way of attracting the very best and being able to keep them for as long as necessary. This will require that, organizations spell out what their philosophies to managing these people are, as well as what provisions they make for them. There is therefore a need for organizations: large construction companies, to establish their philosophies, policies, on how they will manage their employees and how specific HRM activities will be undertaken to make them competitive both in project delivery and in their ability to attract and retain the right calibre of employees.

6.6.2 Factors to Consider in HRM Policy Development

HRM policies can not be developed in a vacuum. They are developed based on certain influencing factors which will need to be considered during the development process. Factors to be considered include those that have an influence on the development process as well as on the policies which will be developed. In Section 6.4 of this thesis, the factors which respondents in the sampled large construction companies identified as influencing policy development were discussed. The factors they identified included: the educational level of employees; nature of the industry; structure of companies; technological development; availability of resources; and the ethnic origin of employees; as well as the nature of employment within the industry. Additional factors were: economic influences; political influences; national policies; environmental influences; and religion.

HRM experts, consultants and practitioners in the country and representatives of employer as well as employee organizations (detailed in Appendix A7), were also asked to identify some of these factors in interviews. The factors they identified included: the culture, values, traditions and norms of the organization; government directives, regulations and the likes; the CBA and CoS of organizations; community traditions; circulars, directives and decisions of the BoD; legislation such as the Constitution and the Labour Act; as well as environmental related issues. Additional factors identified included: employee personal demographics - age, gender, ethnic origin, education, marital statues etc.; and some work related

demographics - employment status and agreement as well as role in organization; and the view of all stakeholders and social partners concerned.

These factors can be classified under the stakeholder interests and the organizational situational factors identified in the Harvard HRM model and in the Warwick model's external influencing factors of organizations and their management processes. These factors will be classified under two broad sections to inform the development of the HRMPD procedural framework discussed in the Chapter following. First is the external influencing factors, which were the main contribution of the Warwick model, and will be categorized into six broad terms: political; economic; social; technological; environmental; and legal issues. Then will be the organizational situational factors of the Harvard model: workforce characteristics; the business strategy and conditions; management philosophy; labour markets; unions; task technology and laws and social values. The influence these factors have on the policies that will be developed as well as the policy development process will be considered in the development of the procedural framework aimed at assisting companies develop appropriate HRM policies to regulate their HRM practices.

6.6.3 Need for a Procedural Framework

The need for a procedural framework to assist large construction companies in the country develop their HRM policies was established in Section 6.5 of this thesis. This need was expressed mainly by the sampled construction companies who the cross-sectional survey has shown do not have appropriately trained HRM practitioners to manage the function (Section 5.4.2). This coupled with the case of these companies not having requisitely resourced HRM departments in place to manage the function appropriately as well as the general attitude of the top management of these companies to HRM, has resulted in the state of HRM in the sampled large construction companies. This is however not an excuse for the HRM function to be relegated to the background in the management of these organizations. The sizes and financial base of most of these companies, which

makes it difficult for them to employ professional HRM practitioners, as well as the companies not training the personnel in charge of HRM and the need for a company to have HRM personnel not being a requirement to merit financial classification has not helped the situation.

This research, in the light of these challenges proposes a procedural framework to guide large construction companies operating in the country, develop appropriate HRM policies to regulate their practices. Based on the peculiarities of the companies, this framework, the object of discussion in the next chapter, will serve as a guide to companies in developing appropriate HRM policies.

6.7 CHAPTER SUMMARY

The construction industry has had its fair share of challenges in HRM due to its peculiar nature and characteristics. For instance construction companies lack the basic recourses required for an efficient and effective HRM function which has had adverse commitment, performance and productivity effects in organizational management and project delivery. Though HRM in the country generally has more room for improvement, that of the construction industry, seems to be lagging in appropriate execution of the function. This has resulted in the sector experiencing skilled labour shortages, inability to attract and retain the right calibre of HR and even in current years, loosing its professionals to other industrial sectors.

It is in this light that this chapter has discussed and identified the challenges the industry is faced with due to its HRM practices and polices and established the need for explicit policies as well as a procedural framework to aid in developing appropriate HRM policies in the bid to enhance their HRM function.

CHAPTER 7:

HUMAN RESOURCE MANAGEMENT POLICY DEVELOPMENT (HRMPD) PROCEDURAL FRAMEWORK

7.1 GENERAL

A build-up of conclusions of the Third, Fifth and Sixth chapters of this thesis established the need for a procedural framework to assist large construction companies in Ghana develop appropriate HRM policies. In the light of the limitations companies are faced with, including the lack of appropriate personnel and structures, this chapter proposes a procedural framework to serve as a guide to assist companies develop appropriate HRM policies. It briefly re-presents the arguments made on the need for a procedural framework to serve as a guide for companies in developing their HRM policies. It further documents the process adopted for the design of the proposed framework called the HRM Policy Development (HRMPD) procedural framework by providing an overview and then details of the various stages. Finally, it discusses the testing and validation of the framework and documents some suggestions for improving the framework by the 'Experts' employed for the validation.

7.2 NEED FOR A HRMPD PROCEDURAL FRAMEWORK

HRM Policies are continuing guidelines on the approach an organization intends to adopt in managing its HR (Armstrong, 2007). According to this author, policies define the philosophies and values of the organization on how HR should be treated. Upon these are derived the principles guiding how managers are expected to act when dealing with HR issues. As has been established in Section 2.7 of this

thesis, every organization has policies, though they could be implicit or explicit. From the survey reported in Chapter five, personnel in charge of HRM in the sampled companies acknowledge the need for well defined policies within organizations, preferably explicit where possible, though they stated that some will definitely have to be implicit. However, in both cases, the concern was to have well formulated and defined policies available which are adequately and appropriately communicated to all stakeholders, especially, employees.

One outstanding issue was that, companies do not have explicit policies. The few companies who did have explicit policies, had them for a very few of the specific HRM activities. Prominent issues which result in this observation are the nature of the industry and its products; project procurement within the industry; structure of companies; their management practices; as well as the employment and HRM approaches adopted. Also prominent was the lack of the appropriate personnel with the requisite skills and technical expertise to see to appropriate development and implementation of policies, either implicit or explicit, for companies. The general practices, adherence to the Labour Act, Act 651 and the existing CA influenced by management prerogative, where employed. In that, ad hoc policies are put in place, subject to change once the prerogative of management changes with little or no regard for the employee and other affected stakeholders.

Companies (approximately 97%) recognized the need for appropriate and explicit HRM policies in place with 92% of them sharing the need for a framework to assist in the development of their policies. It is important to note that, though some HRM models exist, none does for the policy development process for large construction companies operating in Ghana. This research sought to design a procedural framework for use by this interest group. This chapter documents the processes that the design went through as well as the various stages in the development, testing and validation of the designed framework and some suggestions for possible improvement obtained during the validation review meetings.

7.3 HRMPD FRAMEWORK DESIGN

The HRMPD procedural framework is the framework this research proposes, to serve as a guide for large construction companies in Ghana in developing appropriate HRM policies in their bid to enhance the HRM function. The framework was designed based on the philosophy that, a large construction company operating in Ghana's ability to identify and meet the expectations of its stakeholders will aid in the development of appropriate HRM policies which will enhance their HRM function. It assumes that, every stakeholder is committed to the success and growth of the organization as well as their individual growth and development promoting Walton's theory of mutuality.

This sub-section documents the processes adopted in the framework design. It takes an overall look at the various stages the development processes had gone through as well as details of each stage. The framework in this sub-section is the final design subjected to testing and validation. Earlier versions are in Appendix D of the thesis.

7.3.1 Procedural Framework Design Process

The framework picks up at the stage in the research work where all the primary and secondary data have been collected and the need for a procedural framework to assist in the development of appropriate policies is realized (Figure 4.5). During this process, the main stages in policy development process were established and identified as well as the factors which influence policy development. After this, the relationship between the various stages was determined, providing the overall framework. Details of the various stages were designed considering what factors influence policy development and the various processes involved in policy development. The framework after being presented and discussed at a series of review meetings and seminars was revised. This build-up led to the final draft which was subjected to testing and validation. This also led to further improvements resulting in the final design plus recommendations for further improvement. Figure 7.1 below provides a pictorial representation of this process.

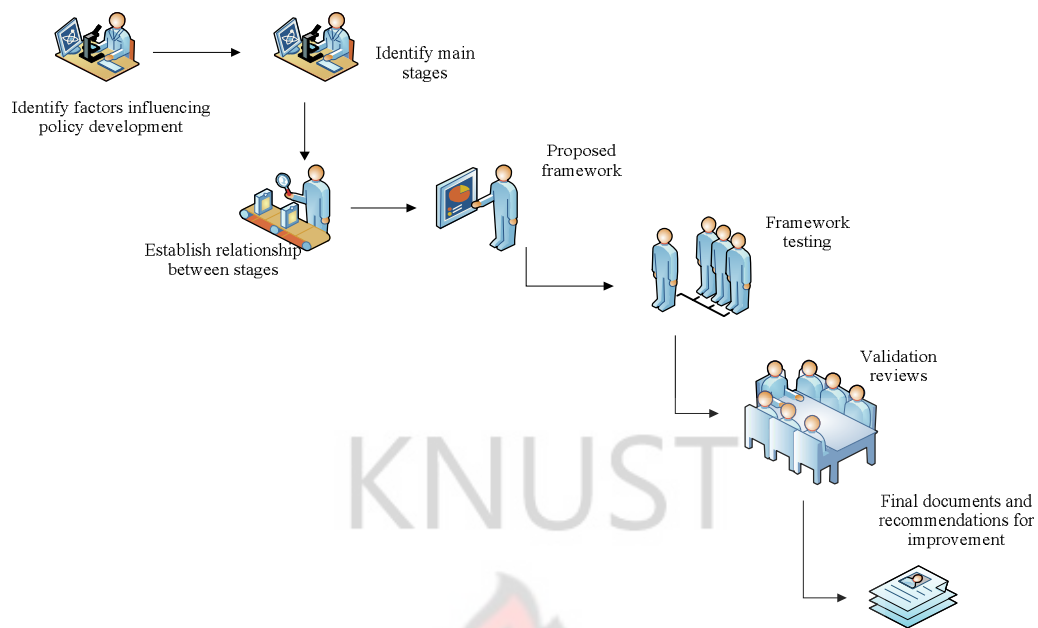


Figure 7.1 HRMPD Framework design process

7.3.2 Stages in the HRMPD Framework

As can be inferred from the second chapter of the research, a lot of work, evident in books, research reports and publications, has taken into account, the strategic aspect of HRM which can be said to be in vogue. SHRM seeks the strategic integration of the HRM function vertically (Armstrong, 2003; Golden and Ramanujam, 1985; Martell and Carroll, 1995) and horizontally (Gratton et al., 1999; Truss and Gratton, 1994) into an organization. In seeking the appropriate execution of this function, Krishman and Singh (2005) proposed a dynamic integrated SHRM process comprising three stages: formulation, implementation and evaluation. The HRMPD framework developed for use by construction companies in Ghana adopted this dynamic and integrated process hence comprises three main stages: Formulation, Implementation and Evaluation. The overall interconnectivity of these stages is as shown in Figure 7.2 below.

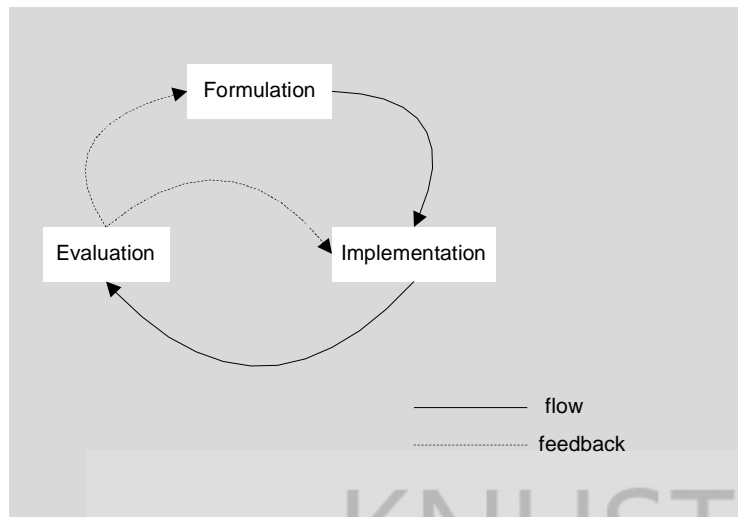


Figure 7.2 Interconnectivity of major stages of the HRMPD Framework

The formulation stage of the framework has to do with carefully devising what strategies and policies will be adopted by the organization considering the influence of existing external factors: organizational situational factors. These strategies and policies are however based on the organizational and individual stakeholder expectations. It builds a consensus of these expectations which will directly inform the strategy and policy choices. The second stage of the framework, the implementation stage, has to do with processes to ensure effective functioning of the policy as has been formulated. This stage looks at laying the right structural and functional background and adequate education of all stakeholders to allow for effective communication and implementation of the policies developed.

After the policy has been used for a while, determinable by the individual organization, the final stage, the evaluation stage of the framework, is then carried out. This has to do with assessing the expectations of all stakeholders as well as the organization against established benchmarks to determine whether they are satisfactory or not. Once this is found to be satisfactory, the policy can be maintained. Otherwise, it feeds back into either the formulation or implementation stages, where necessary, for a review. The organization however will have to define a regular review/ evaluation period to ensure there is regular evaluation and the necessary reviews are done.

7.3.3 The Formulation Stage

The formulation stage of the framework is concerned with the actual development of the HRM policy and strategy in the light of all influencing factors with its main focus on meeting the expectations of all stakeholders. This function will be executed by an HRM consultant and/or the top management of the organization which could be the BoD or top management, in consultation with the entire workforce. 'In consultation with the entire workforce' means that, the entire workforce will be involved in the formulation of the policies by being given the opportunity to express their opinions on issues, make their expectation known as well as their consent sought in the strategies and policies to be employed.

The process begins with the identification of external factors and organizational situational factors, both of which influence and constrain the expectations of the organization and all stakeholders; the basis for determining HRM strategies and policies. The external factors will be categorized as political, economical, social, technological, environmental and legal factors. The influences of these factors on HRM within the company are determined. Also will be the organizational situational factors as classified in the Harvard HRM model (Beer et al., 1984) which include the workforce characteristics; business strategy and conditions; management philosophy; labour market; industrial relations climate; task technology; legislation and regulations; social values; and organizational culture.

The onus falls on the HRM consultant or top management, the personnel formulating the policy, to identify these factors within the organization and determine their influences and/or constraints on the expectations of the organization and its stakeholders. Stakeholders in this regard will be a modified version of the classification adopted in the Harvard HRM model: shareholders; the external customers; the internal customers (employees); managers; the government; the community; and the concerned employer and employee organizations. The policy formulators via surveys, attitude measurements, discussion groups, observations, and documentation, will categorize and identify their expectations.

The organizational expected outcomes employed are those identified by the Guest model. It categorized them into the organizations performance outcomes; behavioural outcomes; HRM outcomes; and financial outcomes. All these outcomes are incorporated since the HRM function is not uni-dimensional but multi-dimensional; considering the entire business strategy of the organization and how the HRM function strategically fits into it. Formulators of the policy are expected to identify these outcomes of the organization, and then categorize them appropriately: performance – productivity, quality, innovation, absenteeism, turnover, conflicts, and complaints; behavioural – effort, motivation, cooperation, involvement, and organizational citizenship; HRM – commitment, quality, and flexibility; and financial – profits and return on investment.

A consensus is then built of these expectations to promote mutuality – mutual goals, mutual influence, mutual respect, mutual rewards, and mutual responsibility. Formulation takes place at this point where the HRM strategies and policies choices are made to meet these expectations while promoting mutuality. These policies are matched against resource availability to ensure resources, mainly personnel and capital, are available to implement the policies as have been developed. Procedures to guide implementation are developed as well while all this is integrated structurally and functionally into the structure of the organization.

After the strategies, policies and procedures have been developed, the entire document is subjected to a stakeholder feedback and consensus building session. This session could be in the form of attitude tests, surveys, observations, documentation, or discussion groups. This is to ensure that; the policy document as has been developed is acceptable and meets the expectations of stakeholders to signal their commitment and readiness to work with the policy. After this session, formulators go back to the drawing board to revise the policies till a point where the document is accepted. The policy is then deemed ready for implementation within the organization. Details of this stage are as shown in Figure 7.3 below.

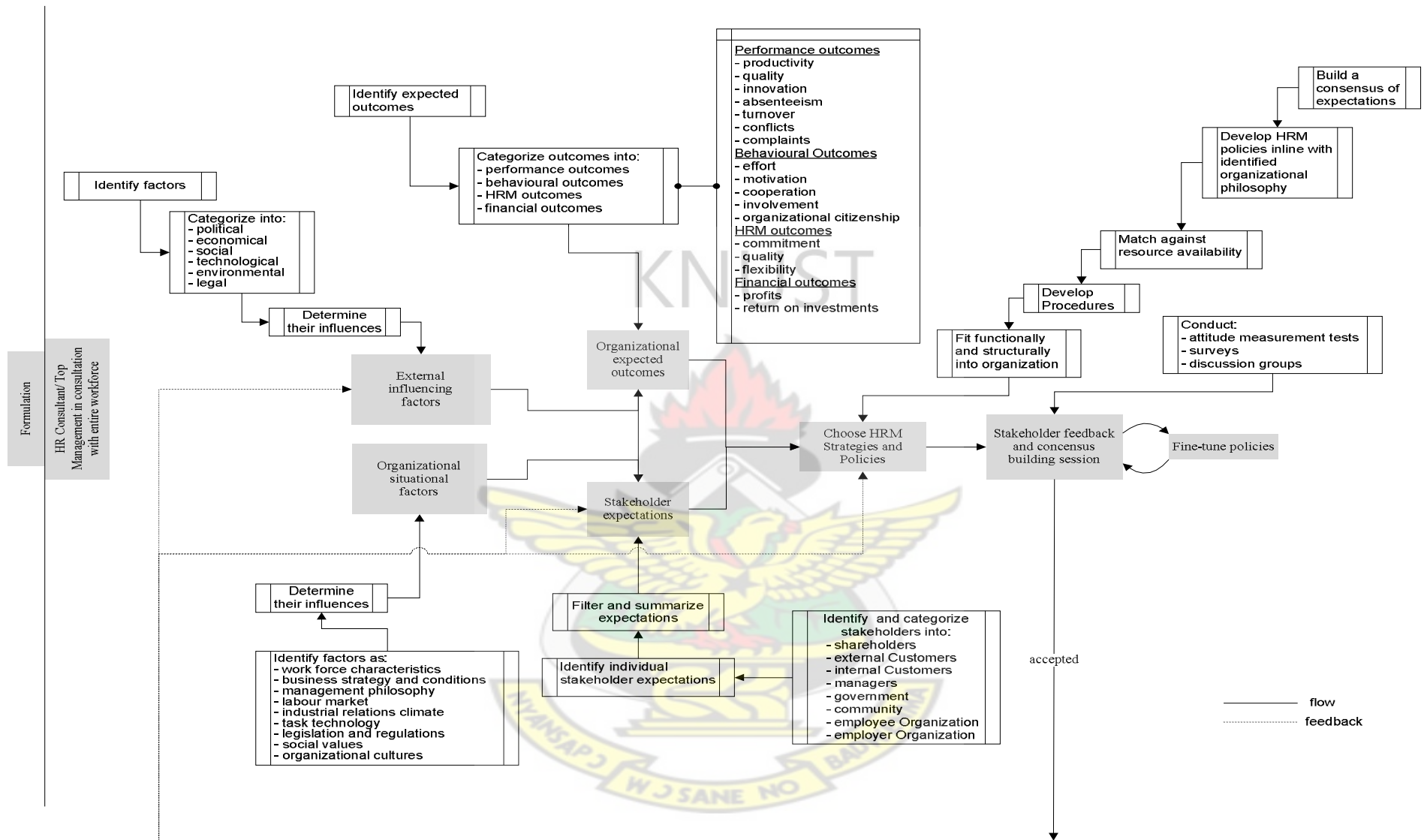


Figure 7.3 Details of formulation stage of the HRMPD framework

7.3.4 The Implementation Stage

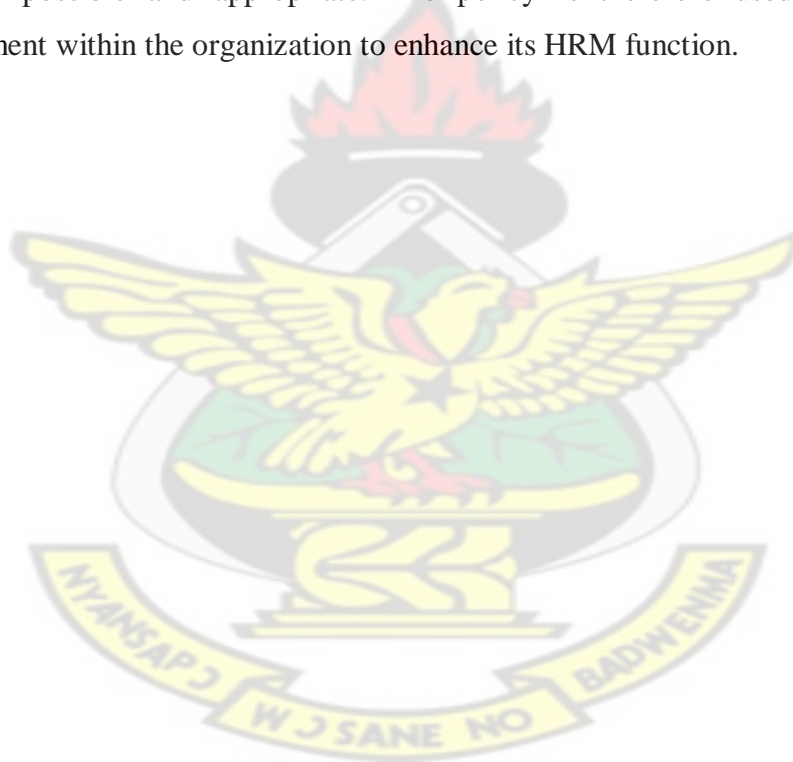
Implementation of the developed HRM policy is concerned with putting in place the necessary procedures and structures as well as setting the right tone for appropriate implementation. This ensures appropriate and effective communication and adoption of the developed policy as a working document of the organization. Implementation of the developed policy should be spearheaded by the personnel in charge of HRM within the organization and all sectional heads. The first activity at this level has to do with endorsement by stakeholders. Stakeholders are expected to register their approval and acceptance of the policy by their representatives appending their signature to indicate authorization for the organization to employ the policy as a working document (Figure 7.4).

This will be done by developing and making available the final copy of the document for their perusal and the appending of their signatures at a meeting organized by the personnel in charge of HRM in the organization. To prepare the organization for the adoption of the policy in practice after the endorsement, will be an engendering of the need for the existence of these policies and subsequent adherence to it by all stakeholders. This will be done by conducting workshops, seminars and meetings. At these forums, stakeholders will be educated on the benefits of the existence of the policy and the need to adhere to it. It will also present implementers with the right forum to enable them identify the enabling and deterring factors.

This sub-activity, has to do with the management of enabling and deterrent factors and resources, by further developing procedures to capitalize and eliminate their benefits and otherwise respectively. After these enablers and deterrents have been identified, their strengths and weaknesses are determined followed by the development of procedures to ensure appropriate implementation of the policy. Enablers will enhance implementation hence the need to derive maximum benefits from them via the establishment of appropriate procedures. Deterrents on the other

hand should be eliminated if possible or procedures introduced to overcome their effect during the implementation process.

Then will be the need to educate stakeholders on their responsibilities and roles in the implementation via workshops, seminars and meetings. At this level, responsibilities and roles can be reviewed to ensure the various stakeholders carry them out and know how they fit structurally and functionally into the organogram. Finally at this stage will be effective communication of the policies and all procedures that have been developed to ensure and enhance appropriate implementation to all stakeholders. This can be done via e-mails, memos, meetings, notices and all other means which the HRM personnel within the organization deems possible and appropriate. The policy is therefore used as a working document within the organization to enhance its HRM function.



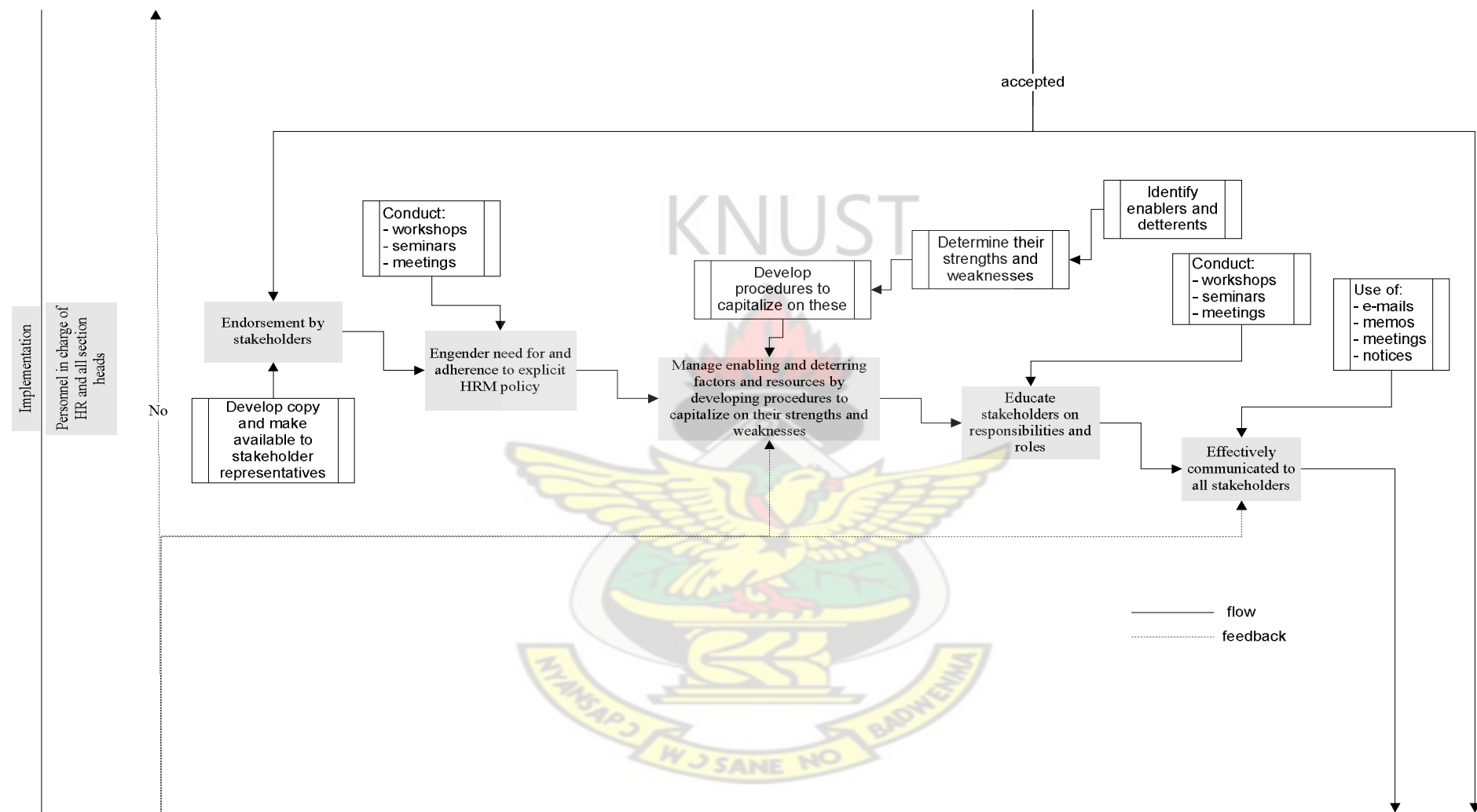


Figure 7.4 Details of the implementation stage of the HRMPD framework

7.3.5 The Evaluation Stage

The final stage of the framework has to do with the evaluation of the developed policies to determine whether they meet the expectations of the organization and its stakeholders. This can however be done after the policy, as has been developed, has been in use over a period of time determinable by the organization. The evaluation of the policy can be done internally by the HRM department, if the organization has one in place or externally by a consultant. In both cases however, there will be the need to consult all sectional heads – line managers. The evaluation will be done basically by assessing whether or not the policies met the expectations established at the policy formulation stage, which will serve as benchmarks.

The assessment will be done in three main groupings: the organization; its employees which will include managers as well as the internal customers, the entire workforce; and all other stakeholders who will include shareholders, external customers, the government, the community as well as the employer and employee organizations. In the case of the organization, performance and productivity appraisals, exit interviews, departmental reports and the likes, will be employed. These are categorized under performance, behavioural, HRM and financial as was used at the policy formulation stage. This will amongst others enhance benchmarking, which is the adopted evaluation method.

The policy's ability to meet the expectations of the employees established at the development stage will be used in evaluating the effectiveness and efficiency of the policy. This will be done by conducting attitude surveys, discussion group meetings, productivity and performance appraisals and observations as well as monitoring career development, and absenteeism. The Evaluator will conduct these to provide him/ her with the necessary information to be able to assess whether the expectations are met or not. Similarly, that of the other stakeholders will be assessed. Additionally, changes in provisions stipulated by government regulations

as well as collective agreements will be considered as they serve as benchmarks for the government, the community and employer and employee organizations.

Additionally, changes in these regulations and agreements as well as government policies and community traditions, norms and values and indeed all the external influencing factors as well as the organizations situational factors considered at the policy formulation stage, will require a review of existing policies. These should therefore be considered during evaluation. Figure 7.5 below provides a pictorial representation of details of this stage of the framework. Once the policy is found to be satisfactory it can be maintained, otherwise it feeds back into the framework where the change is required or is appropriate.



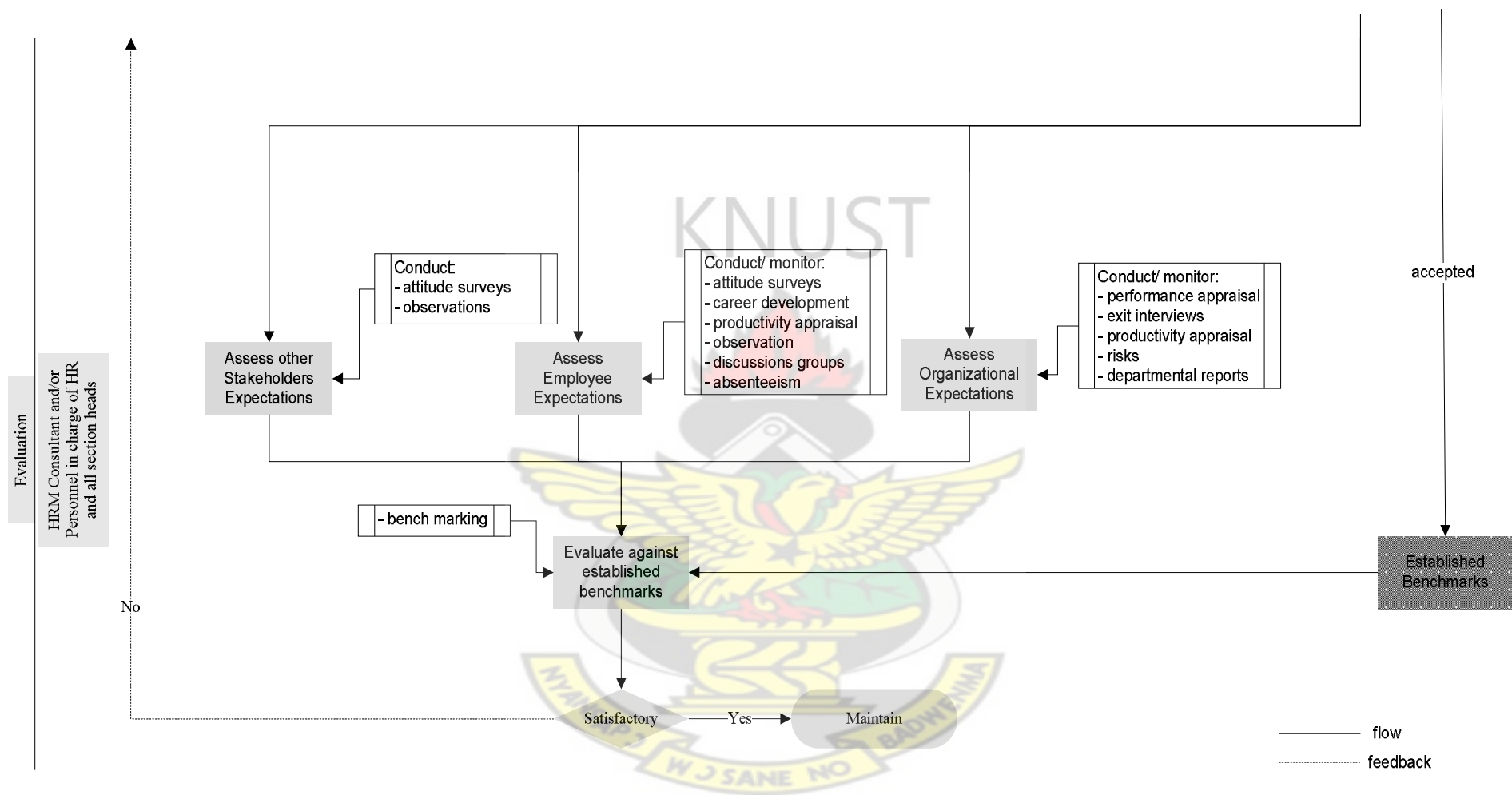


Figure 7.5 Details of the Evaluation stage of the HRMPD framework

7.3.6 The Feedback Loop

There are two possible outcomes of the evaluation stage of the entire policy document: either the expectations of the parties have been met or not. The policy documents could contain either the overall policy of the organization, where the individual components are evaluated; and/or specific policies, which are evaluated individually. That is, after evaluation, the team will make recommendations as to the necessary line of action. If the expectations of the organizations and all stakeholders are met, the policy is maintained. It will however be subject to evaluation again when the next evaluation of the policy document is due. If the existing policy is found short in any aspect however, it feeds back into the framework for a review or total scrapping away subject to the recommendation of the evaluation team's report.

The feedback could feed into the formulation stage, the implementation stage or both stages. The feedback loop feeds into five different activities, which are deemed critical: organizational expectations; stakeholder expectations; HRM strategy and policy choice; managing of enabling or deterring factors; or communication of the policy. However, as part of the evaluation, there is the need to identify which stage and which particular activity needs to be reviewed to facilitate the appropriate review of the policy. For instance, if it is realized that there has been significant changes in government policies affecting the policy, the entire policy will have to be reviewed. This will aid in verifying what other effects this will have either with the organizations expectations, or that of other stakeholders. In such a case, there is the need to review the HRM strategy, policy and possibly the procedures if they conflict with these expectations or the changed external factor: government policy.

Though such a change will feed directly into the 'influencing external factors', the effect ripples on the whole process. A review of a particular activity, at a particular stage, may require changes in the entire process. Companies will therefore need to ensure this is done efficiently and effectively without disagreements or conflicts.

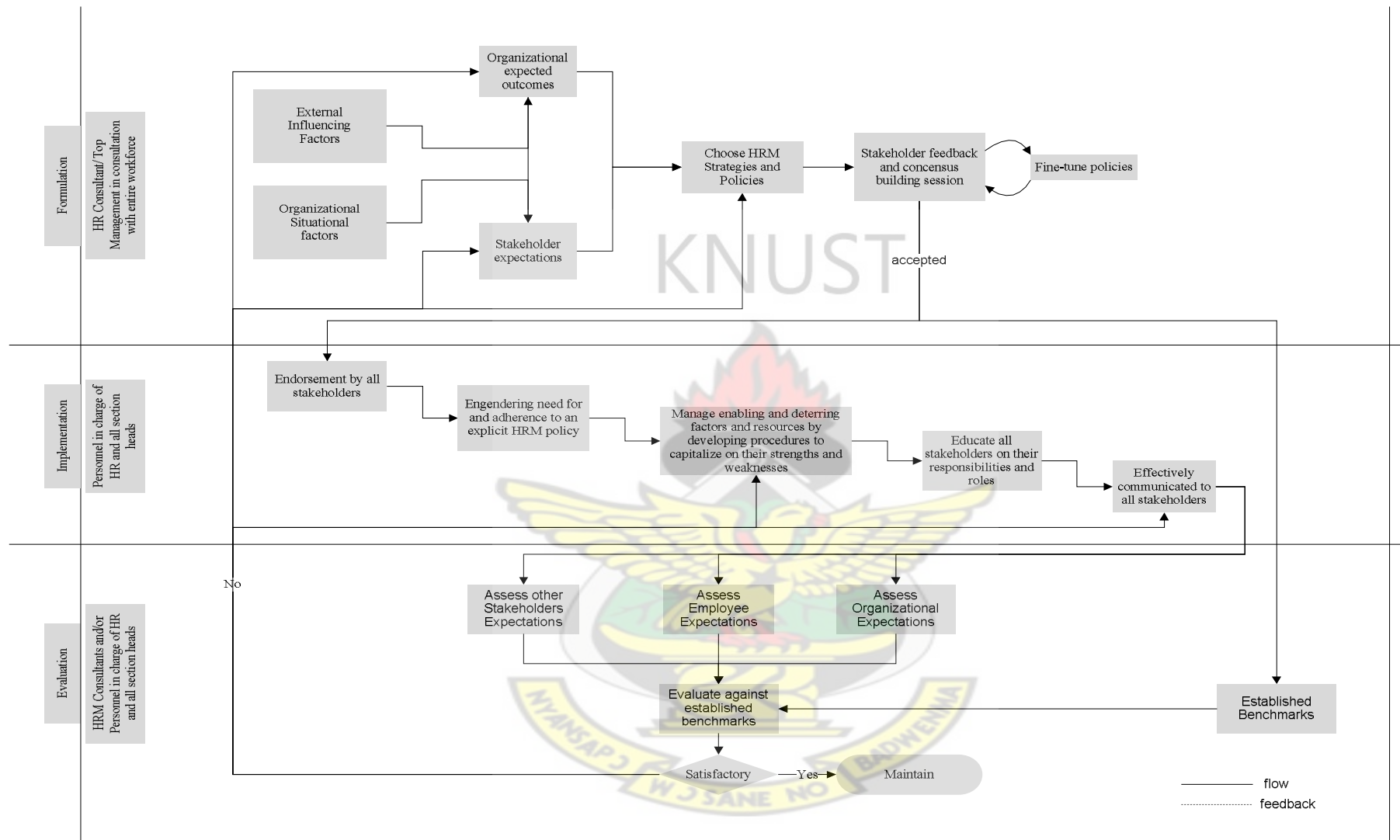


Figure 7.6 The HRMPD framework showing the feedback loop

7.4 HRMPD FRAMEWORK TESTING

This section of the chapter documents the processes adopted for the testing of the designed framework. It first looks at the method adopted, sample selection, data collection, data analysis and then a brief discussion of the results.

7.4.1 Research Method Employed

Attitude scaling, according to Oppenheim (1992), consists of from half a dozen to two dozens or more items – usually attitude statements – with which the respondent is asked to agree or disagree. According to this author, the chief function of attitude scales is to divide people roughly into a number of broad groups with respect to a particular attitude, and to allow for a study of the ways in which such an attitude relates to other variables in the survey. There are about four best known methods of attitude scaling recorded in Oppenheim (1992): Bogardus Scale (Bogardus, 1933); Thurstone Scale (Guildford, 1956; Thurstone and Chave, 1929); Likert Scale (Likert, 1932); and Guttman Scale (Guttman, 1950). Each of these methods has its advantages and disadvantages as well as the kind of data and research it is ideal for.

The Likert scale of attitude scaling was employed in the testing of the designed framework because of the focus of the testing: to explore the principle underlining the framework as well as its content. The Likert scale's primary concern is with unidimensionality which is described by Oppenheim (1992) as making sure all items measure the same thing as well as eliminating the complex and cumbersome processes involved in other scales such as the Thurston scale. The scale normally consists of five level continuums: 'strongly agree', 'agree', 'uncertain', 'disagree' and 'strongly disagree'. They are given sample weights from '1' to '5' (5, 4, 3, 2 and 1) or '0' to '4' (4, 3, 2, 1 and 0) for scoring purposes. To ensure consistency in this research, weights between '1' and '5' are employed for all attitude scales, with '1' having the least weight and '5' having the highest. For the purposes of the

analysis used in this section, these connotations will be approximated: 0 - 1.49 approximated as '1'; 1.5 – 2.49 approximated as '2'; 2.5 – 3.49 approximated to '3'; 3.5 – 4.49 approximated as '4'; and 4.5 – 5 approximated as 5.

In producing the scale for the testing of the framework, an item pool was composed. This pool comprised all attitude statements which will produce responses to meet the purpose for the measurement. The pool was revised after some review meetings and then piloted on a sample similar to those on whom the scale will be used: stakeholders. After the piloting, a further review of some of the statements was done after which a test analysis was conducted. This also led to further reviews resulting in the final framework testing questionnaire (Appendix E1). An arbitrary sample size of two hundred stakeholders as classified by the framework, mainly shareholders, managers and internal customers were targeted.

7.4.2 Sampling

In an effort to ensure a fair representation of respondents across the country, eleven construction companies from three major cities in the country: Accra, Tema and Kumasi, who have project sites across the country, were purposefully selected. Seven local construction companies (representing 27% of the number employed in the initial survey), three foreign companies (representing 33%) and the JV were involved in the framework testing survey. All but one of the foreign companies, were involved in the initial survey. Twenty personnel were targeted in each organization; making two-hundred and twenty respondents. The researcher visited sites and met respondents in groups of between four and eight respondents.

A brief presentation on the purpose of the research, the procedural framework and the purpose for testing as well as what was expected of them was presented. After which they were guided through the questionnaire. In some cases, there was the need to translate the questions as some respondents, especially artisans and labourers, who did not understand English. This was done by the researcher who is

fluent in four local languages. In all, one hundred and sixty-nine (169) responsive questionnaires were received and analyzed (Table 7.1).

Table 7.1 Details of framework testing questionnaire administration

Company	Origin	Ques. Administered		Questionnaires Returned			Total
		Intended	Actual	Non-Technical Professionals	Technical Professionals	Artisans/labourers	
A	Joint Venture	20	25	6	7	10	23
B	Foreign	20	20	3	4	9	16
C	Foreign	20	20	2	7	9	18
D	Foreign	20	5	1	4	-	5
E	Local	20	30	1	2	22	25
F	Local	20	10	1	2	3	6
G	Local	20	5	-	2	-	2
H	Local	20	10	-	1	7	8
I	Local	20	30	3	5	18	26
J	Local	20	20	1	5	10	16
K	Local	20	25	3	4	17	24

7.4.3 The Instrument

A Likert scale measurement questionnaire comprising five parts was employed (Appendix E1). Respondents were expected to, in the first three parts, respond to a five point Likert scale: 5 - strongly agree; 4 - agree; 3 - indifferent; 2 - disagree; and 1 - strongly disagree. The first section of the questionnaire sought to find the opinion of the respondents on the relevance of the expectations of the stakeholders, as categorized in the framework. The second sought their opinion, on the factors which were established as affecting policy development, which greatly informed the framework design. The third, which was on the basic principles and philosophies underlining the framework, sought to find out if the respondents agreed with the philosophies of the designers of the framework, upon which it was designed.

The fourth section was also a five point Likert scale though in this case the responses were different: 5 - very important; 4 - important; 3 - moderately important; 2 - not important; 1 - indifferent. This difference is as a result of the requirement of this section of the questionnaire. It sought to investigate whether or not these demographic features (as collected in the sixth part of the questionnaire)

influence the prioritization of policy areas also to inform policy making. Finally was the sixth and last section which took personal records of respondents to serve as the demographic features to be employed in the bivariate analysis. The demographics included: gender; age; marital status; parity; religious affiliation; nature of employment; frequency of changing jobs; status in organization; educational background; additional qualifications; and ethnic origin.

7.4.4 Data Analysis

The data from Section 'F' was analysed using bivariate analysis techniques: the chi square test and the Fishers exact test, against the demographics obtained from section six. The mean of the mean of the individual statement was used for Sections 'A', 'B', 'C' and 'F'. This Sub-section documents data obtained from the various sections of the questionnaire. It further provides an account of what the section sought to address, what the item pool comprised, what technique was adopted in analysis and why as well as the outcome of the analysis.

7.4.4.1 Section 'G': Personal Information (Demographics)

The section of the questionnaire comprised questions seeking personal information and some work related issues, to provide detailed respondent characteristics (Tables 7.2-12). This provided the research with demographic information to assist in the bivariate analysis (Section 'F'). Data included: gender; age; marital status; parity; religious affiliation; nature of employment agreement; role in company, frequency of changing jobs; status in the company; educational background; additional qualifications; and ethnic origin. It investigated their influence on factors leading to job satisfaction and specific policy areas (Section 'F').

Table 7.2 Gender of respondents

Gender	Frequency	Percent	Valid Percent	Cumulative
female	10	5.9	5.9	5.9
male	159	94.1	94.1	100.0
Total	169	100.0	100.0	

Table 7.3 Age of respondents

Mid-point Age	Frequency	Percent	Valid Percent	Cumulative
20	6	3.6	3.6	3.6
26	73	43.2	43.2	46.7
36	64	37.9	37.9	84.6
46	19	11.2	11.2	95.9
56	6	3.6	3.6	99.4
66	1	0.6	0.6	100.0
Total	169	100.0	100.0	

Table 7.4 Marital status

Status	Frequency	Percent	Valid Percent	Cumulative
single	72	42.6	42.6	42.6
married	87	51.5	51.5	94.1
divorced	5	3.0	3.0	97.0
widowed	1	0.6	0.6	97.6
separated	4	2.4	2.4	100.0
Total	169	100.0	100.0	

Table 7.5 Parity

Parity	Frequency	Percent	Valid Percent	Cumulative
yes	102	60.4	60.4	60.4
no	67	39.6	39.6	100.0
Total	169	100.0	100.0	

Table 7.6 Religious affiliation

Affiliation	Frequency	Percent	Valid Percent	Cumulative
Christian	156	92.3	92.3	92.3
*non Christian	13	7.7	7.7	100.0
Total	169	100.0	100.0	

*mainly Muslim with one traditional African religion and one atheist

Table 7.7 Nature of employment

Nature	Frequency	Percent	Valid Percent	Cumulative
permanent	119	70.4	70.4	70.4
casual	49	29.0	29.0	99.4
expatriate	1	0.6	0.6	100.0
Total	169	100.0	100.0	

Table 7.8 Role of respondent in company

Role	Frequency	Percent	Valid Percent	Cumulative
employee	152	89.9	89.9	89.9
manager	15	8.9	8.9	98.8
shareholder	2	1.2	1.2	100.0
Total	169	100.0	100.0	

Table 7.9 Frequency of changing jobs

Number	Frequency	Percent	Valid Percent	Cumulative
0	79	46.7	46.7	46.7
1	36	21.3	21.3	68.0
2	25	14.8	14.8	82.8
3	18	10.7	10.7	93.5
4	6	3.6	3.6	97.0
5	3	1.8	1.8	98.8
6	1	0.6	0.6	99.4
7	1	0.6	0.6	100.0
Total	169	100.0	100.0	

Table 7.10 Status of respondent in company

Status	Frequency	Percent	Valid Percent	Cumulative
manager	15	8.9	8.9	8.9
professional	31	18.3	18.3	27.2
supervisor	42	24.9	24.9	52.1
artisan	67	39.6	39.6	91.7
labourer	14	8.3	8.3	100.0
Total	169	100.0	100.0	

Table 7.11 Highest educational level reached by respondent

Level	Frequency	Percent	Valid Percent	Cumulative
basic	68	40.2	40.2	40.2
secondary	48	28.4	28.4	68.6
tertiary	53	31.4	31.4	100.0
Total	169	100.0	100.0	

Table 7.12 Ethnic origin of respondent

Region	Frequency	Percent	Valid Percent	Cumulative
greater accra	24	14.2	14.2	14.2
central	22	13.0	13.0	27.2
western	7	4.1	4.1	31.4
eastern	20	11.8	11.8	43.2
volta	47	27.8	27.8	71.0
brong ahafo	4	2.4	2.4	73.4
ashanti	34	20.1	20.1	93.5
northern	4	2.4	2.4	95.9
upper east	6	3.6	3.6	99.4
expatriate	1	.6	.6	100.0
Total	169	100.0	100.0	

7.4.4.2 Section 'A': Stakeholder relevance to Policy Development

The first section of the questionnaire sought to give respondents the opportunity to show by indicating on a five point Likert scale, if the stakeholders identified by the framework are relevant in policy development. By involving these stakeholders, the

framework considered their expectations by identifying them to inform the selection of appropriate HRM strategies and policies. The stakeholders under question included: shareholders; customers (external); workforce/ employees (internal customers); managers; government; community; employer organization/ association; and employee organization/ association.

Table 7.13 below presents the questions as were asked, the average score of all (169) respondents as well as their percentage scores. The mean scores were calculated for each statement in the pool. The percentage score, which is the average score expressed as a percentage of the maximum possible score (5), was then calculated. The overall mean score and percentage score calculated, shows the overall score of all the statements in the item pool. An overall score value of 4.11 approximately 4 which corresponds to ‘Agree’ was obtained. The questions are arranged from the one with the highest mean to the one with the least in Table 7.13. It provides a rank of these stakeholders to show which of them respondents agreed with most to that which they least agreed with.

Table 7.13 Stakeholder relevance to policy development

Rank	Question	Average Score	Percentage Score
1	Shareholders	4.56	91
2	Managers	4.38	88
3	Workforce/ employees	4.32	86
4	Employee organizations (unions/ association)	4.21	84
5	Employer organizations/ association	4.10	82
6	Government	3.93	79
7	Customers/ Clients	3.82	76
8	Community	3.52	70
	Overall	4.11	82

7.4.4.3 Section ‘B’: Factors influencing policy development

This section of the questionnaire contained an item pool of factors which had been identified as influencing the policy development process. These cover the external influencing factors and the organizational situational factors as identified by Beer et al (1984) and Budhwar and Debrah (2000) as well as from the fieldwork and the

framework (Figure 7.3 and 7.6). Respondents were asked to tick their response on a five point Likert scale, to indicate their agreement or otherwise with the fact that a particular factor influences policy development hence should be considered in the policy development process. Just like was done to Section ‘A’, the overall mean response was calculated, which was 3.92 approximately 4 connoting ‘Agree’ with a percentage score of 78%. The results are as shown in Table 7.14 below.

Table 7.14 Factors influencing policy development

Rank		Average Score	Percentage Score
1	Industrial competition	4.22	84
2	Structure of company	4.09	82
3	Availability of resources	4.07	81
4	Business strategies of company	4.07	81
5	Technological development	4.00	80
6	Employment practices of industry	3.99	80
7	Characteristics of the labour market	3.99	80
8	Nature of industry	3.98	80
9	National policies	3.95	79
10	Management philosophy of company	3.91	78
11	Workforce characteristics	3.89	78
12	Environmental issues	3.82	76
13	Traditions/ cultures of the community the project is situated in	3.81	76
14	Culture and social values of company	3.61	72
15	Political influences	3.47	69
	Overall	3.92	78

7.4.4.4 Section ‘C’: Philosophy and logic of framework

In this section of the questionnaire, the statements of the item pool sought the opinion of respondents on the logic and philosophy of the framework. During the presentation, respondents were informed of the assumption of the framework: ‘every stakeholder is committed to the success and growth of the organization as well as their individual growth and development’. Respondents were required to indicate on a five point Likert scale, their level of agreement or otherwise with these statements. To analyze their responses, the means of all 169 responses to the various statements were calculated (Table 7.15), after which the mean of the means was calculated. An overall mean score of 4.54, approximately 5, which connotes

‘Strongly Agree’ on the Likert scale, was obtained. From the Table 7.15, it is evident that, “companies having explicit policies” ranked first, further buttressing the established realization of a need for explicit policies in organizations.

Table 7.15 Philosophy and logic of framework

Rank		Average Score	Percentage Score
1	The company must have explicit human resource management policies	4.62	92
2	I need my employer to identify and satisfy my expectations	4.58	92
3	Policies have to be evaluated and reviewed regularly	4.57	91
4	My employer must make his expectations and goals known to me	4.52	90
5	Policies should be communicated effectively to all stakeholders	4.51	90
6	All stakeholders should be involved in HRM policy development	4.41	88
	Overall	4.54	91

7.4.4.5 Section ‘F’: Level of importance of specific policy areas

This section of the questionnaire sought two purposes like the fourth section. First was to establish the level of importance accorded the various policy areas that this thesis identified. It sought to do this by asking respondents to indicate on a five point Likert scale, how important these specific policies will be to the organization. Table 7.16 provides the mean response of the 169 respondents on these policy areas. The mean of the individual means scores, were calculated to provide an overall level of importance to these policy areas to the respondents. Health and Safety received the highest ranking followed by reward management. HRD issues did not form the highest though the various activities comprising this function were found in the first fifteen areas of interest. Interest, advocacy groups and ethnic monitoring was of least importance to respondents.

Table 7.16 Level of importance of specific policy areas

Rank		Average Score	Percentage Score
1	Safety	4.69	94
2	Health	4.67	93
3	Pay Systems	4.56	91
4	Reward Systems	4.56	91
5	Human resource planning	4.53	91
6	Organizational and job and role design	4.50	90
7	Promotions	4.47	89
8	Pensions	4.47	89
9	Career management	4.44	89
10	Individual and management training and development	4.43	89
11	Problem solving	4.42	88
12	Discipline	4.41	88
13	Organizational development	4.39	88
14	Performance management and appraisal	4.36	87
15	Work-life balance	4.34	87
16	Welfare	4.34	87
17	Recruitment and selection	4.33	87
18	Knowledge capturing and sharing	4.32	86
19	Induction/ orientation	4.31	86
20	Employment relationship	4.29	86
21	Communication	4.28	86
22	Employee involvement and participation	4.27	85
23	Redundancy/ laying-off/ downsizing	4.25	85
24	Industrial relations	4.21	84
25	Equal opportunity	4.15	83
26	Bullying and sexual harassment	4.11	82
27	Age and employment	4.05	81
28	Smoking and substance abuse	3.89	78
29	Internet/ intranet	3.77	75
30	HIV/ AIDS	3.64	73
31	Interest/ advocacy groups	3.61	72
32	Ethnic monitoring	3.43	69
	Overall	4.27	85

The second issue of interest was the influence of the demographic factors collected in section six of the questionnaire. Analysis was by the Fisher's exact because the expected value was less than five. However, in some cases, this test could not be used as the expected value was greater than 5; hence the chi-square test was used. It is important to note however that, the 'P-value', which is the level of significance,

was not influenced by the different tests. The tests were performed based on the null hypothesis (H_o) that, there is no dependency between the response and the various demographics. The alternate hypothesis (H_i) was that, there is a significant dependence between the response and the demographics. A ‘P-value’ greater 0.05 indicated an acceptance of H_o hence rejecting H_i and a ‘P-value’ less than or equal to 0.05 indicating a rejection of H_o hence accepting H_i .

$$P > 0.05 \equiv H_o$$

$$P \leq 0.05 \equiv H_i$$

Where:

P is the ‘P-value’

H_o Null hypothesis: *‘there is no dependency between the response and the various demographics’*

H_i Alternate hypothesis: *‘there is a significant dependence between the response and the demographics’*

Table 7.17 which shows the two-way matrix of the demographics against the policy areas, provides a summary of the results showing the test performed, the ‘P-value’ and which hypothesis it corresponds to. It was realized that out of the three hundred and twenty tests performed, 11% of them rejected the null hypothesis. That is, only 11% of the test results showed that, there is a significant dependence of the demographics on the importance of policy areas. Education recorded the lowest percentage of dependency of the demographics on the importance of specific policy areas, 47%.

The personal related demographics as well as the employment related ones all recorded very low dependencies, on these demographics. Gender, marital status and parity scored 0% dependency on the level of importance of the specific policy areas. Religion, employment agreement and the age of respondents resulted in 3% dependency each while the role the respondent played in the organization resulted in a 13% dependency. Last was the employment status of respondents: their rank in

the company; and whether or not the respondent had any additional professional qualifications resulted in a 16% dependence on the level of importance of specific policy areas.

This results show that, these demographics do not influence the level of importance the selected stakeholders places on specific policy areas. That is to say, these personally related and employment related demographics, but education, generally do not significantly influence the level of importance accorded specific policy areas. However, in order not to leave anything to chance, this test can be performed on stakeholders before policy formulation to determine the influences of these demographics in that particular environment. This will aid in knowing which policy areas should be considered during policy development as well as which they deem as very important hence should be given maximum attention.

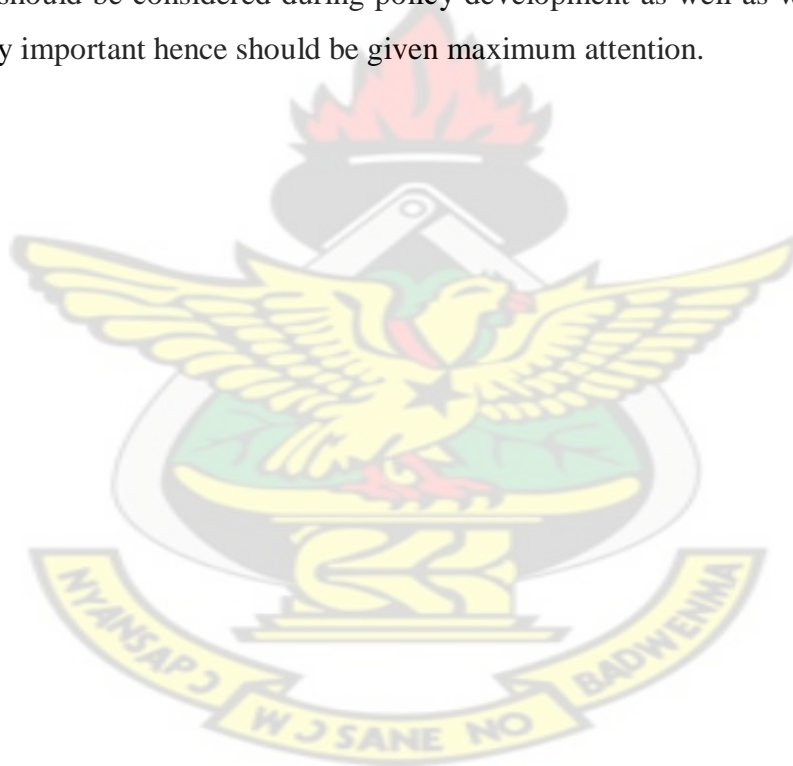


Table 7.17 Significance of demographics on importance of specific policy areas

		E			G			MS			P			R			E A			E S			A			A Q			R		
		T	V	H	T	V	H	T	V	H	T	V	H	T	V	H	T	V	H	T	V	H	T	V	H	T	V	H	T	V	H
F1		P	.159	Ho	F	.253	Ho	F	.717	Ho	F	.600	Ho	F	.089	Ho	F	.688	Ho	F	.716	Ho	F	.304	Ho	F	1.00	Ho	F	.530	Ho
F2		P	.000	HI	F	.155	Ho	F	.887	Ho	F	.854	Ho	F	.585	Ho	F	.391	Ho	F	.232	Ho	F	.613	Ho	F	.567	Ho	F	.035	HI
F3		P	.000	HI	F	.169	Ho	F	.539	Ho	F	.838	Ho	F	.196	Ho	F	.094	Ho	F	.233	Ho	F	.375	Ho	F	.627	Ho	F	.307	Ho
F4		P	.017	HI	F	.147	Ho	F	.602	Ho	F	.170	Ho	F	.455	Ho	F	.303	Ho	F	.708	Ho	F	.102	Ho	F	.320	Ho	F	.297	Ho
F5		P	.002	HI	F	.669	Ho	F	.726	Ho	F	.536	Ho	F	.354	Ho	F	.876	Ho	F	.972	Ho	F	.439	Ho	F	.097	Ho	F	.688	Ho
F6		P	.006	HI	F	.273	Ho	F	.447	Ho	F	.666	Ho	F	.506	Ho	F	.658	Ho	F	.481	Ho	F	.112	Ho	F	.015	HI	F	.640	Ho
F7		P	.001	HI	F	.530	Ho	F	.716	Ho	F	.777	Ho	F	.643	Ho	F	.295	Ho	F	.110	Ho	F	.784	Ho	F	.238	Ho	F	.335	Ho
F8		P	.008	HI	F	.308	Ho	F	.187	Ho	F	.463	Ho	F	.455	Ho	F	.811	Ho	F	.708	Ho	F	.265	Ho	F	.514	Ho	F	.461	Ho
F9		P	.288	Ho	F	.734	Ho	F	.761	Ho	F	.634	Ho	F	.898	Ho	F	.828	Ho	F	.905	Ho	F	.166	Ho	F	.618	Ho	F	.510	Ho
F10		P	.011	HI	F	.639	Ho	F	.545	Ho	F	.971	Ho	F	.173	Ho	F	.546	Ho	F	.397	Ho	F	.922	Ho	F	.037	Ho	F	.544	Ho
F11		P	.232	Ho	F	1.00	Ho	F	.143	Ho	F	.892	Ho	F	.580	Ho	F	.072	Ho	F	.021	HI	F	.269	Ho	F	.842	Ho	F	.499	Ho
F12		P	.019	Ho	F	.363	Ho	F	.145	Ho	F	.853	Ho	F	.840	Ho	F	.682	Ho	F	.394	Ho	F	.079	Ho	F	.120	Ho	F	.216	Ho
F13		P	.086	Ho	F	.540	Ho	F	.061	Ho	F	.462	Ho	F	.803	Ho	F	.104	Ho	F	.017	HI	F	.138	Ho	F	.168	Ho	F	.187	Ho
F14		P	.000	HI	F	.079	Ho	F	.062	Ho	F	.324	Ho	F	.561	Ho	F	.002	HI	F	.001	HI	F	.139	Ho	F	.033	HI	F	.002	HI
F15		P	.000	HI	F	.319	Ho	F	.822	Ho	F	.778	Ho	F	.336	Ho	F	.145	Ho	F	.050	HI	F	.171	Ho	F	.380	Ho	F	.388	Ho
F16		P	.000	HI	F	.167	Ho	F	.815	Ho	F	.962	Ho	F	.577	Ho	F	.440	Ho	F	.297	Ho	F	.754	Ho	F	.760	Ho	F	.257	Ho
F17		P	.000	HI	F	.399	Ho	F	.094	Ho	F	.232	Ho	F	.499	Ho	F	.012	HI	F	.022	HI	P	.068	Ho	F	.006	HI	F	.153	Ho
F18		P	.003	HI	F	.146	Ho	F	.686	Ho	F	.658	Ho	F	.648	Ho	F	.565	Ho	F	.511	Ho	F	.791	Ho	F	.087	Ho	F	.631	Ho
F19		P	.003	HI	F	.077	Ho	F	.277	Ho	F	.355	Ho	F	.896	Ho	F	.636	Ho	F	.520	Ho	F	.813	Ho	F	.301	Ho	F	.978	Ho
F20		P	.068	Ho	F	.284	Ho	F	.048	HI	F	.743	Ho	F	.456	Ho	F	.221	Ho	F	.095	Ho	F	.348	Ho	F	.277	Ho	F	.011	HI
F21		P	.452	Ho	F	.783	Ho	F	.544	Ho	F	.372	Ho	F	.039	HI	F	.599	Ho	F	.972	Ho	F	.149	Ho	F	.885	Ho	F	.613	Ho
F22		P	.009	Ho	F	.242	Ho	F	.120	Ho	F	.147	Ho	F	.351	Ho	F	.640	Ho	F	.418	Ho	F	.236	Ho	F	.912	Ho	F	.938	Ho
F23		P	.007	Ho	F	.413	Ho	F	.540	Ho	F	.594	Ho	F	.272	Ho	F	.147	Ho	F	.251	Ho	F	.126	Ho	F	.740	Ho	F	.619	Ho
F24		P	.002	HI	F	.088	Ho	F	.847	Ho	F	.157	Ho	F	.566	Ho	F	.140	Ho	F	.088	Ho	F	.326	Ho	F	.026	HI	F	.737	Ho
F25		P	.007	HI	F	.181	Ho	F	.340	Ho	F	.894	Ho	F	.660	Ho	F	.013	HI	F	.015	HI	F	.951	Ho	F	.212	Ho	F	.721	Ho
F26		P	.014	Ho	F	.245	Ho	F	.134	Ho	F	.126	Ho	F	.288	Ho	F	.073	Ho	F	.274	Ho	F	.504	Ho	F	.220	Ho	F	.597	Ho
F27		P	.639	Ho	F	1.00	Ho	F	.801	Ho	F	.950	Ho	F	.333	Ho	F	.538	Ho	F	.308	Ho	F	.047	HI	F	.593	Ho	F	.534	Ho

F28		P	.086	Ho	F	.663	Ho	F	.799	Ho	F	.549	Ho	F	.827	Ho	F	.596	Ho	F	.357	Ho	F	.264	Ho	F	.466	Ho	F	.727	Ho
F29		P	.074	Ho	F	.580	Ho	F	.540	Ho	F	.651	Ho	F	.724	Ho	F	.120	Ho	F	.270	Ho	F	.664	Ho	F	.886	Ho	F	.045	HI
F30		P	.670	Ho	F	.919	Ho	F	.500	Ho	F	.438	Ho	F	.762	Ho	F	.506	Ho	F	.334	Ho	F	.825	Ho	F	.031	HI	F	.246	Ho
F31		P	.711	Ho	F	.357	Ho	F	.210	Ho	F	.098	Ho	F	.873	Ho	F	.636	Ho	F	.898	Ho	F	.919	Ho	F	.164	Ho	F	.304	Ho
F32		P	.018	HI	F	.962	Ho	F	.684	Ho	F	.482	Ho	F	.101	Ho	F	.883	Ho	F	.806	Ho	F	.848	Ho	F	.915	Ho	F	.905	Ho

Key for Table 7.17

E – Education

G – Gender

M S – Marital Status

P – Parity

Re – Religion

E A – Employment Agreement

E S – Employment Status

A – Age

A Q – Additional Qualification

R – Role

F 1-32 – Statement ID (Appendix E1)

T – Test performed

V – The ‘P-value’

H – Hypothesis accepted

P – Pearson Chi test

F – Fishers Exact test

HO – Null Hypothesis

HI – Alternate Hypothesis



7.4.5 Discussion

The results obtained from the analysis indicate that, respondents agree with the overall philosophy and logic of the framework that, a large construction company's ability to identify and satisfy the expectations of its stakeholders will enhance their HRM function. The highest ranking statement however in the third section of the questionnaire was the need for organizations to have explicit policies. This reinforces the need which was realized in the preliminary and cross-sectional surveys. The need for regular policy reviews scored a 'Strongly Agree' response as well as knowing the expectations of the employer and effective and appropriate communication which was deemed as a key activity in policy implementation.

The framework proposed at the formulation stage that, external influencing factors and the organizational situational factors influences the policy development process hence should be considered in policy development. This was drawn from literature as well as from the survey – where respondents were asked to indicate what factors influence policy development. These were grouped under political, economical, social, technological, environmental and legal factors hence the second section of the questionnaire. Also in the item pool of Section 'B' was the organizational situational factors as captured in the Harvard HRM model. Respondents agreed that these factors do influence policy development hence need to be considered.

Also was who 'stakeholders', as used in the framework comprised. Again drawing on the Harvard model, the framework classified these into shareholders, external customers, internal customers, managers, government, community, employee organization and the employer organization. Respondents agreed that all these stakeholders are essential in policy development with shareholders having the highest score. It is noted in the ranking that, respondents ranked higher those stakeholders who will be directly affected by the policy which will be developed. Shareholders and managers, who are deemed to be in policy making position were

the first two followed by the workforce buttressing the need for the workforce to be consulted in policy making as is stipulated by the framework.

Though it can be concluded that workforce characteristics such as the demographic factors in Section 'G' of the questionnaire generally have little significance on the prioritization of policy areas, they should still be considered by policy makers in developing policies. The framework recommends this because, just as literature has established that it does influence policy development, during the cross-sectional survey, this was highlighted as one of the main factors to be considered in policy development. Further, these factors were found to have a significant dependence in some of the cases which policy developers should not ignore.

On the whole, the procedural framework tested positive in all aspects hence is recommended as a tool to aid large construction companies operating in the country in developing their HRM policies in their bid to enhance the HRM function.

7.5 HRMPD FRAMEWORK VALIDATION

The most appropriate mode of validation would have been to conduct Action Research: to use the framework on a test case. However, time will be required for the policy development, implementation, and effective usage for a period before evaluation and then evaluation. Since the researcher did not have this much time and financial resource available, validation review meetings were conducted with 'Experts' (detailed in Appendix E3) who were purposively selected. The need for Action Research methods to be used in validating the framework has however been captured in Section 8.8, Recommendations for Further Research. Just as was done in the framework testing procedure, a presentation on the framework was made to the 'Experts', after which they assess the framework by answering questions contained in the framework assessment form (Appendix E2). The following sub-sections discuss the review meeting: looking at who were selected as 'Experts'; how the meetings were undertaken; and the results obtained.

7.5.1 Review Meetings

‘Experts’ to be employed in the review meetings were purposively selected from HRM consultants, HRM managers and practitioners as well as representatives of employer and employee organizations, who were involved in the research at both the preliminary and survey stages. An arbitrary number of twelve ‘Experts’ were chosen due to resource constraints. It is worth noting that the selected ‘Experts’ cut across the stakeholders in the framework hence was a good representation for the validation of the framework. They comprised two HRM consultants; two representatives from employer organizations – one each from GEA and ABCECG; two respondents from employee organizations – one each from CBMWU and the CAWU; two HRM practitioners (HRM managers of two construction companies); and four academic – two with an HRM background and two with a construction background (Appendix E3). A limitation of this method however was that, since the meetings were individually held, ‘Experts’ did not have the opportunity to brainstorm on the issues, which would have provided a more extensive review.

The review meetings were conducted, face-to-face, with the selected ‘Experts’. Meetings were held commencing with a presentation on the framework after which discussions on the framework were carried out. During these discussions, the ‘Experts’ had the opportunity to question the logic, philosophies and component activities of the framework. Suggestions were made to further improve the framework. After these discussions, experts answered the framework assessment form which was in five main sections: overall – which looked at the overall framework showing the main stages; formulation – which asked questions on the formulation stage of the framework; implementation – which looked at some details of the implementation stage; evaluation – which also considered some details of the evaluation stage; and general – which asked general questions about the philosophy of the framework, the assumption and general questions to determine the appropriateness of the framework (Appendix E2).

Each section contained four statements to which a five point Likert scale was provided for the ‘Experts’ to score. They scored by indicating their level of agreement, that is: ‘5’ - strongly agree; ‘4’ - agree; ‘3’ - uncertain; ‘2’ - disagree; and ‘1’ - strongly disagree. For the purposes of the analysis used in this section, these connotations will be approximated: 0 - 1.49 approximated as ‘1’; 1.5 – 2.49 approximated as ‘2’; 2.5 – 3.49 approximated to ‘3’; 3.5 – 4.49 approximated as ‘4’; and 4.5 – 5 approximated as 5.

7.5.2 Results

Ten responsive assessment forms out of the twelve (83%) were realized after the two-week long activity. Table 7.18 below shows the responses of the ten responsive respondents.

Table 7.18 Results of expert Assessment Form for PMPD framework

ID	Statements	Average Score	Percentage Score
<u>Overall</u>			
1	The three main stages involved in policy development are the formulation, implementation and the evaluation stages	4.2	84
2	After the policy has been formulated, it has to be appropriately implemented within the organization	4.6	92
3	Evaluation of the policy can be done only after appropriate implementation and the policy has been in use for a defined period of time	4.6	92
4	Changes can be made at both the formulation and implementation stages after evaluation, if found not satisfactory	4.8	96
Average		4.55	91
<u>Formulation</u>			
5	External factors influence the organization’s expected outcome and the expectations of stakeholders, hence should be considered in policy development	4.8	96
6	Organizational situational factors influence the organization’s expected outcome and the expectations of stakeholders, hence should be considered in policy development	4.5	90
7	Building a consensus of expectations will provide a good basis for the development of appropriate policies	4.6	92
8	An HRM Consultant and/or the top management of the organization can formulate policies as is shown in the framework, in consultation with the entire workforce	4.3	86
Average		4.55	91
<u>Implementation</u>			
9	Fine-tuned policies which are acceptable to all stakeholders can be	4.5	90

ID	Statements	Average Score	Percentage Score
	endorsed by their representatives for appropriate implementation		
10	Enabling and deterring factors and resources need to be appropriately managed to capitalize on their strengths and weaknesses to facilitate implementation	4.5	90
11	Policies should be effectively communicated to all stakeholders through all means possible and available within the organization	4.8	96
12	Implementation can be done by the personnel in charge of within the organization assisted by all sectional heads	4.7	94
	Average	4.63	92.6
<u>Evaluation</u>			
13	There is the need to assess the expectations of all stakeholders to establish if they have been met by the existing policies	4.6	92
14	There is the need to assess the expectations of employees to establish if they have been met by the existing policies	4.6	92
15	There is the need to assess the expectations of the organization to establish if they have been met by the existing policies	4.6	92
16	An HRM consultant and/or top management in consultation with all sectional heads can evaluate these expectations against the established benchmarks	4.7	94
	Average	4.63	92.6
<u>General</u>			
17	A large construction company's ability to identify and satisfy the expectations of its stakeholders will aid in the development of appropriate people management policies	4.7	94
18	The framework can aid in the development of people management policies which will enhance the people management function within organizations	4.5	90
19	The framework is self explanatory and simple enough to be used by large construction companies in Ghana	4	80
20	Transparency, honesty and commitment to individual and organizational goals by stakeholders is key to successful formulation, implementation and evaluation of policies	4.7	94
	Average	4.48	89.6
	Overall average assessment	4.57	91.3

For the questions under the 'overall' section, respondents were asked to assess the overall logic of the framework in four main questions. An Average score of 4.55 was obtained, approximately Likert point '5' which connotes 'Strongly Agree'. This implies that, respondents strongly agree to the fact that the three main stages involved in policy development are formulation, implementation and evaluation as is proposed by the framework and should be in the order proposed. Questions under formulation scored an average of 4.55, also approximately Likert point '5' connoting 'Strongly Agree'. This will also mean that, the selected 'Experts' agree

with the logic and content of the formulation stage of the framework though a few issues were raised about the composition of the personnel responsible for policy formulation. These were captured in Section 7.6 of this chapter.

For the third and fourth sections on implementation and evaluation respectively, an average score of 4.63 was obtained. These when approximated will give us a Likert score of '5' which connotes to 'Strongly Agree' on our five point Likert scale. This also goes to show that, responding experts strongly agree with the logic and contents of both the implementation and evaluation stages of the framework. The final section, which was on the general philosophies of the framework, scored an average of 4.48 which is approximated Likert point '4' which connotes 'Agree'. Though the 'Experts' did not strongly agree to the statements made in this section of the questionnaire, they agreed on all the issues. The lowest score was recorded when 'experts' were asked about the simplicity of the framework due to the knowledge base of personnel in charge of HRM in the construction industry. This is evident from the results of the cross-sectional survey which showed that construction companies generally do not have well trained and qualified HRM practitioners to appropriately execute this function. This further buttresses the recommendation by the framework to consult HRM Consultants especially in the formulation and the evaluation stages of policy development.

An overall average score of 4.57 which is approximately Likert weight '5' connoting 'Strongly Agree' was obtained. It can therefore be concluded that, responding 'Experts' strongly agreed to the logic, content, details, assumption and philosophy of the framework. It is however important to note that some responding 'Experts', had reservations about some stages and/or activities in the framework. They had the opportunity to indicate in a column provided on the questionnaire for any additional comments. These comments and issues raised during the discussion session of the review meetings informed the next Section.

7.6 IMPROVEMENT TO HRMPD FRAMEWORK

The validation review meetings brought up some issues that needed to be re-visited as part of measures to improve the framework as had been developed. These are captured in Table 7.19 and will be discussed in the paragraphs following.

Table 7.19 Additional comments from ‘Experts’

Expert	Remark
1	This is appropriate once preparation before implementation is given its due place. Consensus decision making after stakeholders engendered in a healthy and productive conversation will make the whole project a complete full proof in construction HRM
2	Some of the statements are not clear, Questions 8 & 16, why consultants? 8 should be line managers
3	If implementation is in stages, then evaluation at every stage could be appropriate. Advise that the model be simplified further to elicit ready commitment and application by companies
4	Good work. Keep it up
5	8- In big construction companies, a consultant/ top management may consult up to the level of SHOP STEWARDS of previous sections and not entire workforce
6	-
7	Training of stakeholders should be an integral part of the whole framework
8	-
9	Policy development process begins with research, review and analysis. Through research and review, several options and solutions will be discovered. During analysis, several choices, alternatives and impacts of the options can be identified. Options from other practices or industries in Ghana or elsewhere. Some argue that a policy must receive endorsement by all representatives before implementation. What do you think? Will research, review and analysis form part of formulation or a different stage?
10	-
11	The framework is quite simple/ easy to use and understand. Though the expectations of individual employees have been taken care of in the framework, its implementation may pose some challenges if technical HR personnel are not used
12	The element of monitoring should be highlighted as it seems to have been embedded in the framework in the three stages of formulation, implementation and evaluation

The first issue raised was the need for a fourth stage, dubbed ‘Preparation’ to be inserted between the formulation stage and the implementation stage to aid in preparing the workforce for appropriate and effective implementation. However, the framework has made provision for this in both the formulation and the implementation stages: from the last activity of the formulation stage through to the fourth activity of the implementation stage. Preparing the organization and its stakeholders has therefore been provided for in the current framework. However, to highlight on the importance of this process as well as provide more details for its execution, this stage can be provided for, and inserted at the proposed position.

Also was the issue of monitoring which though has not been spelt out is deemed to be incorporated in the various activities of the various stages. In that, the personnel in charge of a particular stage will see to it that the policy is appropriately executed hence well monitored. However, question is who monitors their work. A monitoring role can be assigned the HRM personnel of in the organization to monitor all activities within the various stages. This will ensure that, these activities are undertaken effectively and efficiently to further ensure appropriate execution of the developed policy with very little room for lapses. It will however require that, this is captured as a note to the framework to inform users of the need and role of monitoring in the entire process.

There will also be the need for some research and review before formulation of the policy. This will cover issues including which policies are existing in the organization: implicitly or explicitly, which policies have been adopted in other companies within and out of the industry, both locally and internationally to assess their impact before a policy choice is made at the formulation stage of the process. This will also aid in identifying those external factors and even some organizational situational factor which will impact the policy choice and probably the mode of implementation within organizations.

Also will be the need to implement the developed policy in phases within the organization: departmental or project site basis. This will however be based on the structure of the organization and of course the prerogative of the framers of the policy. This will to a large extent provide a basis for the policy to be (for want of a better word) ‘piloted’ and loose ends tied up before it is implemented in the whole organization.

Further, formulation has to be done in consultation with all stakeholders and not only the workforce as stated in the framework. This is because; all stakeholders are important in policy development and will be affected. Further, this stage of the

framework communicates that, the expectations of all stakeholders are considered. It will therefore only be prudent if they are all involved in the development. This will go a long way to avoid conflicts. However, structures should be put in place such that, representatives will be present at meetings, and will consult with their respective bodies hence will present and represent their views and opinions.

Again at the formulation stage, the 'Fine tune policies' activity can be eliminated all together and the 'Stakeholder feedback and consensus building session' feeding-back into the 'Choose HRM strategies and policies' activity. This will achieve the same aim. Fine tuning as is required in the framework, will require reviewing the chosen HRM strategies and policies or even changing them altogether and going back to the consensus building session till it is accepted.

Finally, though not the least important, documentation has been omitted altogether from the framework and should be introduced as a new activity either between 'Stakeholder feedback and consensus building session' and 'Choose HRM strategies and policies' or a note added that it is deemed to be included in a particular activity. Durbars can be added as a communication tool in the last activity of the implementation stage.

7.7 CHAPTER SUMMARY

This chapter has presented the HRMPD procedural framework as has been designed by the research to assist large construction companies operating in the country, develop HRM policies which will in the long run enhance their HRM function – adopt techniques and approaches to enhance practice. The framework comprises three main stages for the HRM policy development process. First is the formulation stage which informs the HRM consultant or top management of the organization, who do the formulation in consultation with all stakeholders, on what activities have to be undertaken during policy formulation. Second is the implementation stage, to be done by the personnel in charge of HRM in the organization and all

sectional head, and indeed every stakeholder. This stage outlines activities to be undertaken to ensure that the policy as has been formulated and accepted by all the stakeholders is appropriately implemented.

After the organization has used the policy for a defined period, it is evaluated by an HRM consultant or the personnel in charge of HRM within the organization. This forms the third and final stage of the process, the evaluation stage. After evaluation, if the policy is found to be satisfactory, it is maintained though it will be subject to evaluation every time the entire policy document is being evaluated. If a particular policy is found to be non-satisfactory after evaluation, the evaluators recommend where in the process the lapse was realized and reviews that particular activity which in effect will affect some other activities, how they were carried and perhaps the policy choices which may require a review or scraping away. The framework was tested and validation by employing the Likert scale of attitude measurement. After the validation, some reviews were suggested which included the need to introduce a documentation activity as well as a monitoring role possibly to each activity.

The framework is suitable for use by large construction companies in the country though it assumes that every stakeholder is committed to the success and growth of the organization as well as their individual growth and development. Users of the framework should be mindful of irregularities which may be as a result of this assumption not holding. However, the philosophy of the framework that, a large construction company operating in Ghana's ability to identify and meet the expectations of its stakeholders will aid in the development of appropriate HRM policies, when adopted in general HRM within organizations, will enhance their HRM function.

CHAPTER 8:

CONCLUSIONS AND RECOMMENDATIONS

8.1 GENERAL

This chapter provides a summary of the main findings, achievements and contributions of this research. It begins by summarizing the rationale for the study and touches on how it was carried out and then documents a summary of its main findings. It subsequently looks at accomplishments of the research including the achievement of the aim and specific objectives of the research. It further documents the contributions this research has made to knowledge and to HRM practice in large construction companies as well as its philosophical contribution. Finally, it makes recommendations for further research and outlines its limitations. That is, the chapter concludes this thesis.

8.2 SUMMARY OF RATIONALE FOR RESEARCH

Strategic Human Resource Management, as this concept has evolved into, is concerned with strategically integrating the HRM function vertically into the business strategy of organizations, and horizontally amongst the various HRM activities. No single definition exist for HRM though the concept is concerned with the planning of the HR needs of an organization; the ability to staff it appropriately; managing the HR while they are employed within the organization; how they are deployed; and provisions made for them after deployment. This serves as bait for organizations in attracting and retaining the right calibre of employees to make them competitive in product and service delivery. To be able to do this effectively and appropriately, there is the need to make structural and functional provisions for this function within the organization and provide adequate and appropriate resources for them to be able to operate as expected.

The construction industry has remained labour intensive and continues to be so. However, HRM in this industrial sector the world over leaves much to be desired. Studies have shown that, construction companies do not manage their HR appropriately and employ 'hard' HRM practices which has led to many HR related problems and challenges in the management of construction organizations as well as in project delivery. The case is no different in the Ghanaian construction industry where the industry is reporting an acute shortage of skilled personnel; low commitment, productivity and performance levels coupled with high absenteeism and employee turnover; as well as its inability to attract and retain the right calibre of employees. In the industry's bid to become competitive, first in its ability to attract and retain the right calibre of employees; and then in project delivery, there is the need for its HRM practices to be enhanced.

Construction companies in the country however lack the necessary structures for this function to be appropriately integrated into the organization. Also is the lack of adequately trained personnel to take up the execution of this function. In every organization which employs HR however, there is someone in charge of the various dimensions of the HRM function. The challenge in this case is if the personnel have the requisite training to execute this function appropriately. In these companies, the personnel in charge are mainly technical or administrative professionals who tend to be preoccupied with their main responsibilities though they are required to double-up with the responsibilities of the HRM function. This has resulted in the HRM function being relegated to the background hence playing more of a reactive role within the organization. Even in the few construction companies where these particular challenges were overcome there were other challenges as a result of the nature and characteristics of the industry as well as its employment practices.

These and many other challenges facing the industry in relation to its HRM practices necessitated this research, which sought to provide a tool to assist large construction companies in the country enhance their HRM practices via the

development of appropriate policies. It first investigated the HRM practices of large construction companies operating in the country into detail to inform the research on how these practices are executed. It also looked at why these particular practices are adopted, the challenges companies face and if they realize the need appropriate policies hence for a framework to assist in developing them. It finally provided a procedural framework, to serve as a guide to the HRM personnel within the industry to develop appropriate HRM policies to enhance practice.

8.3 SUMMARY OF MAIN FINDINGS

This section outlines the main findings and outputs of the research. It is divided into five sub-sections to facilitate an appropriate correspondence of the outcomes with the specific objectives enumerated in Section 1.4.3.

8.3.1 Definition and Key Components of HRM

The secondary data collected showed that, there is no single definition of HRM though some basic principles are maintained. These principles include the fact that: people are crucial in organizational success; goals of organization and HRM policies are mutually reinforcing; the personnel function should move to decentralized units and line management; and the need to integrate the various components of the HRM function. HRM is said to be a concept concerned with the management of HR within an organization, before they are employed, through out their work life, till when they are deployed including after service benefits.

As with the definition, dimensions (components or activities) of the HRM function have been outlined differently by various authors. Existing dimensions, classified in literature, were reviewed to establish an appropriate classification for the purposes of this research. For the purposes of this research, these dimensions were classified into four main functions: designing an effective organization, staffing the structure with suitable people, managing the employment relationship and health and safety.

8.3.2 Key HRM Policy Areas

HRM policies are continuing guidelines on the approach an organization intends to adopt in managing its people. They define the philosophies and values of an organization on how people should be treated, and from there, develop principles upon which managers are expected to act when dealing with HR and HR related issues. All organizations have policies though some exist implicitly as a management philosophy and an attitude towards employees and employee related issues. HRM policies could be expressed in two ways: as an overall policy of the organization; or as specific policies.

Overall policies define how the organization fulfils its social responsibility for its employees and sets out its attitude towards them as well as its values or beliefs about how HR should be treated. Values expressed in an overall statement may implicitly or explicitly refer to equity, consideration, organizational learning, performance through people, quality of working life and working conditions. Specific policies cover a wider range of specific areas including: equal opportunity; managing diversity; age and employment; promotions; work life balance; employee development; reward; involvement and participation; employee relations; new technology, health and safety; discipline; grievance; redundancy; sexual harassment; bullying; substance abuse; smoking; AIDS; and internet and intranet policies.

8.3.3 HRM Practices of Large Construction Companies

HRM in large construction companies in the country takes the Personnel Management (PM) approach. The difference between PM and HRM according to Armstrong (2003) can be seen as ‘a matter of emphasis and approach rather than that of substance’ or as Hendry and Pettigrew (1990) put it HRM, as a ‘perspective on personnel management and not personnel management itself’. Management in large construction companies operating in the Ghanaian construction industry is more reactive, thus, decisions are made as and when the need arises.

Companies operate by employing a highly centralized management system with a top-to-bottom system of decision making and communication. The locus of control is more external with a pluralistic and collective approach to employee relations coupled with a low level of trust between employers and their employees which is also due to the lack of mutual commitment. The psychological contract is more of what Guest (1987) described as ‘a fair days work for a fair days pay’ rather than on reciprocal commitment. Companies employ and deploy at their leisure with limited regard to the CBA and Act 651 which they claim to adhere to. This has resulted in employees not having job security and a ‘me against them’ attitude rather than an ‘us’ attitude. They generally do not have HRM Departments or Managers which is understandable due to the size and capital base of companies though it is not an acceptable excuse for a poorly executed HRM function.

Training and development (T&D) is a simple no-go area. Companies will not invest in T&D because of the fear of employees leaving after training due to high turnover rates and a perception that it is a cost or a liability rather than mutually beneficial. It was realized however that, most foreign companies do invest in their expatriate staff. Health and safety was perceived as providing boots and helmets though some companies provide some other safety garments. Medical bills of permanent workers are paid for as per provisions in the CA. In a few cases however, this is extended to casual employees if injury is as a result of the work as well as the nuclear family of permanent employees. Companies were however found to be conscious of the need for safe sites and accident prevention.

8.3.4 HRMPD Procedural Framework Design, Testing and Validation

The HRMPD procedural framework was designed by employing a basic process flow diagram design. It provides a process which companies can follow in the development of their HRM policies. It underwent some major reviews after a series of review meetings which led to a provisional framework. This was then tested by attitude measurement on a cross section of stakeholders which led to the final review producing the framework shown in Figure 8.1.

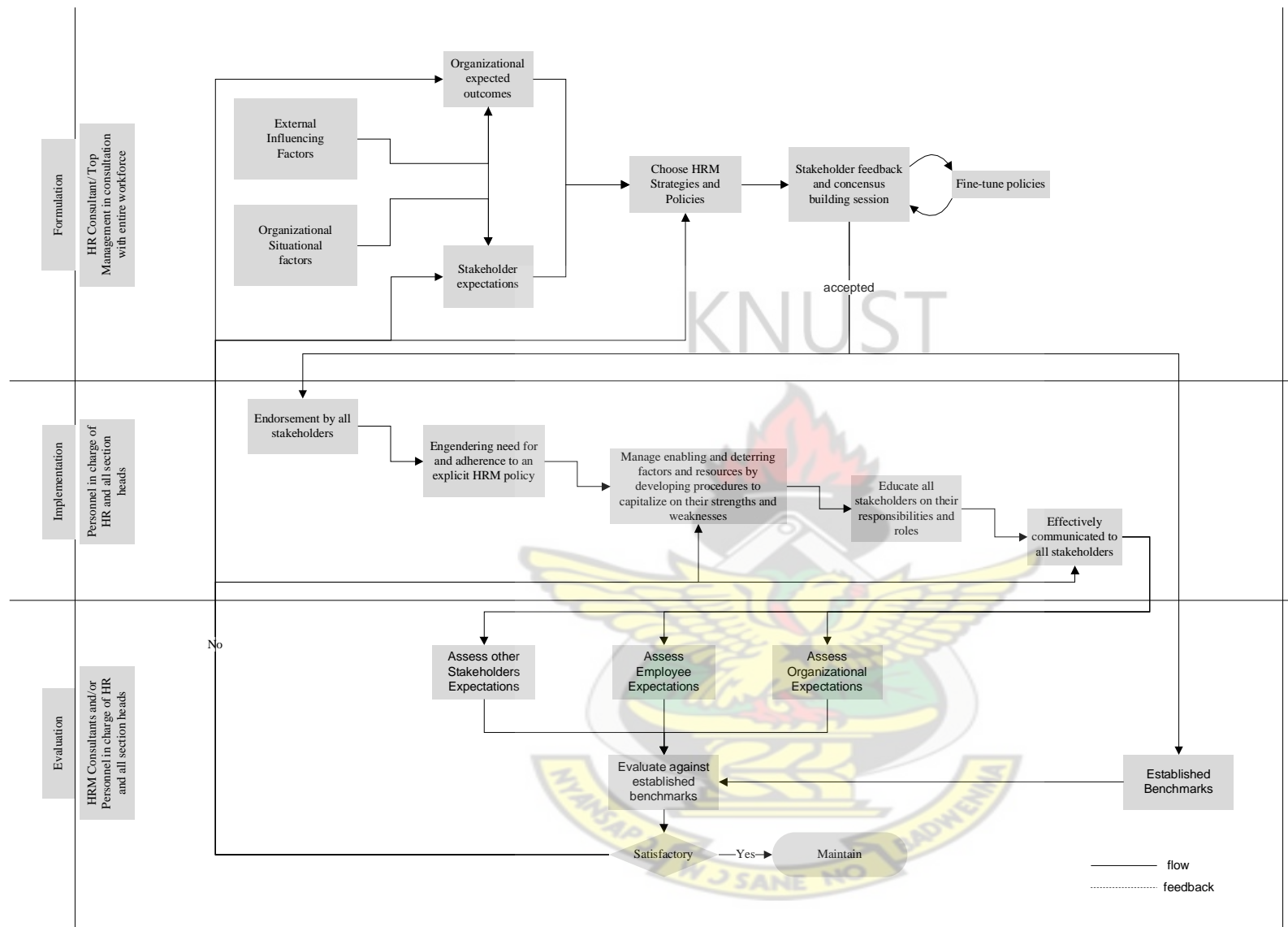


Figure 8.1 The HRMPD Procedural Framework

It is in three main stages: Development, Implementation; and Evaluation. Figure 8.2 below shows the interconnectivity between these stages.

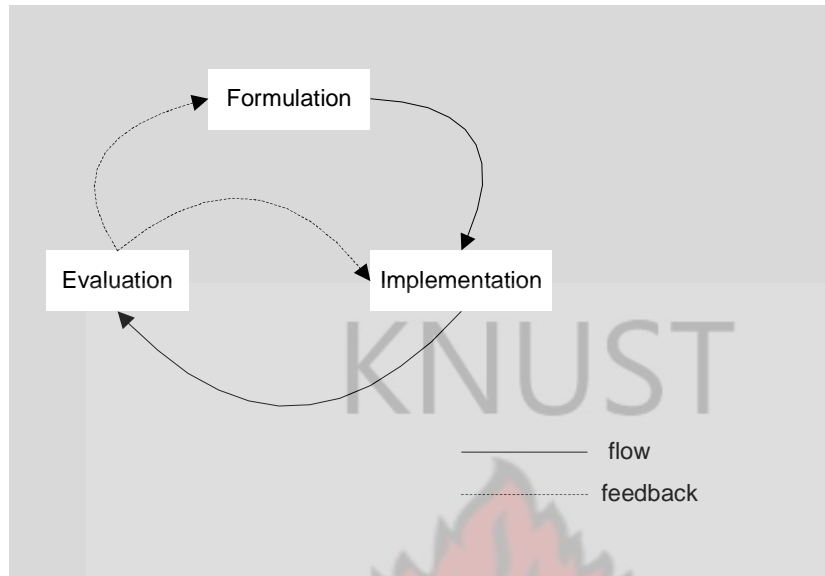


Figure 8.2 Interconnectivity between various stages of the HRMPD Procedural Framework

Validation review meetings with ‘Experts’ were carried out after the testing and final review. The ‘Experts’ sampled comprised prominent HRM consultant, practitioners and academics who had been involved in the research from the onset. After a presentation on the framework, they answered a twenty-item Likert Scale questionnaire which sought their agreement or otherwise to the philosophy, logic and content of the framework. They also made suggestions for improvement which are all captured in Chapter Seven of this report.

8.4 ACHIEVEMENTS OF THE RESEARCH

The research sought to answer its main question by setting for itself an aim which it purposed to achieve by the end of the outlined research process, that is, to provide a solution to the primary research question. This sub section documents how the research sought to address its set aim and specific objectives.

The main aim of the research as captured in Section 1.3.2 was that, it aims at:

...providing a tool for enhancing HRM in large construction companies operating in Ghana

In order to be able to reach this aim however, it set for itself four specific objectives identified in Section 1.3.3 of this report: as a build-up to the achievement of the aim. These objectives are again captured in Table 8.2 which summarises the method and outcome obtained for each of them and the chapter it can be found in. Below is a discussion on the objectives and their outcomes.

Objective 1

The first objective of the research was to identify the key components of HRM activities and established policy areas. This objective sought to first establish a working definition for HRM and identify its component activities which was done in Section 2.4 and summarized in Section 8.3.1. It further established a working definition for HRM policies and identified established policy areas also found in Section 2.7 and summarized in Section 8.3.2.

Objective 2

The second objective sought to investigate the HRM practices adopted by large construction companies operating in Ghana. This was done via a cross-sectional survey comprising questionnaires and semi-structured interviews to HRM personnel in selected large construction companies. The results, showing their practices and policies as analysed using narrative analysis techniques, are reported in Chapters 5 and 6. Chapter 3 also provides relevant information on the practices adopted by these companies with a summary provided in Section 8.3.3.

Objective 3

The third objective of this research was to design and test a tool – a procedural framework, to help large construction companies operating in Ghana enhance their

HRM practices. Based on the findings of the first two objectives, the HRMPD procedural framework was designed. A process flow diagram was adopted for this purpose. Design considerations included the theoretical logic and practical application of the framework. The framework was tested on selected stakeholders who concurred to the provisions, content and logic of the framework. The framework design process as well as the framework as designed, its testing and validation are captured in Chapter 7 with a summary provided in Section 8.3.4.

Objective 4

The fourth and final objective, sought to validate the designed procedural framework. The validation was done via ‘Expert’ review meetings and attitude measurement. The ‘Experts’, after a presentation and discussion session, filled out an assessment form. The results showed that, they also concurred to the provisions, content and logic of the framework. They however identified some suggestions for improving the framework which are all documented in Chapter 7 and a summary of the findings provided in Section 8.3.4 of this chapter.



Table 8.1 Specific Objectives of Research showing the method adopted, its outcome and location

	Objective	Method	Outcome	Chapter
i	To identify the key components of HRM activities and established policy areas	Desk Study	<ul style="list-style-type: none"> • A working definition of HRM • The identification of the main dimensions of the HRM function • A working definition HRM policies • Established specific HRM policy areas 	Two
ii	To investigate the HRM practices adopted by large construction companies operating in Ghana	Cross-sectional survey	<ul style="list-style-type: none"> • HRM techniques and approaches adopted for the various HRM activities by construction companies operating in Ghana • Nature and characteristics of HRM policies of large construction companies in Ghana 	Five/ Six
iii	To design and test a tool - a procedural framework, to help large construction companies operating in Ghana enhance their HRM practices	<p>Framework design - process flow diagram</p> <p>Testing via review meetings and attitude measurement</p>	<ul style="list-style-type: none"> • The designed HRMPD procedural framework for use by large construction companies operating in the country • Logic and content of framework acceptable to sampled stakeholders 	Seven
iv	To validate the designed tool - procedural framework	'Expert' review meetings and attitude measurement	<ul style="list-style-type: none"> • Logic and content authenticate by selected 'Experts' • Suggestions made for improvement of framework 	Seven

8.5 CONTRIBUTIONS OF THE RESEARCH

The study has contributed to HRM practice in Ghana, as well as to knowledge. These contributions will be looked at in three fold: philosophical contribution; contributions to knowledge; and contributions to HRM practice. The following sub-sections identify and outline these contributions.

8.5.1 Philosophical Contribution

The philosophical contribution of this research is the underlining principle to the entire study. It is that guiding concept which served as a basis to the study as well as the development of the framework to ensure that it was able to achieve its aim.

The philosophy of this research was that:

The ability of a construction company operating in Ghana to identify and meet the expectations of all its stakeholders will aid in the development of appropriate HRM policies which will enhance HRM practices within the company and the construction industry as a whole

8.5.2 Contribution to Knowledge

A lot of work has been done and continues to be done world wide on HRM practices and policies, even in the construction industry. This thesis is in response to a call on the construction industry to develop measures to enhance their HRM practices, that is, curbing the challenges it is facing due to its current practices. Also to address the need to enhance competition in attracting and retaining the best HR the country has to offer. The focus of the thesis has however been on policy development as a means of enhancing practices by the development of appropriate policies to regulate practices. It therefore fills a theoretical gap in HRM literature with respect provisions of a procedure for practitioners for policy development.

Theoretical contributions the thesis makes to literature in this subject area includes:

- i. The research has filled a theoretical gap by providing a procedure for practitioners to follow in the development of appropriate policies;
- ii. It has contributed to existing literature on HRM in Ghana, especially within large construction companies operating in the country with a focus on their practices and the nature and characteristics of their HRM policies;
- iii. It has contributed by way of publications detailed in Appendix F of this thesis
- iv. It has identified and proposed areas in HRM which can be further investigated to additionally enhance the HRM function in the country and indeed globally;
- v. Data provided in this research can serve as a basis for longitudinal studies on the subject matter to aid in the identification and establishment of trends to inform and advise policy makers and practitioners; and
- vi. Finally, it has provided literature on the structures and state of the Ghanaian construction industry as well as to inform policy makers and advice investors, both foreign and local on the state of HRM in the industry.

8.5.4 Practical Contributions for Industrial HRM Practice

The research did not only contribute to theory but also made some practical contributions to industry. Section 1.7 of this thesis outlined the significance and benefits of the study to industry. This sub-section outlines some additional contributions of the research to the HRM functions and practices of large construction companies in the country.

- i. The research provides an innovative framework which will aid large and indeed all construction companies operating in the country develop appropriate policies to regulate and enhance HRM practices;
- ii. It provides recommendations on how to manage HR appropriately in construction companies operating in the country; and
- iii. It identifies areas needing further research, Section 8.8, with the view to enhancing the HRM function: practices and policies, of construction companies operating in the country.

8.6 CONCLUSION TO THE RESEARCH

The Ghanaian construction industry has remained labour intensive in spite of technological developments and advancements. Though this industry dates back to before independence, managing its large labour base, the heart beat of the industry, has left much room for improvement. The industry is lately suffering a shortage of skilled artisans, low employee-employer commitment and an inability to attract and retain the right calibre of employees. A contributory factor is its HRM practices. Companies tend to employ and deploy at their leisure with little or no regard to the employee. Employees work for a company and are not committed to it resulting in performance and productivity challenges.

One would expect that, in the wake of developments within the industry and with much talk about HRM, construction companies will employ adequately trained HRM personnel to run an HRM department or even outsource this function. Also that, companies develop HRM policies, both overall and specific, HRM procedures, Condition of Service and the likes, and explicitly at that, so they are available to employees. This is not the case in large construction companies operating in the country. It was in this vain that this research was proposed and undertaken to provide a tool to assist in the development of appropriate policies to enhance the

HRM function within these companies. In order to achieve this aim, there was the need to investigate the nature of HRM within large construction companies operating in the country which led to some revelations.

The management approach adopted by these companies, considering the fact that they are project-oriented companies leaves much to be desired. Majority of local companies have theoretical organograms which are not practised. Some supposedly large construction companies do not even meet the requirements set by the MWRMH. Though all companies manage the HRM function in one way or the other, the question about the adequacy remains unanswered. 50% of the sample did not have a department responsible for the execution of this function with only 16% of that number (8% of the entire sample) having an HRM department. 60% (30% of the entire sample) had personnel departments. Practices were found to follow the personnel management ideology and to a large extent, relegated to the background in the management of these organizations and their resources. The non-existence of specific policies in a majority of these companies was also an issue of concern.

The research developed, for use by large construction companies operating in the country, HRM policy development procedural frameworks to assist them develop appropriate HRM policies. This framework passed testing and validation hence can be adopted for use by large construction companies operating in Ghana. The research contributed to knowledge and to HRM practice in the country with respect to large construction companies. Recommendations for further research to make up for the limitations of the research were proposed at the end of the study.

8.7 LIMITATIONS TO RESEARCH

This research, like any other research encountered some limitations in its demeanour and scope. These drawbacks are as outlined below:

- i. The population contained only one JV Company as was part of the sample used in the cross-sectional survey. This limited the practices of JV companies to that single case. The involvement of other JV companies would have enriched the data;
- ii. The research took a predominantly qualitative approach hence processes could be affected by biases and techniques adopted by the researcher during data collection and analysis, a shortfall of qualitative research; and
- iii. Further validation via Action Research which was not done.

8.8 RECOMMENDATIONS FOR FURTHER RESEARCH

The research finally makes recommendations for further research based on the limitations in the demeanour and scope of the research. These recommendations for further research include the under listed:

- i. A follow up longitudinal study in 3-4 years to establish a trend in the HRM practices of large construction companies and determine what influences economic; infrastructural and general national developments as well as development in the labour market; labour related legislation; and government policies and regulations has on these practices;
- ii. A follow up Action Research to validate the developed HRMPD procedural framework employing at least a company each from the categorization of companies: local, foreign and JV, used in this research;
- iii. Develop an educational model for HR practitioners or personnel in charge of the HRM function in the country on their role and responsibilities as HRM personnel in their respective companies considering the nature and characteristics of the industry; and

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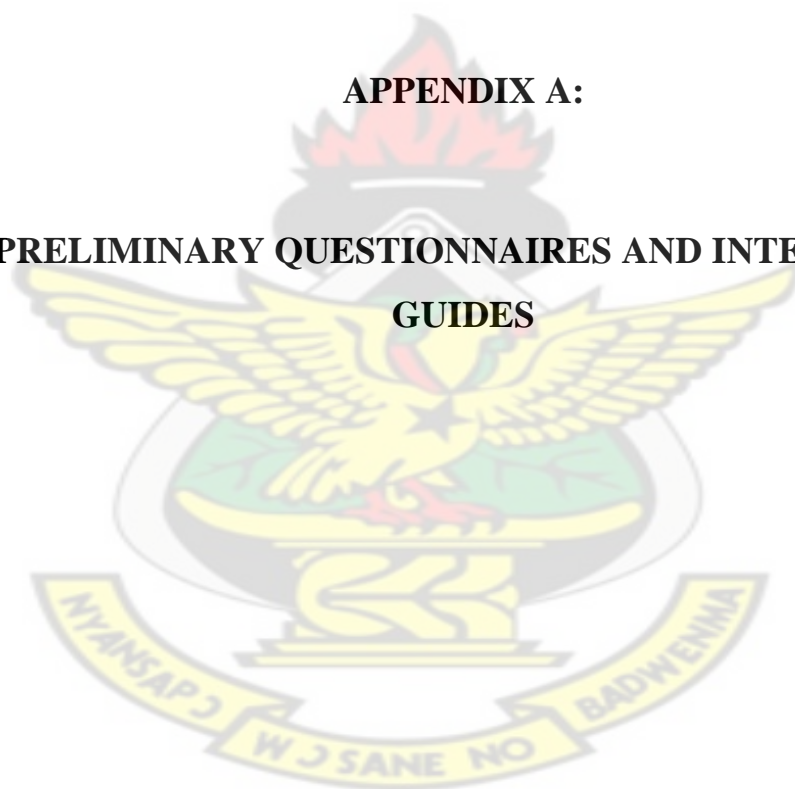


APPENDICES

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APPENDIX A:

PRELIMINARY QUESTIONNAIRES AND INTERVIEW GUIDES



Appendix A1: Questionnaire to MWRWH

To: Ministry of Works and Housing

For: A list of all classes of registered contractors

Date:

Official

Name:

Position:

Address:

Tel. No.:

E-mail:

Provide a list of the various classes of construction firms in the country as are registered with the Ministry. Details required include:

1. Names of firms
2. Current contact addresses
3. Telephone numbers and e-mail addresses
4. Classification of firm
5. When the firm was registered

Questions:

6. What are the bases for the classifications?
7. What are the limitations for these bases?
8. How often is the list updated?
9. When was the last update done?
10. Do firms renew their register within a period? Yes/ No
11. If yes, how often does this happen?
12. When was the last renewal of registration?

Appendix A2: Preliminary Questionnaire to Stakeholders in Selected Construction Companies

To: Management (Employers) and Employees of Building Constructing firms

As: Preliminary investigation for a research on the topic “Developing a Human Resource Policy Framework for the Ghanaian Building Constructing Sector”

Date:

Name of Firm:

MWH Classifications:

Name:

Position in Firm:

- Does the firm have a human relations department? Yes / No
- Does your firm have a human resource policy? Yes / No
- Is the policy documented? Yes / No
- Do you know the content of this policy? Yes / No
- What is the content of this policy
- Who is in charge of human resource management of the firm?
- Are you aware of the labour Act 2003? Yes / No
- Do you know of the provisions in the act? Yes / No
- Are your human relations practices in line with these provisions? Yes / No
- Will you need a human resource policy? Yes / No
- Will the provision of such a policy in your opinion increase employee commitment to firm, performance and productivity? Yes / No
- Will you require a framework which will amongst others address issues concerned with general human relations and the expectations of the firm and employees? Yes / No

Appendix A3: Interview Guide: Representatives of Employer/ Employee Organizations

1. History recap of Association/ Institute/ Union
2. What activities is the Association/ Institute/ Union involved in?
3. Has the Association/ Institute/ Union contributed to human relations? How?
4. Do you offer training of any sort especially in the light of HRM for member firms?
5. Are you aware of the state of HRM of member firms or firms of members?
 - Human Resource Policies – how involved is the association?
 - Collective bargaining agreements – how involved is the association?
6. What in your opinion is the state of HR in the country?
7. What in your opinion is the state of HR in the local construction industry vis-à-vis other industrial sectors?
8. What in your view can be done to salvage the state of HRM in the local construction industry?
9. Do you think there is the need therefore for firms to have explicit human resource policies to aid in people management?
10. I am working on developing a human resource policy framework for the local constructing sector. In your view, do you think there is the need for a framework to guide firms in developing their individual policies?
11. What in our opinion should such a policy contain?

12. What procedures should be adopted in the implementation of these policies?
13. After the development of the framework, how do you think it can be communicated to firms?
14. What are some of the factors which in your opinion influence the development of policies?
15. Any additional contribution or advice

Appendix A4: Interview Guide: HRM Managers of Companies in other Industries

1. Briefly introduce yourself, your position in the organization and your role
2. What is the structure of the organization?
3. How does the HR department fit in structurally and functionally?
4. What roles does the HR department play in the overall running of the organization?
5. How is the HR department structured?
6. Does the HR function include the under listed and how are they executed

i. Organizational design	xi. Management development
ii. Job and role design	xii. Career management
iii. Organizational development	xiii. Pay systems
iv. Employment relationship	xiv. Contingency pay
v. Knowledge management	xv. Non-financial rewards
vi. Human resource planning	xvi. Industrial relations
vii. Recruitment and selection	xvii. Employee involvement and participation
viii. Performance management	xviii. Communication
ix. Human resource development	xix. Welfare, health and safety
x. Organizational and individual learning	xx. Additional (please specify)
7. Does the organization have a human resource policy?
8. What is the nature of the policy?
9. Who formulated the policy and who does the implementation?
10. Does the policy include the under listed policies?

i. Employment Policy	ix. Age and employment
ii. Human resource planning	x. Redundancy
iii. Quality of employees	xi. Discipline
iv. Promotion	xii. Grievances
v. Employability	xiii. Smoking
vi. Work-life balance	xiv. Substance abuse
vii. Equal opportunity	xv. HIV/Aids
viii. Ethnic monitoring	xvi. Internet/ Intranet

- | | |
|---|-----------------------------------|
| xvii. Equal Opportunity Policy | xxii. Employee Relations Policy |
| xviii. Managing Diversity Policy | xxiii. New Technology Policy |
| xix. Reward Policy | xxiv. Health and Safety Policy |
| xx. Employee Development Policy | xxv. Harassment Policy |
| xxi. Involvement and Participation Policy | xxvi. Additional (please specify) |

10. How often are these policies reviewed? Who does it and which aspects go under a lot of review?
11. In your opinion, which of the under listed does the values expressed in the policy reflect?
 - 1: Equity
 - 2: Consideration
 - 3: Quality of working life
 - 4: Quality of working condition
 - 5: Additional (please specify)
12. I am working on developing a human resource policy framework for the local constructing sector. In your view, do you think there is the need for a framework to guide firms in developing their individual policies?
13. What in our opinion should such a policy contain?
14. Any additional contribution or advice

Appendix A5: Interview Guide: Union leaders of Companies in other Industries

1. Briefly introduce yourself, your position in the organization and your role
2. Brief history about the Union
3. Does the establishment of the union and its activities conform to provisions in the Labour Act?
4. What are some of the challenges faced by the Union?
5. How does the firm cater for human relations issues?
6. Does the firm have a human resource (HR) department?
7. What is the structure of the HR department?
8. What are the roles the HR department plays?
9. Who executes the under listed functions and how is it done?

i. Organizational design	vii. Recruitment and selection
ii. Job and role design	viii. Performance management
iii. Organizational development	ix. Human resource development
iv. Employment relationship	x. Organizational and individual learning
v. Knowledge management	
vi. Human resource planning	xi. Management development

- xii. Career management
- xiii. Pay systems
- xiv. Contingency pay
- xv. Non-financial rewards
- xvi. Industrial relations
- xvii. Employee involvement and participation
- xviii. Communication
- xix. Welfare, health and safety
- xx. Additional (please specify)
10. Does the organization have a human resource policy?
11. What is the nature of the policy?
12. Who formulated the policy and who does the implementation?
13. Do all employees have access to this policy?
14. Do all employees know the content of these policies?
- i. Does the policy include the under listed policies?
- ii. Employment Policy
- iii. Human resource planning
- iv. Quality of employees
- v. Promotion
- vi. Employability
- vii. Work-life balance
- viii. Equal opportunity
- ix. Ethnic monitoring
- x. Age and employment
- xi. Redundancy
- xii. Discipline
- xiii. Grievances
- xiv. Smoking
- xv. Substance abuse
- xvi. HIV/Aids
- xvii. Internet/ Intranet
- xviii. Equal Opportunity Policy
- xix. Managing Diversity Policy
- xx. Reward Policy
- xxi. Employee Development Policy
- xxii. Involvement and Participation Policy
- xxiii. Employee Relations Policy
- xxiv. New Technology Policy
- xxv. Health and Safety Policy
- xxvi. Harassment Policy
15. Additional (please specify)
16. How often are these policies reviewed and which aspects go under a lot of review?
17. Who does the review?
18. In your opinion, which of the under listed does the values expressed in the policy reflect?
- 1: Equity
- 2: Consideration
- 3: Quality of working life
- 4: Quality of working condition
- 5: Additional (please specify)
19. What role dose the union play to ensure that the procedures undertaken by the firm in the execution of these policies are in the interest of employees?
20. I am working on developing a human resource policy framework for the local constructing sector. In your view, do you think there is the need for a framework to guide firms in developing their individual policies?

21. What in our opinion should such a policy contain?
22. Any additional contribution or advice

Appendix A6: Interview Guide: HRM Experts/ Consultants in Ghana

1. In your view what is the state of HRM in the country
2. What is the state of HRM in the construction industry?
3. In your opinion is there a need for human resource policies for firms?
4. Will the provision of a policy framework aid in improving employee commitment, performance and productivity?
5. What do you think such a policy should contain?
6. What in your opinion will be the procedure for formulating such
7. Do you have an idea of the factors that might influence the development of such policies and how they will influence such?
8. How in your opinion should these policies be implemented?
9. How in your opinion should the framework being developed be implemented?
10. In your view, can unions survive in HRM organizations?
11. Have you observed any peculiar approaches to people management in the construction industry?
12. Do you think, in your opinion if their practices adhere to the Labour Act, 2003?
13. Does the Institute of Human Resource Practitioners have a competence framework for its members?
14. Does the institute train its personnel?
15. How is this training done?
16. Additional comments and discussions

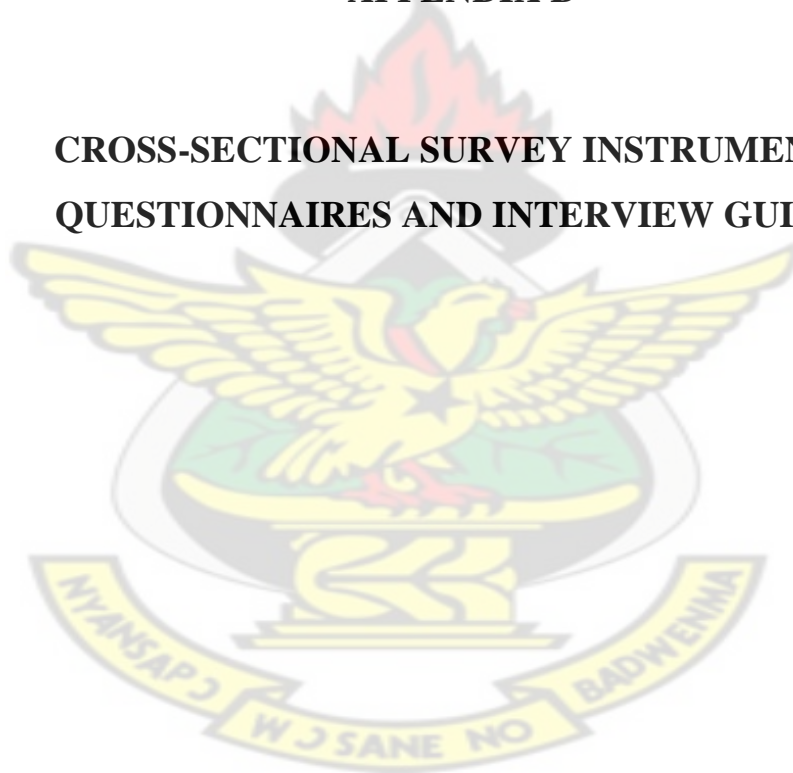
Appendix A7: Coding of Institutions employed in the Preliminary Survey

Code	Institution	Personnel
IN01-PS-I	Ministry of Water Resources, Works and Housing	Administrative Officer
IN02-PS-I	Construction and Building Materials Workers Union of the Trades Union Congress	Industrial Relations Officer
IN03-PS-I	Ghana Real Estate Developers Association	Executive Director (Retired contractor)
IN04-PS-I	Association of Building and Civil Engineering Contractors Ghana	President (CEO and Managing Director of C26-LC-I)
IN05-PS-I	Ghana Employers Association	Industrial Relations Officer
IN06-PS-I	Institute of Human Resource Management Practitioners, Ghana	Executive Director (Retired HRM Practitioner and a PhD)
IP01-PS-I	Pulse Institute, Africa	CEO and Labour Consultant
IP02-PS-I	Ghana Employers Association	Labour and IR Consultant

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APPENDIX B

CROSS-SECTIONAL SURVEY INSTRUMENTS: QUESTIONNAIRES AND INTERVIEW GUIDES



Appendix B1: Questionnaire: Large Construction Companies

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

COLLEGE OF ARCHITECTURE AND PLANNING

Department of Building Technology

An academic questionnaire to personnel in charge of human relations in Class D1/K1 construction firms to aid in a PhD research on the topic:

‘DEVELOPMENT OF A HUMAN RESOURCE MANAGEMENT POLICY FRAMEWORK FOR LARGE CONSTRUCTION COMPANIES IN GHANA’

By: Agbodjah Lily Sena

Dear Sir/Madam,

This is a questionnaire prepared for selected financial classes D1 and K1 construction firms in Ghana (of which your firm is part) to aid in investigating their human resource practices and policies. This will aid the researcher in her study to develop a working human resource management policy framework for this industrial sector, which will serve as guidelines for firms to develop their individual policies. Any information collected will be used for academic purposes only and hence responses are highly confidential. Please take the pains to answer all questions and indicate N/A where non-applicable since failure to do so will render the questionnaire non-responsive.

Thank you very much for your cooperation and contribution. God richly bless you.

Sena Agbodjah

SECTION A: THE FIRM

Date:

Name of Firm:

Ministry of Works and Housing Financial Classification

1. Where is the Head Office of the firm situated?

1: Ghana (specify location)

2: Overseas (specify location)

2. How long has the firm been in existence?
- 1: 0 - 5 years
 - 2: 5 – 10 years
 - 3: 10 - 15 years
 - 4: 15 – 20 years
 - 5: 20 – 25 years
 - 6: above 25 years (please specify)
3. What is the nature of the firms' ownership?
- 1: Sole proprietorship
 - 2: Partnership
 - 3: Consortium
 - 4: Other (please specify)
4. Who is/are the party(ies) involved in the above?
- 1:
 - 2:
5. What is the nature of jobs undertaken by the firm?
- 1: Civil Engineering works
 - 2: Building works
 - 3: Both Civil Engineering and Building Works
 - 4: Other (please specify)
6. Circle to indicate the regions the firm works in
- | | |
|------------------|----------------|
| 1: Greater Accra | 6: Brong Ahafo |
| 2: Central | 7: Ashante |
| 3: Western | 8: Northern |
| 4: Volta | 9: Upper East |
| 5: Eastern | 10: Upper West |
7. What is the financial ceiling of the firms' minimum turnover in current value for a three year period?
- 1: over US\$ 500,000.00
 - 2: US\$ 200,000.00 – 500,000.00
 - 3: US\$ 75,000.00 – 200,000.00
 - 4: up to US\$ 75,000.00
8. Is the firm registered with the Registrar Generals Department as a Limited Liability Company?
- 1: Yes
 - 2: No
 - 3: No idea
9. Is the firm a member of the Association of Building and Civil Contractors of Ghana?
- 1: Yes
 - 2: No
 - 3: No idea
10. If no to the above, please state the reason why

11. Has the firm won any awards in its line of duty?
 1: Yes 2: No 3: No idea

12. If yes to the above, please specify the award (s)

1:

2:

Does the firm possess documented evidence of employment by way of the following?

ID	Document	Yes	No	No idea
13	Social Security Payment in respect of employees			
14	Internal Revenue Service payment receipts			
15	Labour cards of employees			

How would you describe the structure of your firm, by ranking in the order: 1 -5, with respect to the under stated characteristics. Where 1, indicates a low level of the characteristic, with it ascending to 5, which indicates a high level of the characteristic.

ID	Characteristic	1	2	3	4	5
16	Centralized Management					
17	Homogeneous Management					
18	Hierarchical Structure					
19	Formal Planning					
20	Long-term Planning					

How will you describe the nature of the firm's employer-employee relationship?

21. Not Cordial 1 2 3 4 5 Very Cordial

22. Low trust 1 2 3 4 5 High trust

How will you describe the involvement of the various categories of employees in policy making and major decisions that affect the company and employee welfare?

23. Management Staff

Not involved 1 2 3 4 5 Very involved

24. Technical Staff

Not involved 1 2 3 4 5 Very involved

25. Administrative Staff

Not involved 1 2 3 4 5 Very involved

26. Accounts Staff

Not involved 1 2 3 4 5 Very involved

27. Artisans

Not involved 1 2 3 4 5 Very involved

28. Unskilled Labours

Not involved 1 2 3 4 5 Very involved

29. Permanent Employee

Not involved 1 2 3 4 5 Very involved

30. Part-time Employee

- Not involved 1 2 3 4 5 Very involved
31. Casual Employee
- Not involved 1 2 3 4 5 Very involved
32. Does the firm have problem solving groups
- 1: Yes 2: No
33. If yes, what method is adopted
- 1: Quality circle
- 2: Regular employer-employee meetings
- 3: Last planner effectiveness
- 4: Other (please specify)
34. Do you have a database of employees?
- 1: Yes 2: No 3: No idea
35. Tick to indicate the category (ies) of employees who is/ are recorded in the database if the firm has one
- 1: Permanent employees
- 2: Part-time employees
- 3: Casual employees
36. Do you use the same database for the above specified categories of employees?
- 1: Yes 2: No 3: No idea
37. Can you please furnish the researcher with an outline of this database?
- 1: Yes 2: No
38. If no to the above, please state the reason why
39. Please provide the statistics of your firm in relations to the under listed labour categories

Category of Labour	Males		Females		Total	
	Perm.	Casual	Perm.	Casual	Perm.	Casual
Professionals						
Managers						
Supervisors						
Architects						
Quantity Surveyors						
Engineers						
Administrative Staff						
Accounting Staff						
Purchasing Officer						
Stores Manager						
Board of Directors						
Artisans						
Carpenters						
Masons						
Steel benders						
Plumbers						
Electricians						
Welders						
Mechanics						
Draughts men						
Painters						

Category of Labour	Males		Females		Total	
	Perm.	Casual	Perm.	Casual	Perm.	Casual
Operators						
Drivers						
Watchmen						
Gardeners						
Cooks						
Civil Engineering Staff						
Unskilled labourers						

40. Please provide the number of the corresponding plant owned by your firm

Plant	Number
Dozer 140 HP	
Hammer Piling item	
Dumpy levels	
Concrete Mixer 10 CYH	
Concrete Mixer 0,5 HP	
Water Pumps 90,000 L/Hr	
Water Pumps 45,000 L/Hr	
Tanker Water Towed 1500L	
Theodolite	
Tractor Farm	
Truck Tipper 5 m ³	
Truck Flat Bed	
Truck Water Min 500L	
Truck Pick-up	
Dumper	
Bender Bar Cutter	
Dragline/ Pile Driving Lead	
Excavator	
Vibrator (poker)	
Tower Crane/ Hoist	
Scaffold	
Rip sawing Machine	
Spindler Machine	
Tenoning Machine	
Chain and Chisel Mortiser	

41. Please tick the appropriate box to indicate the corresponding average age ranges of the various labour categories in the table below.

	Below 20		21-30		31-40		41-50		51-60		61 plus	
	M	F	M	F	M	F	M	F	M	F	M	F
Management team												
Technical team												
Administrative Staff												
Accounting Staff												
Artisans												
Unskilled Labours												

SECTION B: HUMAN RESOURCE MANAGEMENT

1. Does the firm have a department responsible for human relations issues?

1: Yes

2: No

3: No idea

2. What is the name of this department?

1: Human Resource Department

2: Human Relations Department

- 3: Personnel Department
4: Other (please specify)
3. What role does this department play in the firm?
- 1: Business Partner Role
2: Strategist Role
3: Interventionist Role
4: Innovative Role
5: Internal Consultancy Role
6: Monitoring Role
7: Proactive Role
8: Reactive Role
9: Other (please specify)
4. Who is in charge of this department/ human relations issues in the firm?
- 10: Human Relations Officer
11: Human Resource Manager
12: Personnel Manager
13: Managing Director
14: General Manager
15: Other (please specify)
5. Please draw the organizational structure/ chart of the firm in the space below
6. What is the nature of your human relations function?
- 1: Collective Bargaining Agreement (CBA)
2: Management Prerogative
3: Both CBA and Management Prerogative
4: Other (please specify)
7. If CBA, who are the parties involved?
8. When was the last review of the CBA done?
- 1: January 2002
2: January 2003
3: January 2004
4: January 2005
5: Other (please specify).....
9. Are the employees of the firm Unionized?
- 1: Yes 2: No 3: No idea
10. How long have they been Unionized?
- 1: Below 5 years
2: 5 -10 years
3: 10 – 15 years

- 4: 15 – 20 years
 5: Above 20 years (please specify)
11. What Union(s) do they belong to?
 1.
 2.
12. Can you provide the researcher with a copy of your CBA?
 1: Yes 2: No 3: No idea
13. If no to the above, why?

SECTION C: HUMAN RESOURCE MANAGEMENT POLICY

1. Does the firm have a human resource management policy?
 1: Yes 2: No 3: No idea
2. How will you grade the formality level of the HRM policy if the firm has one?
 Informal 1 2 3 4 5 Formal
3. How will you describe the policy?
 1: Implicit
 2: Explicit
 3: Combination of both
4. Can the researcher be furnished with a copy of the policy document?
 1: Yes 2: No
5. If no to the above, why?
6. Circle to indicate who formulates these policies?
 1: Board of Directors
 2: Management team
 3: National Union
 4: Regional Union
 5: Local Union
 6: Additional (specify)
7. Who does the documentation of these policies?
 1: Board of Directors
 2: Management team
 3: Department in charge of human relations
 4: Other (please specify)
8. Are employees given copies of the policy document when they are employed?
 1: Yes 2: No 3: No idea
9. If no to the above, why?
10. Do you give employees Conditions of Service document upon employment?
 1: Yes 2: No 3: No idea

11. Circle to indicate the category of employees who are given this document
 - 1: Permanent employees
 - 2: Part-time employees
 - 3: Casual employees
12. Can the researcher be furnished with a copy of this document?
 - 1: Yes
 - 2: No
13. If no to the above, why?
14. In your opinion, which of the under listed values does the values expressed in the policy reflect?
 - 1: Equity
 - 2: Consideration
 - 3: Quality of working life
 - 4: Quality of working condition
 - 5: Additional (please specify)

In your opinion answer the questions below:

15. Is a human resource policy necessary to improve employee performance, commitment and productivity?
 - 1: Yes
 - 2: No
 - 3: No idea
16. Will firms benefit if they have explicit human resource policies in place?
 - 1: Yes
 - 2: No
 - 3: No idea
17. Will it be beneficial if firms have a framework to serve as a guide in the development of their human resource policies?
 - 1: Yes
 - 2: No
 - 3: No idea

PERSONAL INFORMATION

1. Name:
2. Position in firm:
3. What is your educational level or qualification?
 - 1: Doctorate in
 - 2: Masters in
 - 3: Bachelor of
 - 4: HND in
 - 5: City and Guilds Certificate in
 - 6: Other (please specify).....
4. Do you have any professional qualification (s)?
 - 1: Yes
 - 2: No
5. If yes, please state these qualifications:

Thank you.

Appendix B2: Interview Guide: Large Construction Companies

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

COLLEGE OF ARCHITECTURE AND PLANNING

Department of Building Technology

An academic questionnaire to personnel in charge of human relations in Class D1/K1 construction firms to aid in a PhD research on the topic:

‘DEVELOPMENT OF A HUMAN RESOURCE MANAGEMENT POLICY FRAMEWORK FOR LARGE CONSTRUCTION COMPANIES IN GHANA’

By: Agbodjah Lily Sena

Dear Sir/Madam,

This is a questionnaire prepared for selected financial classes D1 and K1 construction firms in Ghana (of which your firm is part) to aid in investigating their human resource practices and policies. This will aid the researcher in her study to develop a working human resource management policy framework for this industrial sector, which will serve as guidelines for firms to develop their individual policies. Any information collected will be used for academic purposes only and hence responses are highly confidential. Please take the pains to answer all questions and indicate N/A where non-applicable since failure to do so will render the questionnaire non-responsive.

Thank you very much for your cooperation and contribution. God richly bless you.

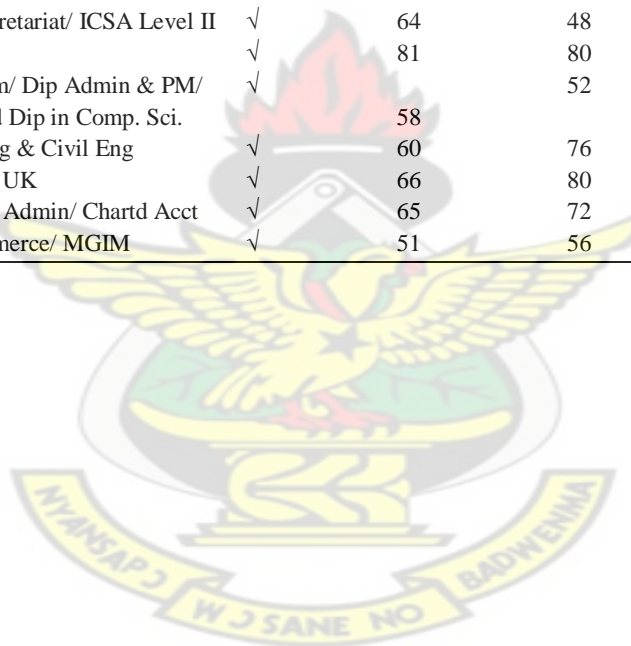
1. What are some of the jobs the firm has undertaken in the past five years?
2. Can you describe the job description and qualification of the under listed professionals as used in the corresponding questionnaire
 - a. Managers
 - b. Supervisors
 - c. Architects
 - d. Quantity Surveyors
 - e. Engineers
 - f. Administrative Staff
 - g. Accounting Staff
 - h. Purchasing Officer
3. Describe the role of the human resource function of your firm
4. Does the human resource function of your firm cater for the following functions? If no, who does so and do you know how this is done? If yes, how is it done?
 - a. Organizational design
 - b. Job and role design
 - c. Organizational development
 - d. Employment relationship
 - e. Knowledge management
 - f. Human resource planning
 - g. Recruitment and selection
 - h. Performance management

- | | |
|---|---|
| i. Human resource development | p. Industrial relations |
| j. Organizational and individual learning | q. Employee involvement and participation |
| k. Management development | r. Communication |
| l. Career management | s. Welfare |
| m. Pay systems | t. Health and Safety |
| n. Contingency pay | u. Any other functions not captured |
| o. Non-financial rewards | |
5. Do you know about the Labour Act 2003, Act 651 of Ghana?
 6. Do you have a copy of the Act?
 7. Have you had any formal Education on the Act? If yes, specify.
 8. What do you know about public and private employment centres?
 9. Does your firm use the services of these centres?
 10. What are your rights and duties as an employer?
 11. What facilities have you provided for your employees?
 12. What do you know about labour inspectors and do they visit your firm?
 13. What do you know about the National Labour commission?
 14. What do you know about Workmen's Compensation Law?
- What provisions has the firm made in relation to the under listed functions
15. Leave entitlements
 16. Hours of work and rest periods
 17. Employment of persons with disability
 18. Employment of women
 19. Employment of young persons
 20. Termination of employment
 21. Employment of casual workers
 22. Transfers
 23. Does the firm have some of its HRM policies explicit
 24. Can you give the researcher copies of these
 25. How are these policies formulated?
 26. What are some of the factors which influence the formulation of these policies?
 27. How are these policies communicated to employees?
 28. How often are they revised and which of them are revised regularly.
 29. What are some of the reasons for these revisions and who does them?
 30. In your opinion do you think there is the need for this research? Why?
 31. What format should the framework being developed take: of ease of use and effectiveness?
 32. What issues should the framework address?
 33. General comments

Appendix B3: Coding and Details of Large Construction Companies employed in Cross Sectional Study

Code	Position	Respondent Background	Meet MWRWH Requirements			Labour holding	
			Financial	Labour (%)	Plant (%)	Permanent	Casual
C01-LC-I	MD/ Director	HND	√	50	60	93	74
C02-LC-I	Manager	GCE O'level	x	26	28	56	-
C03-LC-I	HR Manager	BSc Natural Res	x	20	44	12	38
C04-LC-I	Admin Off.	GCE O'level	√	34	44	43	42
C05-LC-I	MD	BSc Urban Dev & Planning	x	25	40	45	72
C06-LC-I	Admin Off.	RSA Stage II (Accts)	x	57	52	50	6
C07-LC-I	Admin Mgr	HND & Adv. Dip in Mktg	√	46	56	142	-
C08-LC-I	Accountant	ACCA Level II	√	69	100	115	82
C09-LC-I	Engineer/ MD	BSc Civil Engineering	√	52	64	79	-
C10-LC-I	MD/ Director	BSc Civil Engineering	x	57	56	168	-
C11-LC-I	Director	BA Social Science	√	-	88	-	-
C12-LC-I	MD/ CEO	Accountant	√	50	48	13	4
C13-LC-I	MD	Construction Technician	x	47	56	134	-
C14-LC-I	MD	HNC	√	62	40	63	80
C15-LC-I	MD	BSc Economics	√	-	60	-	-
C16-LC-I	MD	BSc Bldg Tech	√	25	-	11	-
C17-LC-I	GM	City & Guilds Admin	√	50	20	31	38
C18-LC-I	Snr Admin Off	GCE O'level	x	52	48	134	-
C19-LC-I	Tech Mgr	BSc Civil Eng	√	54	80	183	759
C20-LC-I	QS	BSc Bldg Tech	√	38	20	31	57
C21-LC-I	MD	BSc Bldg Tech	√	33	80	51	54
C22-LC-I	Project Manager	BSc Bldg Tech	√	50	48	69	36
C23-LC-I	Admin Off	-	√	41	68	92	-
C24-LC-I	GM	BSc Bldg Tech	√	63	72	30	-

Code	Position	Respondent	Meet MWRWH Requirements			Labour holding	
		Background	Financial	Labour (%)	Plant (%)	Permanent	Casual
C25-LC-I	-	-	√	43	-	293	4
C26-LC-I	MD/ CEO	Accountant	√	51	-	20	-
C27-FC-I	Admin Mgr	-	√	60	-	322	-
C28-FC-I	MD	BSc Civil Engineering	√	62	56	32	-
C29-FC-I	Asst Personnel Mgr	BA HRM	√	66	-	1269	-
C30-FC-I	Admin/Personnel	HND Secretariat/ ICSA Level II	√	64	48	343	38
C31-FC-I	Asst. Mgr	Engineer	√	81	80	989	200
C32-FC-I	Personnel Mgr	BSc Chem/ Dip Admin & PM/ Advanced Dip in Comp. Sci.	√	58	52	92	51
C33-FC-I	QS	HND Bldg & Civil Eng	√	60	76	128	50
C34-FC-I	Accts Mgr	BA/ CIM UK	√	66	80	70	44
C35-FC-I	Acct/Admin Mgr	MA Buss Admin/ Chartd Acct	√	65	72	180	-
C36-JV-I	HR Manager	BA Commerce/ MGIM	√	51	56	99	-



KNUST

APPENDIX C:

FOLLOW-UP SURVEY INSTRUMENTS



Appendix C1: Follow-up to MWRWH

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

COLLEGE OF ARCHITECTURE AND PLANNING

Department of Building Technology

An academic questionnaire to an official of the Ministry of Water Resources Works and Housing (MWRWH) to aid in a PhD research on the topic:

‘A PEOPLE MANAGEMENT POLICY DEVELOPMENT FRAMEWORK FOR LARGE CONSTRUCTION COMPANIES OPERATING IN GHANA’

This is a questionnaire prepared for an official of the MWRWH to aid in a PhD research being undertaken on the above topic at the Department of Building Technology, KNUST. This will aid the researcher in her study to design a People (Human Resource) Management Policy Development framework for construction companies operating in the country to serve as a guide towards enhancing their people management policies and practices.

All information collected will be used for academic purposes only hence are treated as highly confidential information. It will be very much appreciated if all questions, which are mainly open-ended, are answered. In cases where documentation is necessary and/ or can be provided, please do make copies available.

Thank you very much for your cooperation and contribution. God richly bless you.

Agbodjah, Lily Sena

1. When was the Ministry established? _____
2. Why was the Ministry established? _____
3. What evolutionary stages has the ministry gone through? _____
4. Can you please outline the organizational structure of the MWRWH?
5. What are the basic functions of the MWRWH? _____
6. What are the basic functions of the under listed ministries?
 - i. Ministry of Road Transport (MRT)
 - ii. Urban Roads (UR)
 - iii. Feeder Roads (FR)
 - iv. Ghana Highway Authority (GHA)
7. How are these ministries (MWRWH, MRT) interrelated?
 - i. Structurally
 - ii. Functionally
8. What links do these ministries have with the under listed organizations?

- i. Association of Building and Civil Engineering Contractors Ghana
 - ii. Association of Road Contractors (ASROC)
 - iii. Construction and Building Materials Workers Union (CBMWU)
9. What provisions has the MWRWH made towards ensuring and/ or monitoring people management practices of construction companies?
 10. Is having an operational and functional Human Resource Management (HRM) set-up in construction companies a requirement to merit classification? Why?
 11. Is having an HR personnel employed in construction companies a requirement to merit classification of companies? Why?
 12. What effects has the advent of the Procurement Law had on the functions and duties of the ministry?

Personal Information of Official

Name: _____

Position: _____

Address: _____

Tel. No.: _____

E-mail: _____

Appendix C2: Follow-up to CBMWU of TUC

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI
COLLEGE OF ARCHITECTURE AND PLANNING
 Department of Building Technology

An academic questionnaire to an official of the Construction and Building Materials Workers Union (CBMWU) to aid in a PhD research on the topic:

‘A PEOPLE MANAGEMENT POLICY DEVELOPMENT FRAMEWORK FOR LARGE CONSTRUCTION COMPANIES OPERATING IN GHANA’

This is a questionnaire prepared for an official of the CBMWU to aid in a PhD research being undertaken on the above topic at the Department of Building Technology, KNUST. This will aid the researcher in her study to design a People (Human Resource) Management Policy Development framework for construction companies operating in the country to serve as a guide towards enhancing their people management policies and practices.

All information collected will be used for academic purposes only hence are treated as highly confidential information. It will be very much appreciated if all questions, which are mainly open-

ended, are answered. In cases where documentation is necessary and/ or can be provided, please do make copies available.

Thank you very much for your cooperation and contribution. God richly bless you.

Agbodjah, Lily Sena

1. When was the Union established? _____
2. Why was the Union established? _____
3. What evolutionary stages has the union gone through? _____
4. Can you please outline the organizational structure of the Union?
5. What are the basic functions of the Union? _____
6. What relationship does the Union have with the under listed?
 - i. Trade Union Congress (TUC)
 - ii. Ghana Employers Association (GEA)
 - iii. Association of Building and Civil Engineering Contractors Ghana
 - iv. Association of Road Contractors (ASROC)
 - v. Construction and Allied Workers Union (CAWU)
7. How are the above mentioned organizations interrelated?
 - i. Structurally
 - ii. Functionally
8. Do you have workers of construction and building materials workers belonging to other employee organizations? Why do you think they do?
9. What provisions has the made to ensure it remains the largest employee organization for construction and building materials workers?
10. Will having an operational and functional Human Resource Management (HRM) set-up in construction companies help the work of the Union? Why?
11. Will having a trained and qualified HR personnel employed in construction companies benefit the Union? How?
12. Additional comments

Personal Information of Official

Name: _____

Position: _____

Address: _____

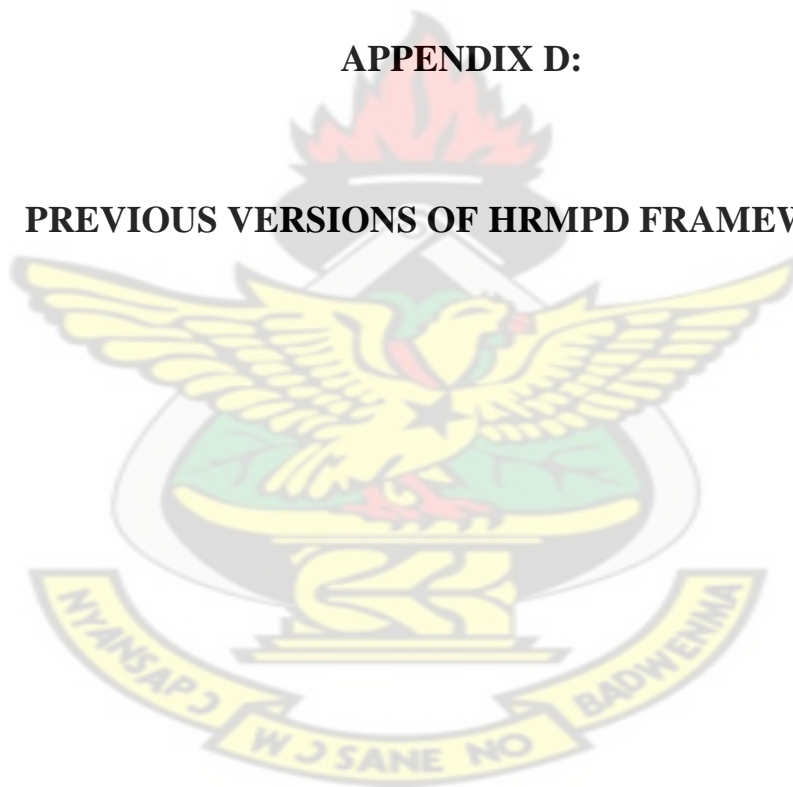
Tel. No.: _____

E-mail: _____

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APPENDIX D:

PREVIOUS VERSIONS OF HRMPD FRAMEWORK



HRM Policies Development Flowchart

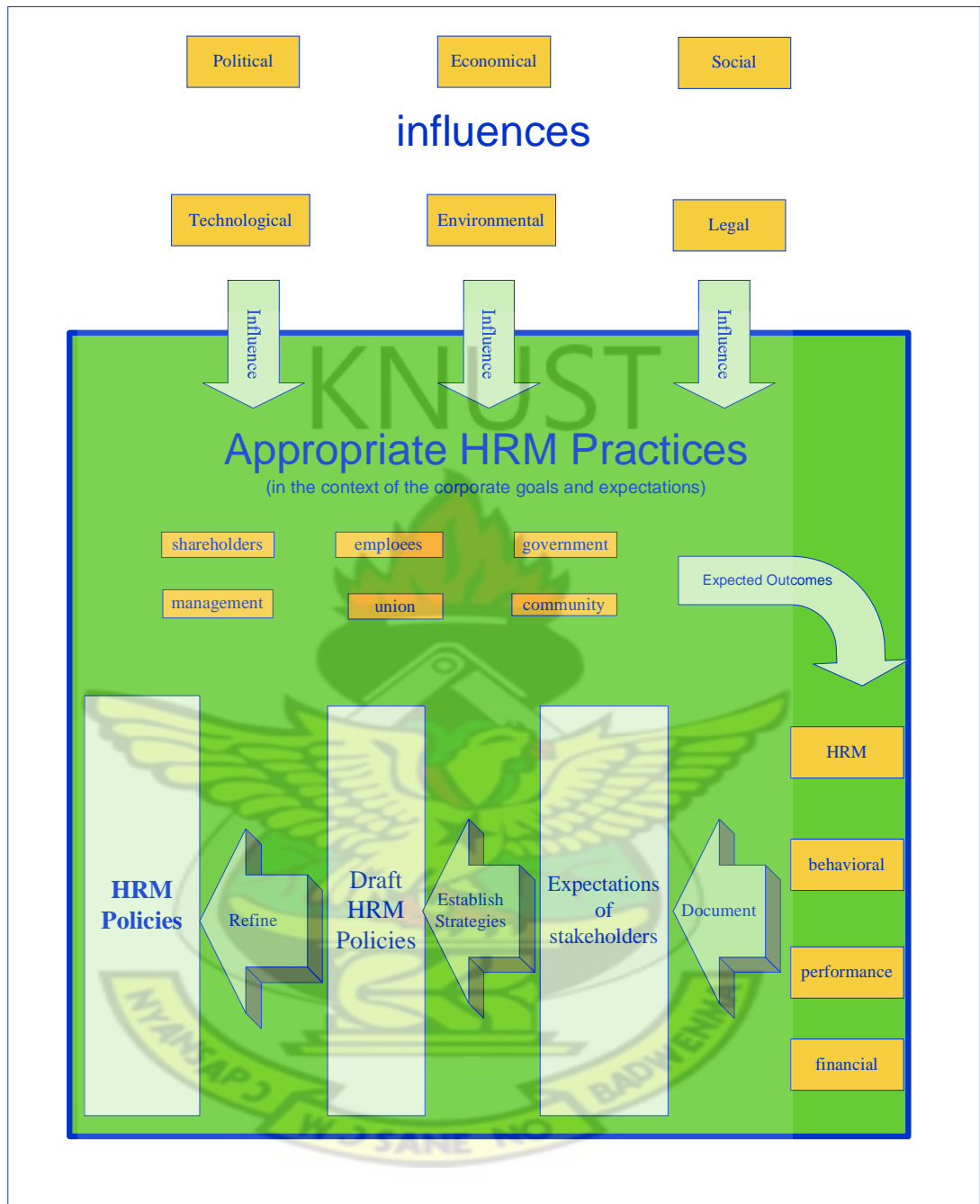


Figure A.1 First Version of Framework

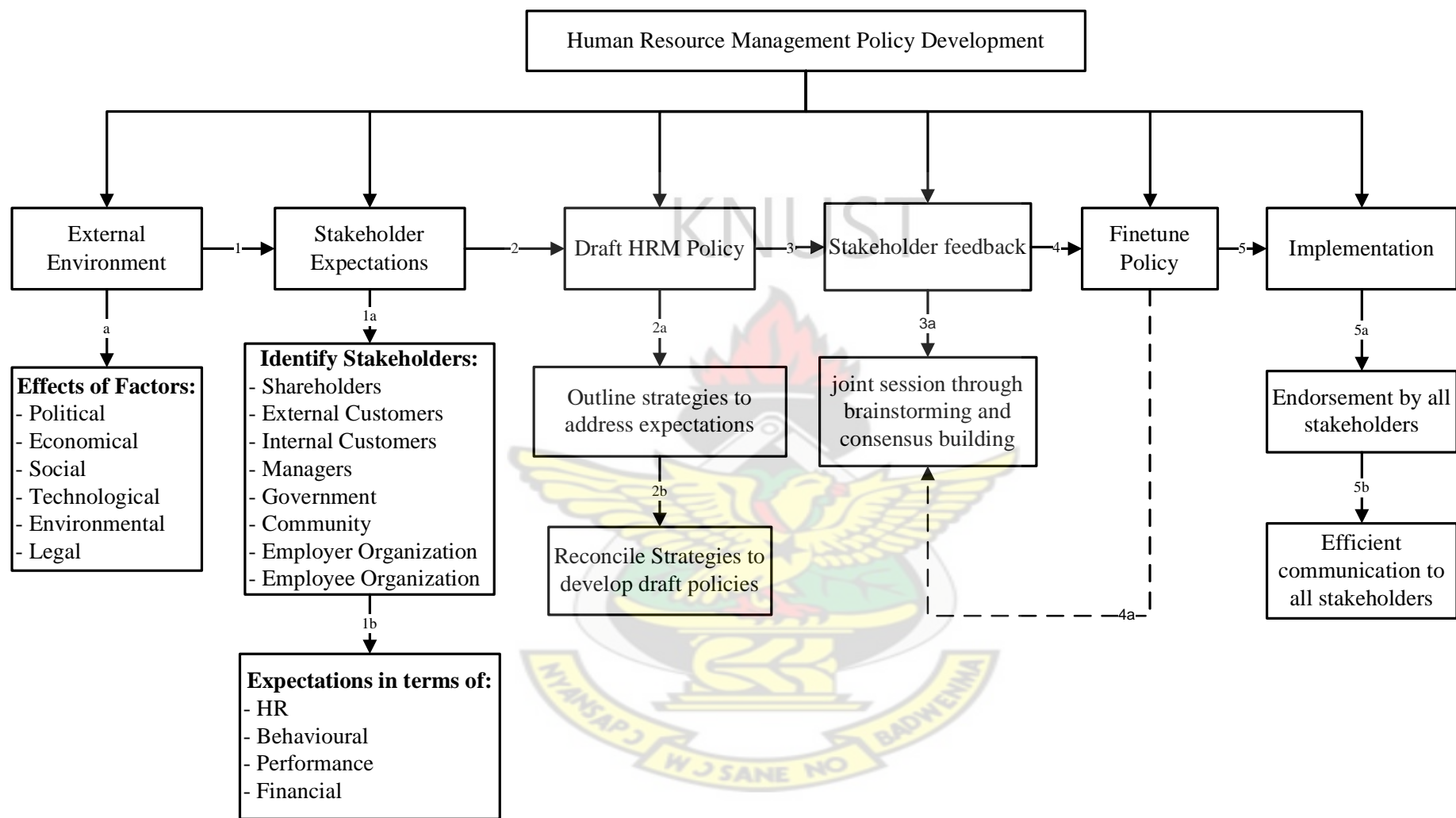


Figure A.2 Second Version of Framework

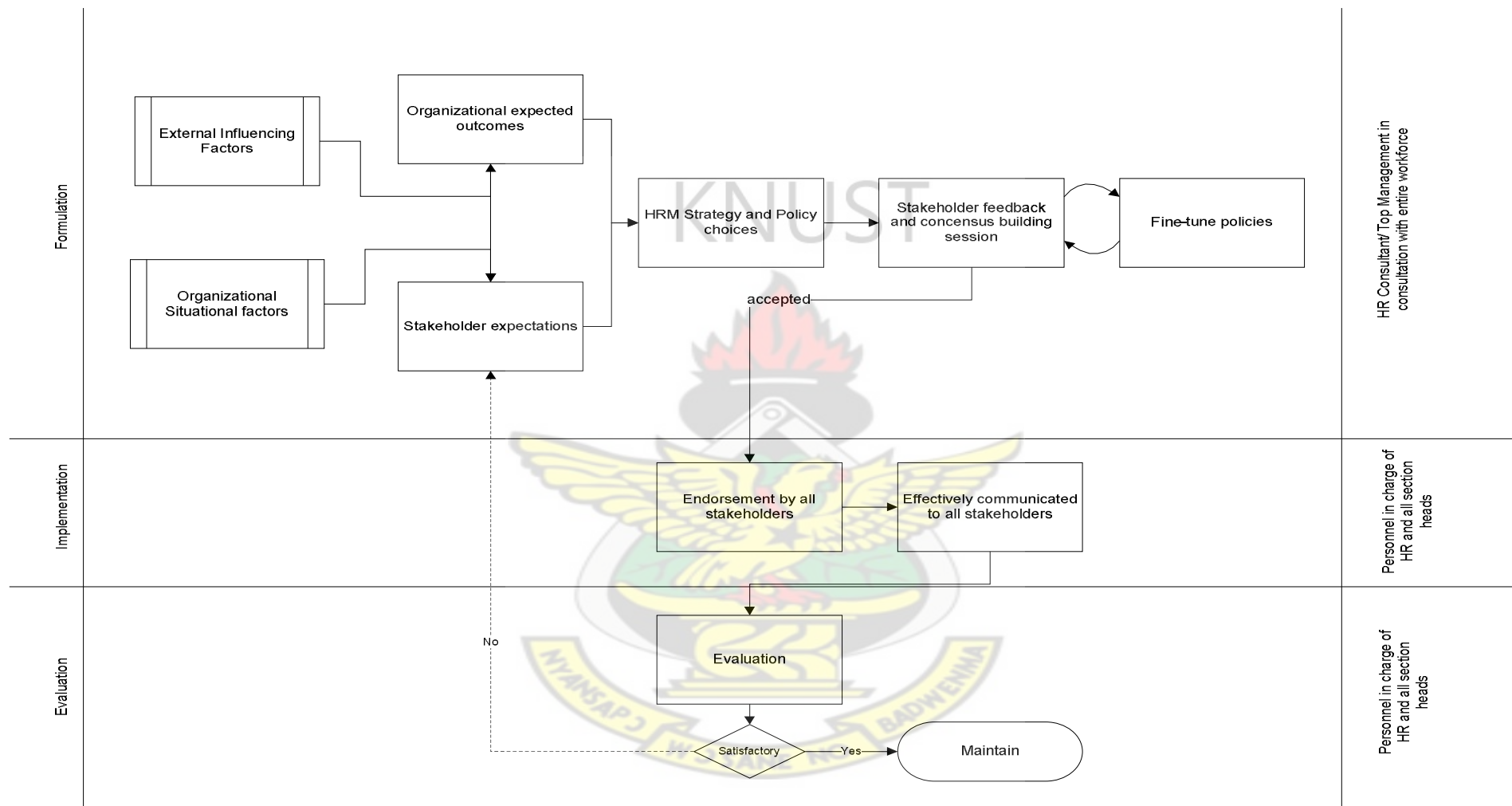
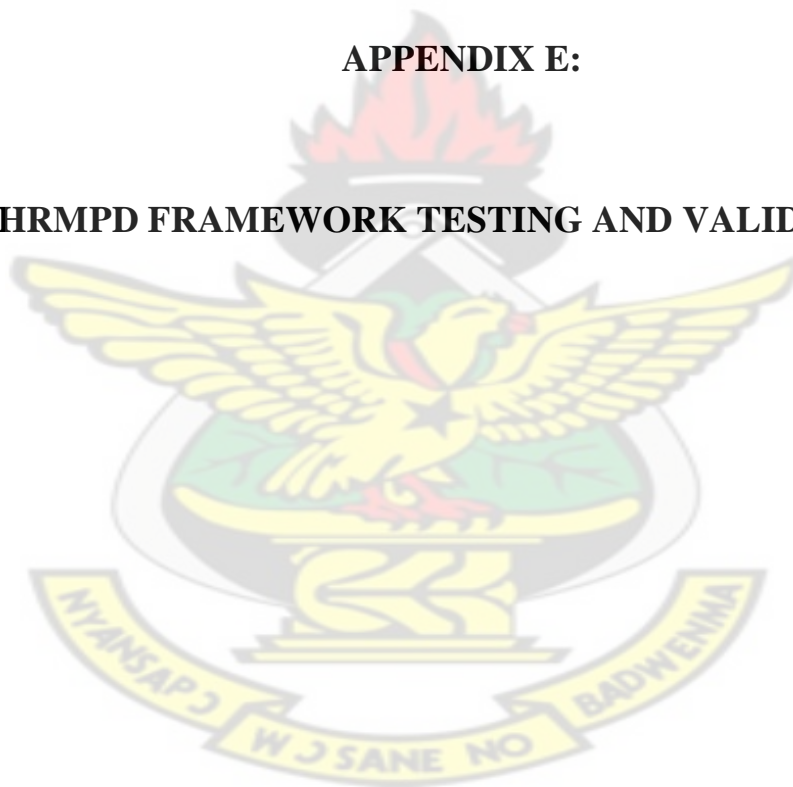


Figure A.3 Third Version of Framework

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APPENDIX E:

HRMPD FRAMEWORK TESTING AND VALIDATION



Appendix E1: HRMPD Framework Testing Questionnaire

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,
KUMASI



Department of Building Technology

A questionnaire to the workforce to validate a framework designed to aid in the development of policies aimed at enhancing people management in large construction companies within the Ghanaian Construction Industry. The framework is based on the philosophy that an organization's ability to identify and satisfy the expectations of its stakeholders will aid in the development of appropriate human resource management policies to enhance practices

Research Topic:

A Human Resource Management Policy Development Framework for Large Construction Companies within the Ghanaian Construction Industry



Questionnaire No: FV/SQ/0 /0

Company:

Date:

Location:

Dear Respondent,

This questionnaire is part of a PhD research being undertaken at the Department of Building, Technology, KNUST, Kumasi. The purpose is to validate the philosophy of a framework which has been designed to enhance HRM policy development. The questionnaire comprises statements, which you are required to rank by indicating in the corresponding boxes on the scale from 5 to 1, your level of agreement with the statement. Empty spaces have however been provided for any additional statements you would want to make. Please take twenty minutes off your busy schedule to answer this questionnaire to facilitate this noble course.

Thank you and God bless you.

Agbodjah, Lily Sena

PhD Researcher

Department of Building Technology

KNUST. Kumasi.

A Stakeholders

Answer by indicating in the corresponding boxes which of the stakeholders outlined are relevant in policy development hence a need to consider their expectations in policy development

- 5 – Strongly Agree
- 4 – Agree
- 3 – Indifferent
- 2 – Disagree
- 1 – Strongly Disagree

Code		5	4	3	2	1
A 1	Shareholders					
A 2	Customers/ Clients					
A 3	Workforce/ employees					
A 4	Managers					
A 5	Government					
A 6	Community					
A 7	Employer organizations/ association					
A 8	Employee organizations (unions/ association)					
A 9						
A 10						

B Factors influencing policy development

Answer by ticking the corresponding scale boxes to indicate the level at which the outlined factors influence policy development within your organization

- 5 – Strongly Agree
- 4 – Agree
- 3 – Indifferent
- 2 – Disagree
- 1 – Strongly Disagree

Code		5	4	3	2	1
B 1	Workforce characteristics					
B 2	Nature of industry					
B 3	Structure of company					
B 4	Technological development					
B 5	National policies					
B 6	Political influences					
B 7	Employment practices of industry					
B 8	Availability of resources					
B 9	Environmental issues					
B 10	Industrial competition					
B 11	Characteristics of the labour market					
B 12	Management philosophy of company					
B 13	Traditions/ cultures of the community the project is situated in					
B 14	Culture and social values of company					
B 15	Business strategies of company					
B 16	Management philosophy of company					
B 17						
B 18						
B 19						
B 20						

C Philosophies

Answer by ticking the corresponding scale boxes to indicate your level of agreement with the outlined factual statements

- 5 – Strongly Agree
- 4 – Agree
- 3 – Indifferent
- 2 – Disagree
- 1 – Strongly Disagree

Code		5	4	3	2	1
C 1	I need my employer to identify and satisfy my expectations					
C 2	My employer must make his expectations and goals known to me					
C 3	The company must have explicit human resource management policies					
C 4	All stakeholders should be involved in HRM policy development					
C 5	Policies should be communicated effectively to all stakeholders					
C 6	Policies have to be evaluated and reviewed regularly					

F Policy areas/ issues

Answer by ticking the corresponding scale boxes to indicate the level of importance of the under listed functions as areas where in your opinion, your company needs to have explicit policies to outline its philosophies as to how the function should be executed

- 5 – Very Important
- 4 – Important
- 3 – Moderately important
- 2 – Not important
- 1 – Indifferent

Code		5	4	3	2	1
F 1	Organizational and job and role design					
F 2	Organizational development					
F 3	Employment relationship					
F 4	Knowledge capturing and sharing					
F 5	Human resource planning					
F 6	Recruitment and selection					
F 7	Induction/ orientation					
F 8	Performance management and appraisal					
F 9	Individual and management training and development					
F 10	Career management					
F 11	Promotions					
F 12	Reward Systems					
F 13	Pay Systems					
F 14	Work-life balance					
F 15	Communication					
F 16	Interest/ advocacy groups					
F 17	Ethnic monitoring					
F 18	Welfare					
F 19	Industrial relations					
F 20	Problem solving					
F 21	Discipline					
F 22	Employee involvement and participation					
F 23	Equal opportunity					
F 24	Redundancy/ laying-off/ downsizing					
F 25	Age and employment					
F 26	Pensions					
F 27	Safety					
F 28	Health					
F 29	Smoking and substance abuse					
F 30	Bullying and sexual harassment					
F 31	HIV/ AIDS					
F 32	Internet/ intranet					
F 33						
F 34						
F 35						

G Personal Information**G 1** Gender: Male ☐ Female ☐**G 2** Age in years

1. Less than 20 years ☐
2. 21-30 ☐
3. 31-40 ☐
4. 41-50 ☐
5. 51-60 ☐
6. Over 60 ☐

G 3 (i) Marital status

1. Single ☐
2. Married ☐
3. Divorced ☐
4. Widowed ☐
5. Separated ☐

(ii) Children? Yes ☐ No ☐**G 4** Religious Affiliations

1. Christian ☐
Specify.....
2. Muslim ☐
3. Traditionalist ☐
4. Other ☐
Specify.....

G 5 Nature of employment agreement

1. Casual ☐
2. Part-time ☐
3. Permanent ☐
4. Expatriate ☐
5. Other ☐
Specify.....

G 6 What is your role in the company?

1. Shareholder ☐
2. Employee ☐
3. Manager ☐
4. Other ☐
Specify.....

G 7 How many times have you changed jobs in the past five year? ☐Why?
.....**G 8** What is your status in the company?

1. Manager ☐
Specify
2. Professional ☐
3. Supervisor/ foreman ☐
4. Trades head/ foreman ☐
5. Artisan ☐
6. Skilled Labourer ☐
7. Unskilled Labourer ☐
8. Apprentice ☐
9. Other ☐
Specify.....

G 9 Educational backgrounds

1. Dropout ☐
Level.....
2. JSS leaver ☐
3. Middle School leaver ☐
4. O' level graduate ☐
5. SSS leaver ☐
6. A' level graduate ☐
Specify.....
7. Technical/Vocational ☐
Specify.....
8. Polytechnic ☐
Specify.....
9. Bachelors degree ☐
10. Masters degree ☐
11. Doctorate ☐
12. Other ☐
Specify.....

Additional/Professional qualification

1.
2.

G 10 Region of origin (Ethnic Origin)

1. Greater Accra Region ☐
2. Central Region ☐
3. Western Region ☐
4. Eastern Region ☐
5. Volta Region ☐
6. Brong Ahafo Region ☐
7. Ashanti Region ☐
8. Northern Region ☐
9. Upper East Region ☐
10. Upper West Region ☐

Thank you!

Appendix E2: HRMPD Validation Review Assessment Form

Item		Strongly Agree	Agree	Indifferent	Disagree	Strongly Disagree
	<u>Overall</u>					
1	The three main stages involved in policy development are the formulation, implementation and the evaluation stages					
2	After the policy has been formulated, it has to be appropriately implemented within the organization					
3	Evaluation of the policy can be done only after appropriate implementation and the policy has been in use for a defined period of time					
4	Changes can be made at both the formulation and implementation stages after evaluation if not satisfactory					
	<u>Formulation</u>					
5	External factors influences the organizations expected outcome and the expectations of stakeholders hence should be considered in policy development					
6	Organizational situational factors influences the organizations expected outcome and the expectations of stakeholders hence should be considered in policy development					
7	Building a consensus of expectations will provide a good basis for the development of appropriate policies					
8	An HRM Consultant and/or the top management of the organization can formulate policies as is shown in the framework, in consultation with the entire workforce					
	<u>Implementation</u>					
9	Fine-tuned policies which are acceptable to all stakeholders can be endorsed by their representatives for appropriate implementation					
10	Enabling and deterring factors and resources need to be appropriately managed to capitalize on their strengths and weaknesses to facilitate implementation					
11	Policies should be effectively communicated to all stakeholders through all means possible and available within the organization					
12	Implementation can be done by the personnel in charge of people management within the organization assisted by all sectional heads					
	<u>Evaluation</u>					
13	There is the need to assess the expectations of all stakeholders to establish if they have been met by the existing policies					
14	There is the need to assess the expectations of employees to establish if they have been met by the existing policies					
15	There is the need to assess the expectations of the organization to establish if they have been met by the existing policies					
16	An HRM consultant and/or top management in consultation with all sectional heads can evaluate these expectations against the established benchmarks					
	<u>General</u>					
17	A large construction company's ability to identify and satisfy the expectations of its stakeholders will aid in the development of appropriate people management policies					
18	The framework can aid in the development of people management policies which will enhance the people management function within organizations					
19	The framework is self explanatory and simple enough to be used by large construction companies in Ghana					
20	Transparency, honesty and commitment to individual and organizational goals by stakeholders is key to successful formulation, implementation and evaluation of policies					

Additional Comments

Appendix E3: Coding and Details of Practitioners and Academics: ‘Experts’, for Framework Validation

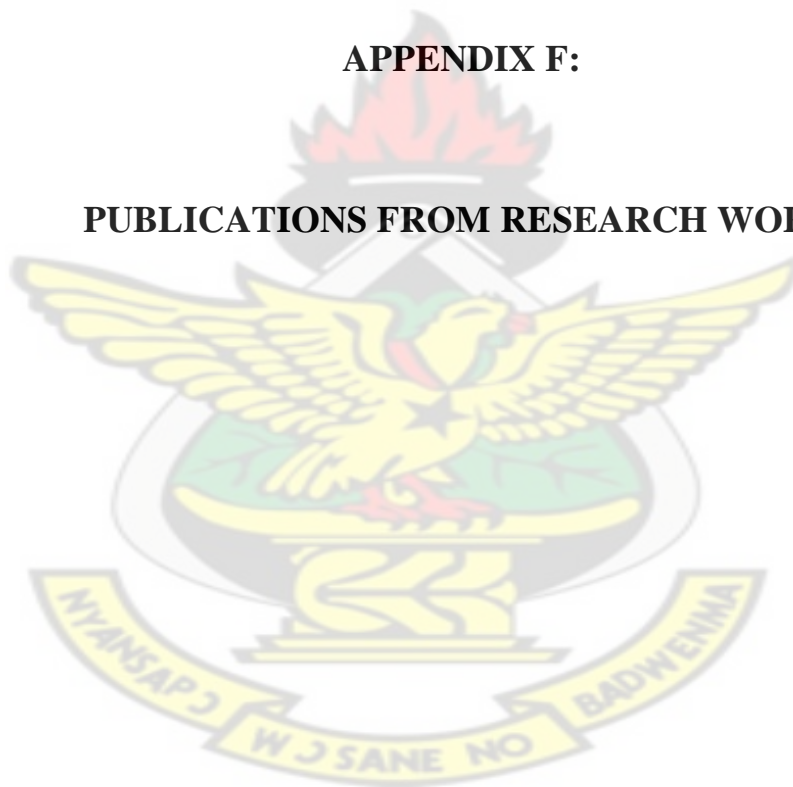
Code	Background
PA01-FV-I	Labour consultant and former Minister for Manpower of the Republic of Ghana and President of the Institute of Human Resource Management Practitioners, Ghana. Currently CEO of Pulse Institute, Africa
PA02-FV-I	Labour Consultant for Institute of Human Resource Management Practitioners, Ghana and the Ghana Employers Association and a private Labour Consultant
PA03-FV-I	Industrial Relations Officer of the Ghana Employers Association
PA04-FV-I	President of the Association of Building and Civil Engineering Contractors, Ghana and CEO and Managing Director of C26-LC-I
PA05-FV-I	Industrial Relations Officer of the Construction and Building and Materials Workers Union of the Trades Union Congress
PA06-FV-I	HRM Practitioner and HRM Manager of C36-JV-I
PA07-FV-I	HRM Practitioner and HRM Manager of TCL, a foreign construction company operating in the country
PA08-FV-I	HRM Practitioner and Lecturer of HRM at the KNUST Business School, Kumasi
PA09-FV-I	Quantity Surveyor and Building Economist with a PhD in Construction Management (HRM). Currently a Senior Lecturer of Construction Management with the Building Technology Department, KNUST, Kumasi
PA10-FV-I	HRM Practitioner and Lecturer of HRM at the KNUST Business School, Kumasi
PA11-FV-I	-
PA12-FV-I	A Construction Project Manager and Building Technologist with a PhD in Construction Management (Project Team Integration). Currently a Senior Lecturer of Construction Management with the Building Technology Department, KNUST, Kumasi



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APPENDIX F:

PUBLICATIONS FROM RESEARCH WORK



Appendix F1: Details of Publications

As part of its contributions, six publications: four peer reviewed conference papers, and two feature articles, have been generated from the study. The details of these publications are as outlined below:

- i. **Agyepong S. A.**, Fugar F. D. K and Tuuli M. M. (2010) The Applicability of the Harvard and Warwick Models in the Development of Human Resource Management Policies of Large Construction Companies in Ghana. Proceedings of the West African Built Environment (WABER) Conference. British Council, Accra. 27-28th July 2010. (ISBN 978-0-9566060-0-6)
- ii. **Agyepong S. A.** and Adjei-Kumi T. (2010) An Overview of Human Resource Management Practices of Large Construction Companies in Ghana Proceedings of the 1st international postgraduate research conference on the built environment organized by the Faculty of Architecture and Building Technology. Great Hall Conference Room of the KNUST. 3rd - 4th June, 2010. (ISBN: 978-9988-1-3859-2)
- iii. **Agbodjah L. S.**, Dainty A. R. J. and Adjei-Kumi T. (2007) Integration of the Human Resource Management Function into Large Construction Companies Operating in Ghana. Proceedings: 25th Anniversary of the Construction Management and Economics Journal Conference, Reading University, Reading. 16-18 July 2007
- iv. **Agbodjah L. S.**, Adjei-Kumi T., Dainty A. R. J. and Manteau K. A. (2007) Managing Workplace Conflict: Managing Conflicts within Large Construction Companies in Ghana. Proceedings: ASCE/CIB 2007 Construction Research Congress. Grand Bahama Islands, Bahamas. 6-8 May 2007
- v. **Agbodjah L. S.** (2008) A People Management Policy Development Framework for Large Construction Companies Operating in Ghana. A Feature Article in the Daily Graphic of Thursday August 7th 2008. Page 27
- vi. **Agbodjah L. S.** (2009) Conflict Management within Large (D1/K1) Construction Companies operating in Ghana. The Quantity Surveyor. Issue 1, January-June 2009