

**PRACTICES OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON
CONSTRUCTION SITES.**

BY

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DECLARATION

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

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ABSTRACT

Construction projects are faced with many challenges day in day out in their line of operations. One of the challenges to be considered in this study is the practices of strategic human resources management on construction project sites. Since construction projects depends mostly on manpower in its activities as compared to other industries, its human resource management is very significant towards the success of every construction projects.

This thesis is about the practices and management role of human resource on construction sites. The purpose of this study was to “establish the Strategic Human Resource Management practices that could increases labour performance on construction sites”.

Though, earlier research studies show that different results could be obtained from different groups of previously working employees. This study then can be seen as an indication to a more detailed study to be carried by future researchers on the field of Strategic Human Resource Management (SHRM) as well as employee’s utilization on construction sites.

The study established the Strategic Human Resource practices that increases labour performance on construction sites. After the analysis, the study identified existing human resource management practices embarked on construction site, which was Recruitment and Selection Practices. The study also examined challenges affecting the effectiveness of managing people on construction projects which was “Ensuring adequate training of personnel’s and the Male-Dominant Culture.

The research revealed that the best strategic Human Resource Management practice to adopt is “Managing Employee Relations”.

Descriptive analysis was used in the assessment of this study and used quantitative research approach in which the sample size and sampling technique for the study were presented based on a defined population of 78 respondents on the personnel of construction managers and quantity surveyors in the Kumasi Metropolis. The survey was intended to get their responses on what they feel, are the effective strategic measures that could contribute to the effective utilization of the human resources on construction sites through managements. In this light the research seeks to identify the utmost list of strategic human resource practices managing employee relations, communication of workers and information sharing, strong communication between supervisors and project managers, performance appraisal that provides feedback, team empowerment and creating a sense of job security.

Keywords: Strategic Human Resource Management, Construction Site, Labour Performance

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CHAPTER ONE

GENERAL INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Advanced economies and societies' success studies hinges on the wheels of infrastructural growth. On a global scale, construction is generally perceived as one of the largest industry sectors, accounting for more than 11% of global GDP and projected to grow to 13.25% by 2020 (Salunkhe and Patil, 2014; and Berry and McCarthy, 2011). Statistics on population has suggested a rosy future for the construction sector. Africa is not left out of this global experience as the construction sector in Africa is a major player for social change, accounting for a huge proportion of most African Countries' Gross Domestic Product (GDP), as well as Gross National Product (GNP). Government initiatives and regional investment, uptake of technology in construction and Greater natural exports demands are some of the areas that have graced the construction sector in the region. This is typically reflected in the Ghanaian construction sector, whereby Ofori (2012) confirmed that the construction industry forms a large portion of the economy of every country, and that it is making an impressive progress over the last three decades. According to Owusu (2012) the importance of the construction sector is reflected in output and outcome of its activities. Owusu (2012) and GSS (2013) posited that Ghana's construction sector expanded by 6% y-o-y (year on year) in 2015, with growth easing in the fourth quarter. As in the year 2016, the sector contributed GH¢3037 million to Ghana's GDP.

The construction sector in developing countries such as Ghana continues to be labour intensive, where labour cost still remains a sensitive part of the entire project cost. In fact, many studies have revealed that, the general cost of labour is assessed around 30 to 50 percent of the total project cost. A study conducted in Spain suggested that construction labour cost amounted €27,702.9 million in 2012, constituting a third of the total volume of business in the

construction industry of Spain. Reflecting on this scenario, it has become clear that labour productivity in construction place plays a crucial role in the success of the construction industry, hence labour productivity in developing countries should not remain unnoticed.

Assigning of task to employees on construction project sites in order to minimize cost and maximize profit has been a difficult task over the years by construction project managers. Since the inability of construction project managers to identify the right number of people for the right volume of job at the right cost can have far-reaching consequences such as delay in the delivery of projects, budgeted cost of project overruns, and low productivity from personnel. People and people process are a source of competitive advantage for any company. Their skill and motivation result from an entire portfolio of “people policies, procedures, and process which serve to train, develop and retrain” (Gratton et al. 1999). It is important for the project manager to identify areas for which the firm lacks over the years in handling its people that has had negative impact of the firm’s progress. It is therefore necessary for the project manager(s) to identify an effective management of its staff to increase the organizations outputs.

Maloney (1997) posits the, in several construction firms, the techniques that least formulized considerations are those pertaining human resources. This is because, construction projects are always faced with new workforce on deferent projects unlike the manufacturing industry with a team of staffs working for a number of years. Maloney defines strategic planning as a process whereby the objectives of an organization are developed and the actions required to meet those objectives are identified. The process must culminate in the allocation of resources to carry out those actions.

1.2 PROBLEM STATEMENT

Although the building construction industry bolsters the nation's economy, and subsequently gives a way to social advancement, the industry still struggles with managing its workforce effectively. The construction industry in Ghana has not been as diligent in implementing

strategic measures in managing its human resources compared to other sectors. (Ferris et al. 1990) noted that construction companies with higher level strategies, including human resource planning have accomplished higher organizational performance, including higher productivity; cost effectiveness; and overall efficiency. Although Human Resource Management has not been critically considered in the construction industry, the little consideration of the subject matter focuses on managing white color workers in the construction firm. In all probabilities, the behavioral attitudes of informal workers in the sector impacts productivity massively. However, nothing is documented about managing informal construction workers effectively on construction site. The study therefore seeks to identify some of the existing Human Resource management techniques and examine the critical challenges of managing people on construction site.

1.3 RESEARCH QUESTIONS

The following research questions have been devised to drive the conduct of the study:

1. What are the existing Human Resource management Practices on construction sites?
2. What are the critical challenges of managing people on construction sites?
3. What are the strategic measures that increases labour performance through effective management of people on construction site?

1.4 RESEARCH AIM AND OBJECTIVES

1.4.1 Aim of the Study

To establish the strategic human resource management techniques that increases labour performance on construction site.

1.4.2 Objectives of the Study

The following objectives were set for this research:

1. To identify the existing human resource management techniques on construction sites;
2. To examine the critical challenges of managing people on construction workers; and

3. To establish the strategic measures that increases labour performance through effective management of people on construction site.

1.5 SCOPE OF THE RESEARCH

The contextual scope of this research is limited to the building construction sector in Ghana and in particular to registered Quantity Surveyors and Construction Managers in the Ashanti Region. The geographical scope of the study is limited to Kumasi metropolis. The choice of location was due to larger population of professionals found in that region. The area was chosen because of closeness to information which makes it easier for the researcher to collect data. Questionnaires will however be distributed to just the respondents that are deemed to have the knowledge in the study topic.

1.6 RESEARCH METHODOLOGY

For the aim of this study to be realized, it is imperative to make use of appropriate research approaches to facilitate the findings. The methodology that was adapted for the research was the quantitative technique. Quantitative technique involves the use of making inquiries with the aim of testing a theory with variables, assessed using numbers, and analysed with statistical techniques.

The collection of data via primary sources was sourced from extant literature through journals, publications of corporate bodies, books, newspapers, online sources senior dissertation, etc. The literature review will serve to reveal more insight into the theoretical and research related issues in the study.

After the data regarding the questionnaires were collected and gathered, it was analysed using Descriptive Statistics. The analysed results was presented in pie charts and bar charts form with detail explanations regarding the information collected.

1.7 SIGNIFICANCE OF THE STUDY

The study of Practices of Strategic human resource management on construction sites, is purported to bridge the gap in researches previously conducted in this area in addition to contributing to a broader understanding and reception of the human resource management on construction site concept especially in Ghanaian construction sector. This study will assist Ghanaian public sector especially the construction industry by providing helpful information and creating awareness on how effectively manage people on construction site.

To survive and succeed in the new global corporate challenge, construction firms in the Ghanaian Construction industry needs to become far more effective and more productive in managing informal construction workers. A construction firm who is aware of how construction workers are effectively managed, and the effects of these management on productivity, would increase the firm's competitiveness with other companies, and also increase its knowledge base of its workers.

1.8 STRUCTURE OF THE RESEARCH

This research is structured into five chapters. Chapter one is concerned with the general introduction; this encompasses the study background, statement of the problem, aims and objectives of the research, scope of the study, research methodology and structure of the report. The second chapter involves a thorough literature review of existing works pertaining to the study. Chapter three deals with research methodology adapted for the study which consist of data collection, sampling of respondents, design and administration of questionnaire. Chapter four captures analysis and evaluation of data collected from the field and this will be concluded by chapter five which encompasses recommendations, conclusions, contributions to knowledge and areas that need further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter provides an international review of relevant literature in the construction sector's human resource management practices. The chapter two looks at the existing human resource management practices on construction sites; challenges to effective management of people on construction sites; and the strategic measures that increases labour performance through effective management of people on construction sites. A widely cited work by Loosemore et al (2003) informed the review that provides the conceptual basis for this investigation. The chapter commences with understanding the construction industry. This is accompanied by discussion of a practical definition for the word HRM.

2.2 THE CONSTRUCTION SECTOR

The construction sector is deemed to be one of the most complex and dynamic industrial environments (Druker et al. 1996). It is a project-based sector in which individual projects are generally custom-built to customer requirements (Bresnen, 1990). Fluctuations in the economic spheres are reflected in considerable; variations in the number, size and type of project undertaken by construction firms over time. A critical feature of the output of the sector is the finished product is entirely non-transportable and therefore need to be assembled at a point of use, normally outside (Fellow et al. 2002). This needs building organisations, often at a distance from central leadership, to set up temporary organisational structures at a distributed geographical place. The project team is the focus of working life in building, operating with a substantial and essential degree of autonomy, according to Druker and White (1995). The evolving construction job demands the creation of tailor-made teams whenever a fresh project is awarded. The effect of this particularly evident among the larger contractors, whose focus is on managing the construction process with few directly employed managers and other

professionals, leading the contractors' team of outsourced trades (Langford et al. 1995) acknowledged Atkinson's "flexible company" framework to manner in which construction is carried out. Building organization's project and operational senior managers fits easily into the key group, and the use of numerical flexibility of the first peripheral group allows for "unpleasant and rapid adjustment to change and uncertainty in the market for construction services" (Langford et al. 1995).

The most important thing, however, in the construction industry, external sources of labour (subcontractors, qualified traders, laborers, etc.) are very prevalent (Langford et al. 1995; Debrah and Ofori 1997; (Loosemore et al. 2003). While the growing use of external sources of labor has enabled managers to pass on danger and attain higher flexibility, project coordination has also become more complicated, requiring higher skills and experience in management (Loosemore et al. 2003).

Human Resource Management (HRM) has to do with providing learning and development opportunities that promote the success of corporate strategy and the enhancement of organisational, individual and team performance (Armstrong and Baron, 2002). Since the initial work of Senge (1990), the concept of the learning organization has played a critical role in th discussion, focusing on more efficient strategies to HRM (Philips, 2003; and Nyhan et al. 2004). An important latest contribution to this sector work of a "chaordic company" (Van and Puntnik, 2004). This is defined as "a complex and dynamic organization that operates in a complex, non-linear dynamic environment of central importance" (Van and Putnit, 2004).

Individuals are people who bring their own views, differences in culture and values and attribute them to project life, and when they are efficiently managed, these human characteristics can bring significant advantages to the project (Mullins, 1999). Construction operates to add to the fulfilment of human specific needs; it is organized by people, it employs people, it employs people, it is personal interactions the generate requirement and decide the

nature of the production response. However, the complexities of human interaction within the construction process will lead to construction-based human resource problems. There are several instances of construction projects challenges in the industry as result of worker behaviour, and it is quite clear that strategic human resource management is inclined to eradicating construction risk compared to other management approaches (Loosemore, 2000). An extensive research is needed to identify requirements for the effective strategic human resource management with a focus on human resource management and development to improve efficiency and minimize issues on the construction site. Construction sectors have introduced a human resource management method mainly used by firms in western societies. Of many HR professionals, the term strategic human resource management is generally used to indicate the view that human resource management (HRM) strategies should improve worker motivation and commitment to stay with their firms (Schuler and Jackson, 2005).

2.3 HUMAN RESOURCE MANAGEMENT

Human resource management comprises of human resource investment management operations: acquiring staff, evaluating their performance, offering training and growth, and determining the suitable amount and type of compensation, etc. In several large and medium organisations, many HRM duties are handled by a functional expert or department. But irrespective of whether the firm has an HR department, each manager is task with assessing the needs and managing his human resources ranging from job recruitment to determining future job requirements, performance appraisals, assessment of training needs, retention of good workers, because human resources have direct bearings on project or organizational success.

Human resource operations assist organisations to acquire and handle high-performance workers with the capacity and motivation. HRM helps plan and execute policies to acquire and train human resources to guarantee that the organisation has staff with the necessary skills. HRM policies help in the evaluation of job, employee compensation, and labour relations to

encourage employee motivation. Combined, these methods can allow executives and their employers and staff to evolve into a strong source of competitive edge that is sustainable.

A number of scholars have made it clear that the human resource for a particular firm or project are one of the potentially assets of sustainable competitive edge for firms and have demonstrate that there is a good relationship between Human Resource Management and worker retention (Ferris et al. 1999). Since the idea of strategic HRM was introduced in the mid-1970s, however, there has been uncertainty as to which of the many GRM methods advocated (Delaney and Smith, 2006) effectively promote retention of employees (Collins and Smith 2006).

2.3.1 The Importance of Human Resource Management

A manufacturer of computer based in Fort Collins, Cindy Koehler staffed the firm with three friends who had just graduated from university at the time he launched the applied computer technology. According to (Ameh et al. 2017) It appeared like a great idea because at the same moment it was an easy way to get staff and assist her friends. But these workers fell short of Koehler's expectation, and so did the friendships. "We did not define expectations, ' Koehler clarified later". We did not understand that the management of workers had anything more to do than pay them. She then promoted managers being more committed to managing their human resources, planning from staff what they need, communicating expectations, and conducting formal performance reviews.

Managers are progressively realizing that their productivity is directly affected by the manner firms handle their human resources. Workers in modern firms are not an interchangeable part that can easily be replaced if they are not working as expected, but the source of the successes and failures of the firms. Consequently, Human Resource Management gains status as a main component in the strategies of organisations. Also investing in the recent staffing, training, and compensation methods are firms that attempt to investing in technology and quality programs to become more competitive.

2.4 CURRENT HUMAN RESOURCE MANAGEMENT PRACTICES ON CONSTRUCTION PROJECTS

Human resource management practices and policies have significant bearings on labour productivity, production of assembly plants, productivity of steel plants and turnover of employees (Cardon, and Stevens 2004). Despite the improvement over the past decades, much is not known about the current HRM practices on construction sites in developing countries. Unlike other sectors whose output is improved by current evolving technologies, construction is still a labour-intensive and low-tech sector, making human capital the most significant and often the most costly resource in it (Loosemore et al., 2003). Construction projects have the following features, according to Huemann et al. (2007), which distinguish its HRM policies and procedures from those of other routine organizing sectors: (1) project management as a business approach, (2) project transitional nature, (3) dynamics, (4) project portfolio resource and multi-role requirements, and (5) particular leadership paradigm. Furthermore, construction industry has also been discovered to be a male-dominated culture (Loosemore et al., 2003). These are the primary variables that affect the construction industry's use of HRM. The first two variables (1) project management and (2) project temporary nature led in essentially distinct HRM models in classical managed firms such as building firms (Huemann et al. 2007). Construction experts have created theories about how to use HRM effectively under particular construction project circumstances.

2.4.1 Recruitment and Selection Practices

Recruitment is a sequence of activities used to draw enough job applicants with the potential, skills and characteristics needed to fill work requirements. On the other hand, selection is the final phase in the recruitment process and includes selecting the candidate(s) that will be successful in meeting the recruitment requirements. Effective recruitment techniques are needed to attract and, more significantly, to maintain an organization's quality workers, and

this can be accomplished where a more objective and formal recruitment process can be made (Wood and Manwaring, 1984). Construction sector tends to have its own recruiting technique. Due to the nature of the construction job, casual recruitment techniques have been the dominant strategy (Lockyer and Scholarios, 2007), i.e. because building is project-based, executives are seldom held responsible for official recruitment processes as recruits can only be with the company until the end of a project, and as such do not pose much concern to the company. Such casualness (informality) could also be one of the reasons why the construction sector consists primarily of a masculine-dominated workforce (Agapiou, 2002). According to Ameh et al. (2017), the recruitment and selection practices encompasses the following; Placement of right labour for the right task for the achievement of project goal; Medium-term project planning of the project human resources or human resources needs; selection or worker based on skills and quality rather than academic qualification, etc.

2.4.2 Training and Development Practices

Training is required to satisfy the difficulties inherent in tasks and projects in the twenty-first century, where workers are required to continually renew their expertise and abilities, and where organisations need to invest heavily in their human capital growth (Igen and Pulakos, 1999). Goldstein's instructional system design (ISD) framework is one of the most important training and development systems (Chen and Klimoski, 2007). The ISD system indicates that effective programmes must Shift from assessing requirements, developing distinct educational objectives and strategies, implementing and then training evaluation (Goldstein, 1991). Intensive orientation training also tends to enhance their productivity throughout the careers of workers (Ichniowski and Shaw, 1999).

The major reason for training and development is to improve the understanding and abilities of a person. Training is a systematic development of knowledge, abilities and expertise that an individual requires to conduct a task or job efficiently (Patrick, 2000). Training is a significant

aspect in HRM, and high job performance is highly dependent on the correct and effective exercise form (Smith and Smith, 2007). Many companies have invested enormous amounts on training, believing that the performance of their workers will enhance after these training and thus boost the productivity of the project (Yamnill and McLean, 2001).

2.4.3 Performance Appraisal

The performance appraisal history is quite short. Its origins can be traced back to Taylor's visionary research of Time and Motion in the early 20th century. But this is not very helpful because in the field of modern human resource management, the same can be said about almost everything. There is, Dulewicz (1989) says, "a fundamental human inclination to make decisions both about those with whom one works and about oneself." Appraisal, it seems, is both inevitable and universal. Without a closely organized evaluation scheme, individuals will tend to judge other people's job efficiency, including subordinates, naturally, informally, and arbitrary. Human tendency to judge can generate severe workplace motivational, ethical, and legal issues. There is little possibility of ensuring that the decisions taken are legitimate, fair, defensible and precise without a structured assessment scheme. The method has been strongly related to material results. If the achievement of a worker was discovered to be less than optimal, there would be a reduction in pay. On the other side, a pay increase was in order if their output was better than anticipated by the manager. The developmental opportunities of evaluation were given little consideration, if any. It was thought that the only incentive needed for a worker to either enhance or continue to perform well was a reduction in pay, or an increase.

There are many reliable sources-scholar, commentators on leadership, who have complained bitterly about the efficacy and validity of performance appraisal method. Some even claimed that the method is so fundamentally challenged that the other extreme it may not be possible to perfect it (Derven, 1990); there are many powerful proponents of performance assessment.

Some consider it possibly "the most important part of operational success" (Lawrie, 1990). There are different schools of thoughts between these two extremes. While everyone endorses the use of performance assessment, there are many distinct views on how and when it is applied. There are some who think that performance assessment has many significant forms of employee development, but soon any effort to link the process to reward results-such as pay increases and promotions. Supervisors and appraisers often hate and attempt to prevent appraisals. The assessment is daunting and time-consuming for these individuals. The process is seen as a challenging and emotionally challenging administrative chore. Appraisal is much simpler and more comfortable when the supervisor meets each team member separately and frequently each year for one-to - one debate (Balkin, 1990).

2.4.4 Compensation and Incentive Practices

Compensation based on performance is the prevalent HR technique used by construction managers to assess and reward the attempts of staff (Collins and Clark, 2003). Compensation based on performance obviously has a beneficial impact on the performance of employees and organizations (Brown et al. 2003). There is, however, little proof on the impacts of firm growth's compensation policy. Empirical research on the link between output-related pay and job performance have usually discovered a favourable relationship, but an increasing body of empirical evidence indicates that it is not only pay levels that matter, but also pay structure (Wimbush 2005).

Barringer et al. (2005) carried out a quantitative analysis of 50 fast-growing firms ' narrative descriptions and a comparative group of 50 slow-growth firms. Results showed that incentives for workers distinguished rapid growth from slow-growth companies. As part of their compensation packages, companies that were keen to accomplish rapid growth given economic incentives and stock options to their workers. In doing so, companies have succeeded in attracting high rates of performance from workers, giving workers the impression that they had

an interest in the company's property, attracting and retaining high-quality labourers, and shifting part of the company risk of a company to workers.

Delery and Doty (1996) recognized performance-based compensation as the greatest single project performance predictor. Both performance-based compensation and merit-based promotion can be seen as components in organisational incentive schemes that promote construction labourers' performance and commitment (Uen and Chien, 2004). Collins and Clark (2003) examined 73 high-tech companies and demonstrated that the link between HR activities and firm performance was controlled through the social networks of their top supervisors. Cho et al. (2005) stated that in increasing turnover rates, incentive plans are inefficient. Banker et al. (2001) performed a longitudinal research of the efficacy of incentive plans in the construction sector and discovered that incentive plans were associated with greater performance.

2.4.5 Recognition and Rewards

Every human being consciously and subconsciously asks the same question before participating in any activity, what will I get out of this? Psychologists have long acknowledged that the motive behind all actions is the satisfaction of requirements. This satisfaction may be cash, recognition, promotion acceptance, data receipt, or a sense of doing a successful job. Often the self-motivated interest carries a negative meaning, yet it is a life reality. People are acting in a manner that they feel is in their own best interests; what matters is that they feel it is so. Even when an action tends to be unreasonable, such as handing over a resignation to the person resigning due to a minor misunderstanding at job, the act may be wholly consistent with what he or she thinks is in his or her best interest. Supervisors can create a distinctive reward system from a project point of view if they know what their workers think is their best interest. Not everyone appreciates the same sort of benefits. Consequently, a reward program must be sufficiently flexible to satisfy the individual workers' expectation. This illustrates the

significance of reward in a "model of expectation." Several things are becoming apparent as a consequence of this model. Reward must be related to behaviour that is classified as desirable by the organisation structure. The worker acknowledges the compatibility of excellent job performance with self-interest. Construction workers acknowledge that their own needs will also be met by the rewards scheme. Managers are required to evaluate and interpret the requirements of seniority staff (Cho et al. 2005)

2.4.6 Human Relationships

Job design and work teams can increase the job's inherent benefits, making the job more fulfilling, difficult, exciting and enjoyable for the worker. Strategies such as independent work groups, auto-scheduling and job rotation can not only enhance retention and have also been shown to enhance a number of other significant factors like efficiency, accidents and injuries and product quality.

2.5 CHALLENGES OF MANAGING PEOPLE ON CONSTRUCTION SITE

Chan (2005) describes that incorporating diversity dimensions such as age, ethnicity, ancestry, sexuality, physical quality, race, gender, academic background, geographical place, earnings, marital status, and religious beliefs among others is a challenge in HRM. Chukwuemeka (2006) claims that hiring a female worker on construction sites imposes the problems on nursing mothers and their apparent effects on productivity, including: loss of hours for men, absenteeism and a sharp rise in labour turnover and layoffs. Another challenge for HRM is government policies and legislation. There are laws on minimum salaries, recruitment and selection (federal personality bothering), training and development, compensation, inclusion and worker separation from organizations. Yaro (2014) listed recruitment difficulties in the Nigerian public service to include: interference by sentimental political office holders and other primary consideration in the recruitment process, the principle of federal personality prescribing racial balance and equal opportunities for candidates from all geopolitical areas,

and recruitment on the grounds of skills and technical skills. These issues are not confined to public service alone, but construction firms in Nigeria as well. Oginni and Afolabi (2012) referred to the challenge of "god fatherism" and nepotism in place of fairness and meritocracy in recruitment and placement in Nigerian construction firms.

The problems facing training and development technique including: identifying skill gaps for workers, ensuring appropriate training that undermines the efficiency of the other work groups or department, and ensuring that workers are at their best in turbulence times, among others. Most of the training takes place on the job site and is performed horribly so that output and profitability are not undermined. This accounts for inadequate training and contrary to the assertion made by Tabassi and Abu Barkar (2009) to conduct brief and long-term training for workers located outside the job setting. In addition, the dominant motivation and labor relations issues were keeping the worker wage structure, keeping a decent wage band among categories of employees, and offering appropriate pension advantages among others.

2.5.1 Communication

Communication is obviously the enabler of effective human resource management particularly in construction, but, when poor, it is also highly inclined to adversely limit their effectiveness. There must be an internal and external aspect to HRM communications. The internal aspect must be focused on ensuring efficient communication between managers and operatives in various areas of the project, especially project workers and key HRM offices. Loosemore (2000) discovered that defensiveness towards visitors can be an issue in construction projects. The cohesion, pressure, loyalties, concentration and momentum that can evolve on some projects become so intense that the workforce is efficiently sealing themselves off from the outside world, treating foreigners as unnecessary challenge and even covering up issues that can expose them to internal weaknesses. Ironically, nevertheless, the occasional participation

of familiar people with a project is often the most efficient way to detect prospective challenges. Their exclusion only adds to the crisis-proneness of a project.

2.5.2 Providing Equal Opportunity and Diversity

A cornerstone of excellent work practices should be to provide equal opportunities for all those employed in a specific sector or organization. Discrimination against individuals on the basis of gender, race / ethnicity, age or disability contributes to under-utilization of the abilities and talents of individuals and to a stifling of diversity of the workforce, which could encourage innovation and enhance work is highly likely on construction sites (Loosemore et al. 2003). Despite this, the overwhelming majority of construction workers in developed and developing countries are male. This makes it dominated by all main industrial sectors as the most male. Another demonstrable under-representation of staff from ethnically varied backgrounds is Introduction 11 (Cavill 2000). The UK construction sector, however, has recently started to recognize the constraints associated with hiring from such a restricted pool of labour.

2.5.3 Health, Safety and Welfare

Fewer fields in HRM could be as crucial as managing health, safety and workplace welfare for people. Nevertheless, despite changes in occupational health and safety legislation, research and management techniques, 12 Introduction building remains to be one of the most dangerous sectors to work in. While each territory has its own occupational health and safety legislation and enforcement mechanisms, on-site security management needs to be tailored to respond to the individual hazards of each project.

HRM's role in job safety cannot be overestimated, but it is far from simple to accomplish safe work. Particularly, in order to guarantee a coherent strategy, health and safety must be provided top priority if they are to be taken seriously and incorporated into all procedures of the management scheme. The fragmented delivery method and self-employment in the industry, however, inevitably imply that workers have to bear some liability for their own health and

safety. In addition, construction's commercially focused, male-dominated, macho syndrome is unlikely to foster a worker safety-conscious attitude. On many construction sites, the acceptance of risk-taking as part of job and the conviction accidents have happened to others ' were recognized as reason of unsafe behaviour (Lingard 2002). Only if managers show that risk-taking is inappropriate and that secure work is a condition that cannot be negotiated for jobs will these attitudes change.

2.5.4 The Devolution of HRM Function to the Project Manager

In construction, the interdisciplinary features of their project teams pose specific hurdles for managers trying to obtain suitable workers for projects at distinct phases and based in places that are geographically scattered. Construction projects actually create independent Commercial divisions with multipurpose teams of their own and goals, which inevitably implies that line executives have to be held liable for elements of functioning of the HRM. This devolution of HRM role is a unique feature of the sector, often without adequate training or core support. Construction projects, for instance, require attention to a multitude of human, technical and financial factors. However, 4 Introduction line managers ' training and education, and hence project management approaches, have traditionally concentrated on structuring and planning operations problems, with comparatively little attention being paid to the human resource factor in identifying the achievement of a project (Balout, 1998). Mullins (1999) made it clear that line managers are typically trained in their own discipline as experts but did not obtain the abilities required to effectively manage people. He claims that production-oriented leadership abilities are rarely sufficient to satisfy the psychological needs that define an efficient relationship of jobs.

2.5.5 Over Reliance on Transient Workforce

Most part of construction projects are constructed in situ. Even with the prevalence of off-site prefabrication and constant use of prefab component, the built facility normally assembled and

completed in the required construction site. This calls for engagement of transient workforce, moving from one project site to other. The situation engenders challenges for workers, such as traveling, working and handling problems of work-life balance as their families may not be as mobile. The situation also occurs within projects, as team formation usually changes during distinct phases of the project, involving individuals from many organizations, backgrounds and places (Loosemore et al. 2003).

2.5.6 Increasingly Demanding Clients

In past few years, the quality of service and product anticipated by customers acquiring construction works has steadily increased. For instance, construction projects in Australia have been estimated to be delivered in about half the moment they were ten years ago. Consequently, this demands that those working on site be increasingly committed and engaged, which instead tends to reflect in unsafe working practices, long working hours and high levels of stress (Respect for People, 2000).

2.5.7 The Shrinking Labour Market

Like any sector, from the limited pool of people who are able and ready to work, construction has to compete for its labourers. This wasn't an issue for the building sector historically. A continuous decline in many developed countries' population growth, however, sex demographic changes affecting traditional recruitment sectors have made this industry more competitive and have made it more likely in the coming years that a lack of skills will impact the industry. For instance, men's manual labor force involvement in Australia dropped from 84% in 1966 to 73% in 1998, while women's involvement in the same era grew from 36% to 54% (ABS, 1998). The increasing workload also reflects increased recruitment issues for current staff in the sector. Recent UK statistics, for instance, have shown that fewer executives and experts are now working in the construction industry than they were in the early 1990s

(CITB, 2002). To meet the industry's future labor needs, such problems need to be at the top of the industry's strategic agenda.

Labour market demographics are all problem for all industries as dropping birth rates lead to sector-to-sector rivalry for a 6 Introduction of increasingly restricted pool of work applicants. In this environment, less attractive sectors cannot inevitably recruit high-quality leavers and eventually suffer from skill gaps from colleges and universities. Given the declining labor market and the poor picture of this sector, it is clear that further economic growth is likely to lead to severe shortages in fresh and traditional fields of expertise (Agapiou et al. 1995).

2.5.8 Worker Turnover and Retention

In the context of human resources, it is very important for construction companies to maintain their casual employees to remain competitive. Turnover is a growing concern for the planning of human resources by building companies., yet a paradigm of mobility has plagued construction projects, leading to workforce of construction projects drifting from sites to sites with little or no sense of loyalty to any particular firm/project. This should be a challenge to the HR who take training and development seriously.

2.5.9 The Tendency of Projects to be awarded at Short Notice

According to Hillebrandt and Canon (1990), many construction projects are awarded after a competitive tendering period where there are often limited opportunities for thorough planning. Once a contract has been awarded, a design consultant or contractor must mobilize a project team that includes a suitable mix of skills and capacities to rapidly satisfy project requirements. The staffing function may need to respond to sudden changes in workload, since the extent of the job is not assured at any time.

2.5.10 A Male-Dominated Culture

In nearly every advanced community, building is one of the most male dominated sectors. Men dominate both the craft jobs and the industry's positions for professional and management. The

reliance on male workers has led to numerous issues, including the skill shortage generated by only one fraction of the workforce recruitment, issues with maintaining equality and employee diversity, and important difficulties in building an accommodating atmosphere that completely exploits people's diverse capabilities and competencies (Dainty et al. 2000a, 2000).

2.6 STRATEGIC HUMAN RESOURCE MANAGEMENT: THE POTENTIALS FOR CONSTRUCTION PROJECT

Strategic HRM is concerned with developing and implementing human resources policies that are incorporated with internal policies and ensuring that the organization's culture, values and structure and the quality, motivation and engagement of its workers completely contributes to the accomplishment of its objectives (Armstrong, 1991). Included in SHRM are a number of methods to maximize the integration, involvement of workers, flexibility and quality of work (Guest 1987). The focus on relationships between people, structures, strategy and environment is different from the traditional HRM (Fombrun et al. 1984). The adoption of SHRM is a clear realization of the inexorable connection, not the conflict between corporate objectives and human resources objectives. A general recognition of people's significance and their contribution to corporate goals across an organisation is a prerequisite to success.

2.6.1 Core Components of SHRM

There are many SHRM models, however, irrespective of which SHRM system best represents the realities of function management within the framework of contemporary organizations, it is evident that if it is to be seen as effective, SHRM approach must align with and promote business strategy. This acknowledgment of the broader perspective in which the SHRM function must operate, along with recognition of the interdependence of business strategy with SHRM, is what distinguishes modern functional views from the more mechanistic role of employees. SHRM has six main features, according to Anthony et al. (1996):

It must recognise the Outside Environment: this includes a number of opportunities and threats to the organization that the strategic decision-making method must recognize and take into consideration. They may include changes in the social, demography and labour market, laws, economic circumstances, political, technological forces, and so on. All such variables can affect the capacity of an organization to recruit, grow and maintain individuals who will advance the organization.

It must Recognise Competition and Dynamics of the Labour-market: these influence wage / benefit rate, level of unemployment and working conditions, and define the circumstances appropriate for an organization to stay competitive on the labour market.

It has a clear Long-Range Focus: Strategic focus means that attention is paid to the project's long-range direction and objectives, depending on the organization's management philosophy concerning its situation.

It must have a Decision-making Focus: In other words, the organisation willingly directs and commits its personnel to a particular direction.

It must consider all Stakeholders: a strategic method requires the organization to take into consideration inner and external opinions and interests of all stakeholders.

It must integrate with Corporate Strategy: maybe the most significant feature is the integration of HR policy with the general corporate strategy of the company. For instance, if a firm is set to develop quickly and dominate a specific market, the approach should be to quickly obtain fresh human resources with the required abilities to accomplish that objective.

2.6.2 The Operation and Implementation of Effective SHRM Practices on Construction Projects

If the distinctive factor between personnel management and SHRM is strategic involvement, then it has been demonstrated that few building projects have a really long-time view and adopt SHRM policies (Druker et al. 1996). Rather, they adopt rather reactive resource and leadership

methods. It is first necessary to define the various activities within the SHRM function before examining how building companies should approach SHRM. These procedures do not have to be part of the area of human resources executives - for many building companies such a person will not hire them, and even if they perform the vast variety of human resources management tasks, they are transmitted to project environment executives.

2.6.2.1 Individual Worker Empowerment

Individual empowerment can lead to an improved use of abilities and creative skills and to greater job satisfaction, encouragement and loyalty to the organization (Mullins and Peacock 1991). Personal empowerment can improve skills and creative skills, and improve job satisfaction, drive, and organizational loyalty (Mullins and Peacock 1991). Workers obtain the power to be heard and make use of their expertise to improve their effectiveness, thoughts and choices for the sake of the organisation (Foy 1994:5). Individually oriented methods of empowerment are essential for enhancing workers ' self-efficacy and personal benefit and satisfaction.

2.6.2.2 Team Empowerment (Workforce Empowerment)

Self-management and group decision-making autonomy are emphasized by team empowerment. This needs a transition from task-oriented work to an output-oriented strategy in which the Both resource use and division of functions related to performance (see Belbin 1996) are the responsibility of team members. Team empowerment enables management to deal more effectively turbulent project environments in which educated, responsive and adaptive staff are requested (Swenson 1997) and are more effective in the growth and inclusion of information (Nykodym et al. 1994).

2.6.2.3 Performance Management

The goal of performance management is to produce outcomes from people, teams and the entire project. Essentially, it's about scheduling objectives, targets and standards, monitoring progress

attaining them and offering assistance where necessary. The performance management process starts as Armstrong (1991) put it with an arrangement for manager and subordinate efficiency. This includes a set of achievable goals, along with the development requirements needed to attain those goals. Performance against these targets is supervised and evaluated during the subsequent evaluation period (generally 6 to 12 months) and is necessary in case any of the targets prove challenging to accomplish. Poor performance can be addressed by basic motivational strategies for example mentoring and controlling, while effective performance is strengthened by praise, appreciation and enhanced accountability. The key concept of this strategy is that challenges are proactively addressed during the surveillance phase and not reactively addressed at the end of the review period.

2.2.6.4 Ensuring Employee Participation

Employee participation first appeared in the 1970s when, through their officials, workers started to take part in decision-making. Worker involvement is a collective method in which workers exert impact rather than as people through their officials. It provides employees with an opportunity to influence decisions and share benefits. Employee participation reflects the contemporary leadership thinking and supporters argue that organisations that produce systems that value the opinions of their employees are more probable than those who fail to succeed. The result is a decreased level of misunderstanding, controversy and conflict, enhanced motivation and appreciation, decreased frustration and an enhanced utilization of people's abilities, knowledge and experience. In addition to increased efficiency, additional future benefits are accessible, such as improved occupational health and safety (OHS).

2.2.6.5 Managing Employee Relations

Modern construction industry structure presents challenges for union-driven collective bargaining because small firms are the vast majority of construction companies, especially in the residential construction sector. In Australia, for example, 97 percent of general construction

companies employ less than 20 workers and 85 percent employ less than 5 (ABS 1998a). In Great Britain, the situation has changed only significantly in recent years, where only 1.6 percent of the construction companies hired 25 or longer persons in 1994 (Druker and White 1996a). It is less likely that small workers are members of the union and participate in sector action. An Australian Workplace Industrial Relations (Moorehead et al. 1997) survey, for instance, revealed 71 percent of jobs between 5 and 19 employees without a union member. In contrast, 98% of employees in 500 or more places are union members. The numbers differ, however, from industry to industry. For instance, Barrett (1998) discovered that in traditional sector organisations such as mining and construction, staff are more likely to enter a union regardless of size. 44 percent of companies in the 5–19 employee range had encountered industrial intervention in the previous 12 months in the mining and construction industry. Barrett also points out that while workers appear to be less likely to be engaged in a union in tiny companies, this does not imply employee relations in this industry seem more harmonious.

2.2.6.6 Communication of Workers and Information Sharing

Information sharing can have a dual impact: First, it gives workers the real meaning that they are trusted by the project. Second, workers should have access to critical data to make informed decisions. Routine day-round communication of performance information helps workers enhance and develop. It is presumed that workers want to be excellent at their tasks, however they could perceive a satisfactory output if they don't get any performance feedback never (Chow et al. 1999). In addition, information sharing promotes organisational transparency that decreases turnover and forges synergistic employee working relationships (Nonakia, 1994). Information sharing is not like someone might have anticipated it to be a common HR practice. Many firms are susceptible to sharing important information with their workers as workers become stronger and firms could lack control over them (Pfeffer, 1998).

In addition, sharing data always includes the risk of leaking significant data to rivals (Ronde, 2001). Morishima (1991) discovered a high correlation of information sharing with effectiveness and productivity in a research of Japanese advisory boards, and a adverse relationship with labor costs. Constant et al. (1994) opined that information sharing attitudes rely on the information type. Burgess (2005) researched worker motivations for transfer of understanding outside their work unit and discovered that workers perceiving higher organisational benefits for sharing spent more time-sharing knowledge beyond their instant work group.

2.2.6.7 Creating the Sense of Job Security

Job security enables an atmosphere of confidence among workers which further enhances the company workforce' commitment. Job security demands a certain level of reciprocity: First of all, the firm must send out a clear signal that employment is secured; then workers believing this to be true, feel confident and commit to putting additional effort into benefiting the firm; lastly, a business that has learned that job security adds to its results is once again investing in work security (Pfeffer, 1998). Probst (2002) created a theoretical framework of work security backgrounds and implications. Backgrounds include characteristics of the worker, work characteristics, changes in organization and changes in work technology. Implications are psychological health, physical health, withdrawal from organization, activity of unionization, dedication to project and stress at work. Job participation, cultural values, and judicial procedures moderate perceptions and attitudes of job security.

2.2.6.8 HR must Recognise and Respond to the Dynamics of the Labour Market

The labour market is as competitive as the commercial market, which implies the main focus of an SHRM approach should be to attract, reward, deploy and retain people. This is a particularly complicated problem in construction because the workforce is itinerant and the sector depends on a broad variety of distinct skill, ranging from craft-operating to supporting

production and services tasks. The organization needs to create a strategy that reacts to the labor market circumstances in which it works in order to be efficient. A construction firm, for instance, may recognize a future domestic shortage of steel benders and attempt to tackle this prospective shortage by reviewing its recruitment and training operations, perhaps by sponsoring learners or actively recruiting steel benders through targeted campaigns. Alternatively, to compensate for the shortage, it could retrain some of its other workers in steel bending skills (multi-skilling).

2.2.6.9 HR must Recognise and Respond to the Environment

Recognition of building projects ' absence from vacuum and the opportunities and challenge to future development in external settings is essential for developing policies. The HRM strategy's function is to capitalize on possibilities and mitigate threats through its policies on people management. A construction firm, for instance, may see a chance over the next five years in government-sponsored infrastructure projects. By examining its human resource capacities, it may consider that in general building construction it has an overcapacity of abilities, but not enough in heavy civil engineering. It is able to take advantage of the new market opportunities by proactively retraining its executives and employees and employing individuals with the necessary skills.

2.2.6.10 HR Must have Full Regards for all Project Participants

Each project worker must be regarded as part of the general approach whatever the gender, ethnicity, physical capacity or seniority. Workforce diversity is an impact that is planned and successful in harnessing its potentials of productivity. Nevertheless, for the various duties that individuals undertake within the project, the HR must make suitable changes. The key to avoiding probable challenges is to do this carefully and fairly for each unit of labour and with market knowledge. Workers cannot be viewed as a uniform, unwise and unnecessary group, and this implies a malfunctioning project. The competition of wage prices should be guaranteed

by looking at the labour market and how these changes over a period of five years. Similarly, if specific people are recognized as needed for the project's future development, it may be suitable to consider paying them in comparable roles at a greater rate than some of their peers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

Chapter two reviewed the literature on the theories and Human Resource Management on construction sites. Chapter three describes the methodology aspect of the study. This chapter highlights how the sampling size, sampling population and data gathering and analysis method were determined. In the chapter, the research strategies, techniques, design and methods are also discussed.

3.2 RESEARCH DESIGN

This covers the data collection and analytical framework, the structure that guides the implementation of the data gathering and evaluation method that offers a logical series of relations between empirical information and the results to the original study research issue (Baiden, 2006). The research layout involves Baiden (2006) quoted experimental studies, survey, action and case research (Blismas, 2001).

This study takes a study design preceded by a comprehensive review of the literature. In this study the in-depth literature review was employed to gain insight into the topic the current practices adopted in managing people on construction sites. Due to the need to generalize the results in the sector a survey questionnaire is chosen. It also increases the accuracy of observations and replication by the standardized intrinsic measurement and sampling methods (Oppenheim, 2003).

3.3 RESEARCH METHOD

A research strategy helps in the enquiry of study objectives. It focuses on the questioning of study objectives. According to Baiden (2006), the three main research strategies are Qualitative, Quantitative, and Triangulation. The strategy to adapt depends on availability and

type of information as well as the purpose of the research (Naoum, 2002). The study is based on a quantitative approach by using surveys to obtain information from interviewees. The quantitative strategy is appropriate to this study, because the investigator wants a science (positivist) approach to assess the views of participants. By adopting the quantitative strategy, the researcher will be entirely detached from the research phenomenon unlike the other strategies like the qualitative strategy. It is envisaged that issues emanating from managing people on construction sites are phenomenon experienced by construction managers. This study however, adapts the use of a well-structured questionnaire to be administered by the researcher to construction managers.

3.4 POPULATION

According to the Merriam-Webster (2017), a population can be said to be ‘a group of individual persons, objects, or items from which samples are taken for statistical measurement’. The conduct of this study was to establish the strategic human resource management practices that increases labor performance on construction sites. This study took place in Kumasi due to the proximity to the researcher. The population chosen for this study was QS Professionals in good standing with the GHIS, and Project Managers in good standing with the PMI. This population was chosen for the study because the insight of these professional was useful to the topic.

3.4.1 Sample Size

The population represents a large number or the total group and there is the need for a segment to be selected out of the total. According to Miaoulis and Michener (1976), as cited by Israel (1992), aside the basic factors that influence a sample size (purpose of the study and population size), three conditions generally will have to be stated to determine the appropriate sample size (the level of precision, confidence or risk, and the degree of variability in the attributes being measured. The level of precision can be termed as the sample error and it is usually expressed in percentage.

Yamane (1967) provides a simplified formula to calculate sample sizes (Israel, 1992). The formula was used for calculating the sample sizes, where a 95% confidence level and $P = 0.5$ are assumed for the equation;

$$n = \frac{N}{1+N(e)^2}$$

Where n is the sample size, N is the population size, and e is the level of precision.

Table 3.1 Sample Sizes for $\pm 5\%$, $\pm 7\%$ and $\pm 10\%$ Precision Levels where Confidence Level is 95% and $P=0.5$

Size of Population	Size of Population Sample Size (n) for Precision (e) of:		
	$\pm 10\%$	$\pm 7\%$	$\pm 5\%$
450	82	140	212
425	82	138	207
400	81	135	201
375	80	132	194
350	78	129	187
325	77	125	180
300	76	121	172
275	74	117	163
250	72	112	154
225	70	107	144
200	67	101	134
175	64	94	122
150	61	86	110
125	56	78	96
100	51	67	81

Source: Yamane (1967)

Due to the size of the population of this study, thus all contract managers, construction managers, and quantity surveyors are assessed at a 95% level of confidence.

PROFESIONAL BODIES (MEMBERS IN GOOD STANDING)	NUMBER OF STUDENTS
QS PROFESSIONALS	272
PMI (CONSTRUCTION MANAGERS) – GHANA CHAPTER	85
Total	357

10% precision level has been adapted for a population of 357. The calculation suggests that, 78 questionnaires be printed and administered.

3.4.2 Sampling Technique

Sampling procedures or techniques enlighten on how the segment of the population is selected. Selection is done based on defined procedures. Probability and Simple random sampling techniques was adopted for this study. In probability sampling, each individual has a probability of being selected. That is selection is influenced by chance alone. It allows individuals to be chosen randomly.

3.4.3 Data Collection and Instrument

Data collection is the method by which data are collected from all the appropriate sources, to find responses, test hypotheses and assess the results of study problems. The method of information collection can be split into two categories: secondary data collection techniques and main data collection techniques.

3.4.4 Primary and Secondary Information

The data collection strategy for this research includes a desk survey and field survey. The study of the desk (literary review), which sets the pace for the growth of study tools using questionnaires, is crucial to the studies (Fadhley, 1991). The literature review forms the secondary source of information for this study. The field survey, which is the primary source of information for the study, deals with the collection of empirical data. A single approach to data collection is adopted for the purpose of this study which is survey questionnaires. Having conducted a thorough literature review and positioned the study within its theoretical context the primary questionnaire study preceded the respondent's critical data.

3.5 QUESTIONNAIRE DESIGN

According to the Merriam-Webster (2017), to elicit relevant information from the respondent obtaining statistically useful or personal information from individuals'. It is a set of questions used to get information from respondent.

The questionnaire is the main instrument used in this research to collect information and is intended to compile the essential information from the participants. It is intended to meet the aims of this research with regard to a thorough literature review carried out on the subject. The questionnaire is developed in order to accomplish the aim of this study. It was divided into two parts; Part A (Section A) and Part B (Sections B, C and D). The purpose of the questionnaire is to find out from respondents their views on 'the strategic human resource management practices that will increase labor performance on construction sites'. Questions asked included information on respondents (Part A), the existing human resource management practices on construction sites, the challenges to effective management of people on construction sites, and strategic measures that increase labor performance through effective management of people on construction sites. The likert scale with scores ranging from 1-5 was used. This was

used because the data is ordinal where 1=not significant, 2=less significant, 3= averagely significant, 4=significant and 5=very significant

3.5.1 Instrument Administration

Questionnaires will be self-administered by hand as well as consistent follow ups for adequate response.

3.6 DATA ANALYSIS

The questionnaires distributed will be collected from the respondents and entered into Statistical Package for Social Sciences (SPSS) for the analysis. The findings from the analysis will be presented in a form of series of numbers, charts and tables. The two statistical software's to be used in the analysis are Statistical Package for Social Sciences and Microsoft Office Excel 2016.

Descriptive statistics will be used to analyse the background information on the data collected on the respondents. The Relative Importance Index (RII) and mean score ranking; will be used for the ranking. The Relative Importance Index (RII) will used to rank the identified variables where **W** represents the weighting given to each cause by respondents, ranging from 1-5. **S** represents the highest weight (i.e 5 in this study) and **N** represents the total number of samples. Thus, the statistical tool will be descriptive statistics, mean score ranking and Relative Importance Index (RII) and presentations will be done by using Microsoft Excel 2016. The results following the analysis will provide the basis for the discussion of the results.

3.7 CHAPTER SUMMARY

The chapter is concerned with the presentation of the methodology adopted for this study. A research strategy is selected (quantitative research approach). The sample size and sampling technique for the study were presented based on a defined population of 78 respondents in the personnel of construction managers, and quantity surveyors in the Kumasi Metropolis. The primary data collection tool to be used for the study will be self-administered questionnaire.

This chapter ends with a brief discussion of the data preparation and tools to be used for analysis for the study. From this chapter, the next chapter will discuss and analysis the results.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter discusses into detail the result of the analysis of the data collected from the field of analysis. The background of the respondent is analyzed using the descriptive statistics (specifically percentages, frequencies and cross-tabulation) whilst the dependent variables are analyzed using mean score analysis and Relative Importance Index. All these tools are incorporated in the Statistical Package for Social Sciences (SPSS).

4.2 DESCRIPTIVE ANALYSIS OF DEMOGRAPHIC DATA

This chapter of this survey included questions that attempted to acquire fundamental data from participants and some associated questions in order to understand the research by participants to provide extensive responses. This chapter is of crucial importance in that it determines the credibility or otherwise of the information gathered and generates trust. In the demographic analysis, the data included gender, the highest education level of the respondent, the present organizational situation and the time-frame in the construction industry and the contractor class.

4.2.2 Level of Academic Qualification

Respondents were asked of their level of academic qualification. MPhil/Doctorate Degree, Master's Degree, Bachelor's Degree, and HND/Diploma, as can be seen in Table 4.2 were the options given. 55.3% of the total respondent were Bachelor's Degree holders representing twenty-six (26) respondents. Master's Degree holders had 27.7% representing nine (13) respondents. 17.0% out of the total number of respondents were HND/Diploma holders. Respondent with the background of MPhil/Doctorate were 0 in number representing 0.0%.

Table 4.1: Level of Academic Qualification

Level of Education	Frequency	Percent (%)	Cumulative Percent (%)
HND/Diploma	8	17.0	17.0
Bachelor's Degree	26	55.3	72.3
Master's Degree	13	27.7	100
MPhil/Doctorate Degree	0	0.0	
Total	46	100	

Source: Field Survey, 2019

4.2.2 Current Position in Organization

This section presents respondents' assessment based on their positions in their firms. Table 4.3 represents the current position of respondents in their firms. A larger percentage thus 74.5% were represented by Quantity Surveyors who were 35 in number. Construction managers accounted for 12, reflecting 25.5% of the total respondent.

Table 4.3: Current Position in Organization

Current Position	Frequency	Percent (%)	Cumulative Percent (%)
Quantity Surveyors	35	74.5	74.5
Construction manager	12	25.5	100
Total	29	100	

Source: Field Survey, 2019

4.2.3 Length of Stay in the building construction industry

Respondents were asked for how long they have been in the construction thus to depict their level of experience in the said industry. Table 4.4 depicts the length of stay in the construction industry with 17.2% of the respondents having had 11-20 years' experience. Respondents with less than 5 years of experience had a percentage of 41.4% thus 12 in number. 37.9% represented respondents with 5 to 10 years of experience. There was only one respondent with over 20 years of experience representing 3.4%.

Table 4.4: Length of Stay in the building construction industry

Years	Frequency	Percent (%)	Cumulative Percent (%)
<5	5	10.6	10.6
5-10	14	30.4	41.0
11-20	16	34.8	75.8
Above 20	12	25.5	100
Total	46	100	

Source: Field Survey, 2019

From the results above, mention can be made of the fact that, majority of the respondents allied with the building construction industry have been there between 11-20 years whereas just a handful of respondents were below 5 years of experience.

4.2.4 Working Experience in Current firm.

From Figure 4.2 below, 55.3%, the highest percentage representing twenty-six (26) respondents were between 5-10 years of current working experience with their various firms. Followed was 23.4% of the respondents representing seven (11) in number were found to be having working experience between 11-20 years at their current employment as the second highest. 8 respondents representing 17.0% had working experience in current firm not exceeding 5 years whereas 2 of the respondents had experience above twenty (20) years.

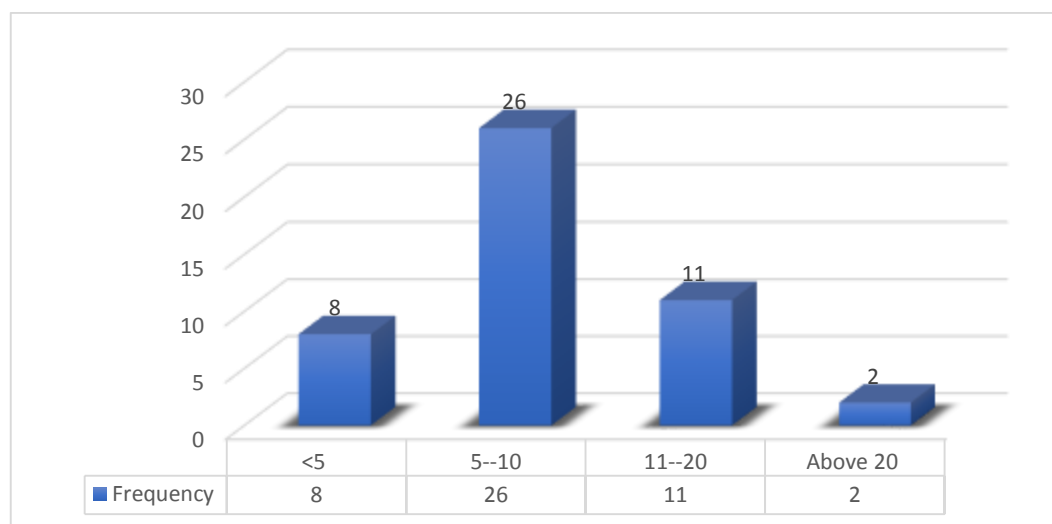


Figure 4.1: Working Experience in Current firm.

Source: Field Survey, 2019

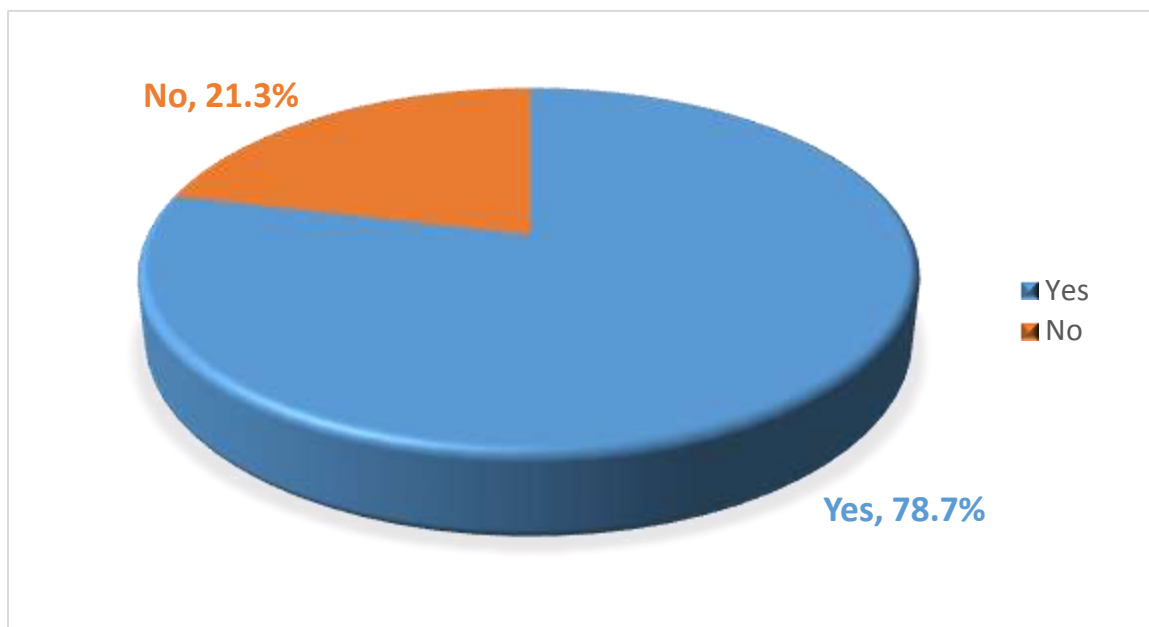
4.3 RESPONDENTS LEVEL OF AWARENESS OF STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES.

As part of this research's objectives was to identify the extent of awareness of strategic human resource management practices on construction sites. Results of the findings of these questions in the section have been analyzed below:

4.3.1 Awareness of Strategic Human Resource Management Practice

Respondents were asked of their awareness on strategic human resource management practices on construction sites. Figure 4.4 below depicts the responses the respondents gave. Out of the total of 46 responses, 37 respondents representing 78.7% were much aware of the existence of Strategic Human Resource Management practices. Responded "No" were 10 respondents representing 21.3%. This implies that most of the respondents in the building construction industry have heard about Strategic Human Resource Management and its associated practices.

Figure 4.2 Awareness of Strategic Human Resource Management Practice



Source: Field Survey, 2019

4.3: Level of Awareness.

4.3.2 Understanding of Strategic Human Resource Management Practices

In the ensuing section, respondents who answered yes thus 36 in number were asked to rate their understanding of SHRM. Table 4.5 represents the results from the analysis. From the results, even though majority had heard about knowledge management, 31.9% of the yes percentage were neutral understanding of SHRM and none of the respondents had a very poor understanding of SHRM

Table 4.5: Understanding of SHRM Practices

Understanding of CA Practices	Frequency	Percent (%)	Cumulative Percent (%)
Very Poor	0	0	0
Less Knowledge	5	12.7	12.7
Neutral	15	31.9	44.6
Fair Knowledge	14	29.8	74.4
Profound Knowledge	12	25.5	100
Total	46	100	

Source: Field Survey, 2019

4.3.2 Existing Human Resource Management Practices in Construction

A separate study on the subject has been researched to develop the most prominent methods to examine current human resource management methods undertaken on building sites. Practices have been noted in all six (6). A study requested respondents to classify the six (6) methods in terms of their level of consciousness and knowledge. This was accomplished in a likert scale of 1-5 Likert; 1= *Not well*; 5= *Very well*.

The aim was to establish the prominent existing human resource management Practices on construction site that could be improved to enhance progression on construction sites should there be a widespread in its usage. The HRM Practices were subjected to Relative Importance Index for analysing the data collected from the field. The RII and mean score of all the forty-

six (46) respondents were computed for each practice and have been indicated on the table 4.7 below:

Table 4.7 Existing HRM Practices on Construction Sites

EXISTING HUMAN RESOURCE MANAGEMENT ON CONSTRUCTION PROJECTS	FREQUENCY OF RANK					TOTAL	ΣW	MEAN	RII	RANK
	1	2	3	4	5					
Recruitment and Selection Practices	2	3	9	14	18	46	181	3.93	0.79	1 st
Recognition and Rewards	2	5	13	12	14	46	169	3.67	0.73	2 nd
Performance Appraisal	4	10	14	6	12	46	150	3.26	0.65	3 rd
Training and Development Practices	2	11	17	13	3	46	142	3.09	0.62	4 th
Human Relationships	4	16	19	4	3	46	124	2.70	0.54	5 th
Compensation and Incentive Practices	8	16	12	9	1	46	117	2.54	0.51	6 th

Source: Field Survey, 2019

The questionnaire in this section was answered by all respondents. The findings show that recruitment and selection practices are the most commonly recognized current HRM practices on building sites. The largest RII of 0.79 was found for recruitment and selection practice, showing an exceptionally powerful HRM practice. The scale used for likert showed that 5 = very famous. Looking at the mean value for recruitment and selection practice, the outcome was 3,93, which significantly reduces the mean value to 5, which means that the practice of HRM is extremely well known and aware of this.

Followed suit was Recognition and Rewards which was ranked 2nd. Recognition and Rewards had an RII ranking of 0.73 with its mean value 3.67 which is also skewed to 5. In Human Resource Management, Recognition and Rewards refers to is a sequence of activities used to draw enough job applicants with the potential, skills and characteristics needed to fill work requirements.

Performance Appraisal was ranked 3rd with a mean value of 3.26 and an RII ranking of 0.65. Dulewicz (1997) posits that performance appraisal is a regular review of an employee's job performance and overall contribution to a company. Also known as an "annual review," "performance review or evaluation," or "employee appraisal," a performance appraisal evaluates an employee's skills, achievements and growth, or lack thereof. Because project usually have limited pool of funds and resources, performance appraisal helps to determine how to allocate those funds and resources in terms of which employees have contributed the most to a specific project task.

Training and Development Practices with a mean score and RII of 3.09 and 0.62 respectively was ranked 4th by respondents. Regarding this variant practice, Ilgen and Pulakos (1999) training is required to satisfy the difficulties inherent in tasks and projects in the twenty-first century, where workers are required to continually update their expertise and abilities, and where organizations need to invest heavily in their human capital growth.

4.4 RESPONDENTS VIEW ON CHALLENGES OF MANAGING PEOPLE ON CONSTRUCTION SITE.

To look at the difficulties for efficient management of people on building projects, various works on the subject were investigated to address the most prominent obstacles. The 17 variables were recorded in all. respondents were asked to rate the problems affecting the management of people on building sites by the severity through a survey. This was done on a likert scale 1-5; *1-Not Often; 2-Less Often; 3-Neutral; 4-Often; 5-Very Often.*

There were a mean score and a relative importance index for the analysis of the data gathered from the sector that affected the efficient management of building workers. The mean and RII values of all 46 participants were computed for each obstacle and shown in Table 4.8 below:

Table 4.8 Barriers to Managing People on Construction Sites

NO.	BARRIERS TO MANAGING PEOPLE ON CONSTRUCTION SITES	FREQUENCY OF RANKING					TOTAL	ΣW	MEAN	RII	RANKING
		1	2	3	4	5					
1	Ensuring adequate training not to undermine project's effectiveness	0	2	5	13	21	41	176	4.29	0.86	1st
2	A Male-Dominated Culture	0	1	7	18	15	41	170	4.15	0.83	2nd
3	Increasingly Demanding Clients	0	0	8	20	13	41	169	4.12	0.82	3rd
4	Ensuring Workers are doing their Best During Time of Turbulence of The Project	0	2	8	15	16	41	168	4.10	0.82	4th
5	Providing Equal Opportunity and Diversity	2	3	9	14	18	46	181	3.93	0.79	5th
6	Worker Turnover and Retention	0	5	10	14	12	41	156	3.80	0.76	6th
7	Ensuring employees do not commit any unfair labor practices	1	4	12	17	12	46	173	3.76	0.75	7th
8	The Tendency of Projects to be awarded at Short Notice	2	7	7	10	15	41	152	3.71	0.74	8th
9	The Devolution of HRM Function to the Project Manager	2	5	13	12	14	46	169	3.67	0.73	9th*
10	Outsourcing of Short and Long Term Employee Services	0	7	11	12	11	41	150	3.66	0.73	10th
11	Motivating sub-ordinates non-financially	2	5	13	15	11	46	166	3.61	0.72	11th
12	Ensuring the supervisors do not commit any unfair labor practices	1	4	18	17	6	46	161	3.58	0.71	12th
13	The Shrinking Labor Market	0	7	15	10	9	41	144	3.51	0.70	13th
14	Ineffective communication among the construction team	4	10	14	6	12	46	150	3.26	0.65	14th
15	Inability to Adhere to Health, Safety and Welfare Rules	2	11	17	13	3	46	142	3.09	0.62	15th
16	Over Reliance on Transient Workforce	4	16	19	4	3	46	124	2.70	0.54	16th
17	Generational Differences among Workforce	8	16	12	9	1	46	117	2.54	0.51	

Source: Field Survey, 2019

According to Table 4.8, respondents were asked to rate the 17 challenges identified from literature that affect the effective management of people on construction site. Prominent as a challenge was *Ensuring adequate training not to undermine project's effectiveness* which was ranked first by respondents with a mean score of 4.29 and RII of 0.86. The second ranked challenge to managing people on site was “*A Male-Dominated Culture*”. According to Dainty et al. (2000), This dependence on masculine workforce leads to many problems, such as skill shortages created by recruitment from just a fraction of the population, problems in managing equal opportunities and diversity of the workforce, and significant challenges in establishing an accommodating atmosphere where the varied abilities and competencies of people are fully

utilized. This challenge had a mean score and RII of 4.15 and 0.83 respectively which shows respondents agreement to how often this is encountered in managing people on construction sites.

Increasingly Demanding Clients, and *Ensuring Workers are doing their Best During Time of Turbulence of the Project* were ranked third as a challenge impeding management of people on construction sites. In past few years, the quality of service and product anticipated by customers acquiring construction works has steadily increased. Consequently, this demands that those working on site be increasingly committed and engaged, which instead tends to reflect in unsafe working practices, long working hours and high levels of stress. They have a mean value of 4.12 and RII of 0.82, respondents ranked inadequate human capital as a challenge as far as contract administration is encountered.

The fourth position as ranked by respondents was *Providing Equal Opportunity and Diversity*. This challenge had a mean value and RII of 3.93 and 0.79 respectively. Discrimination against individuals on the basis of gender, race / ethnicity, age or disability contributes to under-utilization of the abilities and talents of individuals and to a stifling of diversity of the workforce, which does not encourage innovation is highly likely on construction sites (Loosemore et al. 2003).

Ranked as the fifth challenge was “*Ensuring employees do not commit any unfair labor practices*”. With a mean value of 3.93 and 0.76 as its RII score. Ensuring employees do not commit any unfair labor practices was seen as a challenge often encountered especially when employees felt favoritism on the part of some formal workers. This hindered the successful effective management of people on construction sites.

Many projects are awarded after a competitive tendering period, with often limited possibilities for thorough planning. *The Tendency of Projects to be awarded at Short Notice* was such a challenge which was ranked sixth and had a mean value of 3.71 as well as an RII of 0.74. Cases

of this nature was difficult to handle as it was unpredictable even though was manageable. *The Devolution of HRM Function to the Project Manager* followed suit after been ranked seventh by respondents with a mean value of 3.67 and RII of 0.73 signifying how often it was encountered as a challenge in the managing people on construction sites.

Outsourcing of Short and Long Term Employee Services, Motivating sub-ordinates non-financially, Ensuring the supervisors do not commit any unfair labor practices, The Shrinking Labor Market, Ineffective communication among the construction team, Inability to Adhere to Health, Safety and Welfare Rules, Over Reliance on Transient Workforce, and Generational Differences among Workforce were among other challenges ranked by respondents in the order of 8th, 9th, 10th, 11th, 12th, 13th, 14th, 15th and 16th, with respective mean values as 3.71, 3.67, 3.66, 3.61, 3.58, 3.51, 3.26, 3.09, 2.70, and 2.54.

4.5 RESPONDENTS VIEW ON THE STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES THAT INCREASES LABOUR PERFORMANCE ON CONSTRUCTION SITES.

For the effective management of people on construction sites, certain strategies human resource management practices need to be put in place. In all fifteen (15) variables were proposed and noted. Respondents were asked to rank the fifteen (15) strategic human resource management practices according to their level of experience through a survey. This was done on a Likert scale A-E; *A-Not Significant; B-Slightly Significant; C-Moderately Significant; D- Very*

Significant; E- Exceedingly Significant.

The proposed strategic human resource management practices were subjected to mean score and Relative Importance Index for analysing the data collected from the field. The RII scores as well as mean value of all the forty-six (46) respondents were calculated for each practice and have been indicated on the Table 4.9 below:

Table 4.9 Strategic Human Resource Management Practices on Construction Sites

STRATEGIC HUMAN RESOURCE MANAGEMENT PRACTICES	FREQUENCY OF RANK					TOTAL	ΣW	MEAN	RII	RANK
	1	2	3	4	5					
Managing Employee Relations	0	2	5	18	21	46	196	4.26	0.85	1 st
Communication of Workers and Information Sharing	0	1	11	18	16	46	187	4.07	0.81	2 nd
HR must Recognize and Respond to the Environment	1	2	10	21	12	46	179	3.89	0.78	3 rd
Strong communication between supervisors and project managers	1	5	9	16	15	46	177	3.85	0.77	4 th
Performance appraisal that provides feedback	1	7	10	17	11	46	168	3.65	0.73	5 th
Performance-based compensation	1	6	14	14	11	46	166	3.61	0.72	6 th
HR must Recognize and Respond to the Dynamics of the Labor Market	1	7	14	17	7	46	160	3.48	0.70	7 th
Ensuring Employee Participation	4	7	12	11	12	46	158	3.46	0.69	8 th
Gaining site workers' and subcontractors' commitment to time objectives	3	7	12	14	10	46	159	3.43	0.69	9 th
HR must have Full Regards for all Project Participants	2	8	15	14	6	45	149	3.31	0.66	10 th
Individual Worker Empowerment	5	9	11	11	10	46	150	3.26	0.65	11 th
Performance Management	5	8	16	10	7	46	144	3.13	0.63	12 th
Worker Assigned on Task based on their Experience on similar Task	6	9	14	12	5	46	139	3.02	0.60	13 th
Team Empowerment (Workforce Empowerment)	6	7	18	10	5	46	139	3.02	0.60	13 TH
Creating the Sense of Job Security	7	9	18	8	4	46	131	2.85	0.57	14 TH

Source: Field Survey, 2019

All the respondents answered the questionnaire of this section. After the analysis, the results showed that the best strategy for a successful human resource management practices on construction site is “*Managing Employee Relations*”. All construction projects are hinged on good relationships existing among the team members at all level. “Managing Employee Relations” had the highest RII of 0.85 which shows an extremely strong strategy to adopt. The likert scale used indicated that 5 = exceedingly Significant. Looking at the mean value for “Managing Employee Relations”, the result acquired was 4.26, meaning the mean value is skewed to 5 signifying an exceedingly significant strategy. This is in agreement with Young (2008) that insist on the proper management of all employee relationships with all the people at all levels of the organization being part to ensure this process becomes a success.

Ranked second was “*Communication of Workers and Information Sharing*”. The *Communication of Workers and Information Sharing* is the basis of successful human resource management practice. As posited by Ahmad and Schroeder (2003), In addition, information sharing promotes organisational transparency that decreases turnover and forges synergistic employee working relationships. Communication of Workers and Information Sharing had a mean value of 4.07 which is skewed towards 4 on the likert scale and an RII of 0.81.

“*HR must Recognise and Respond to the Environment*” was ranked third with values of 3.89 and 0.78 as mean score and RII respectively. According to Aman et al. (2012), a recognition that construction projects do not function in a vacuum and that external environments present possibilities and challenges to the project's future development is central to the formulation of strategies.

Ranked fourth as a strategy was “*Strong communication between supervisors and project managers*”. This strategy had a mean and RII values as 3.85 and 0.77 respectively. This is somewhat in agreement with the studies by Stefanie et al. (2006) that Human Resource

Management efforts fail due to the inability to establish and maintain strong communication lines between supervisors and construction managers.

“Performance appraisal that provides feedback” was ranked fifth by respondents. This factor was presented with a mean score of 3.56 and an RII value of 0.73. Respondents were of the view that once the Performance appraisal that provides feedback on site was comprehensive, managing people on the site will be the least of worries for the construction firm.

Performance-based compensation had a mean score and an RII value of 3.61 and 0.72 respectively and was ranked sixth as the Strategic Human Resource Management Practices on construction sites.

HR must recognize and Respond to the Dynamics of the Labour Market, Ensuring Employee Participation, Gaining site workers’ and subcontractors’ commitment to time objectives, HR must have Full Regards for all Project Participants, Individual Worker Empowerment, Performance Management, Worker Assigned on Task based on their Experience on similar Task, Team Empowerment (Workforce Empowerment) and Creating the Sense of Job Security were other SHRM which were ranked from 7th, 8th, 9th, 10th, 11th, 12th, 13th, 14th, and 15th respectively with mean values of . 3.48, 3.46, 3.43, 3.31, 3.26, 3.13, 3.02, 3.02 and 2.85 respectively.

CHAPTER FIVE

RECOMMENDATIONS AND CONCLUSIONS

5.1 INTRODUCTION

This study sought to establish the strategic human resource practices that increases labor performance on construction sites, which is the aim of the research identified in chapter one. Chapter two deals with in-depth discussions into other relevant existing works on theory of human resource management, the current human resource management practices on construction sites, and challenges of managing people on construction sites. The methodological method for the research was presented in the third chapter. Data have been obtained via survey questionnaires. Chapter 4 analysed the information gathered and addressed them in detail. This section gives an overview of the results that take into account study objectives and aim. The study limitation discussion is presented in the following format with recommendations for future studies:

- Summary of findings;
- Review of the research objectives;
- Contribution to knowledge and industry;
- Recommendations;
- Direction for future research; and
- Limitations of the research.

5.2 SUMMARY OF FINDINGS

- A sum total of forty-six (46) questionnaires were administered and retrieved from Construction managers/project managers and Quantity surveyors all registered and operating construction companies operating in the metropolis of Kumasi.

- From chapter 4, 55.3% of the total respondents were Bachelor's Degree holders accounting for twenty-six (26) respondents. Master's Degree holders had 27.7% representing fifteen (13) respondents. 17.0% out of the total number of respondents were HND/Diploma holders. Respondent with the background of MPhil/Doctorate were 0 in number representing 0.0%.
- From Table 4.3 in chapter four, thus 74.5% were represented by Quantity Surveyors who were 35 in number. This was followed by Construction managers/project managers, recording 25.5% and were 12 in number.
- Per figure 4.2, 34.8 % which is the highest percentage representing sixteen (16) respondents were had 11-20 years of current working experience with their various firms. This was followed by 30.4% of the respondents representing fourteen (14) in number were found to be having working experience between 5-10 years at their current employment as the second highest. Five (5) respondents representing 10.6% had working experience in current firm not exceeding 5 years whereas twelve (12) of the respondents had experience above twenty (20) years.
- Out of the total of forty-six (46) responses, 37 respondents representing 78.7% were much aware of strategic human resource management practices. Responded "No" were only 10 respondents representing 21.3%. This implies that most of the respondents in the building construction industry much aware of the existence of Strategic Human Resource Management practices;
- After the analysis from Table 4.7 existing human resource management Practices embarked on construction site, the results showed that the most popularly known existing HRM Practice on construction site is *Recruitment and Selection Practices*. Recruitment and Selection Practices recorded the highest RII of 0.79 which indicate an extremely strong HRM Practice. The likert scale used indicated that 5= very well

known. Looking at the mean value for Performance Management, the result acquired was 3.93, indicating that the mean score is highly skewed to 5 signifying a strong familiarity and awareness of this as a HRM Practice;

- According to Table 4.8, prominent as a challenge affecting the effective managing people on construction projects was “*Ensuring adequate training not to undermine project’s effectiveness*” which was ranked first by respondents with a mean value of 4.29 and RII of 0.86. The second ranked challenge affecting the effective managing people on construction projects was “*the Male-Dominated Culture*”. According to Dainty et al. (2000), This dependence on masculine workforce leads to many problems, such as skill shortages created by recruitment from just a fraction of the population, problems in managing equal opportunities and diversity of the workforce, and significant challenges in establishing an accommodating atmosphere where the varied abilities and competencies of people are fully utilized. This challenge had a mean score and RII of 4.15 and 0.83 respectively which shows respondents agreement to how often this is encountered in managing people on site effectively; and

With regards to the proposed strategic human resource management practices appropriate for managing people on construction site, fifteen (15) variables were identified. The analysis revealed that; best strategy for a successful human resource management practices on construction site is “*Managing Employee Relations*”. All construction projects are hinged on good relationships existing among the team members at all level. “Managing Employee Relations” recorded the highest RII of 0.85 which signifies a strong agreement for the strategy to be adopted. The likert scale used indicated that 5 = Exceedingly Significant. Looking at the mean value for proper project documentation, the result acquired was 4.26, meaning the mean value is skewed to 5 signifying an exceedingly significant SHRM. This is in agreement with

Young (2008) that insist on the proper management of all employee relationships with all the people at all levels of the organization being part to ensure this process becomes a success.

5.3 REVIEW OF RESEARCH OBJECTIVES

The main aim of the study is to develop strategic human resource management methods that improve the work efficiency on building sites, as stated in Chapter One of this study. Three objectives have been identified to accomplish the above-mentioned aim. Achieving each objective is outlined in the following paragraphs.

5.3.1 Review of Objective One

Objective one was *to establish the current Human Resource Management practices on construction sites.*

To achieve this objective, respondents were asked of their awareness of Strategic Human Resource Management Practices on construction sites. Out of the total of 46 responses, 37 respondents representing 78.7% were much aware of the existence of Strategic Human Resource Management Practices. Responded “No” were only 10 respondents representing 21.3%. This implies that most of the respondents in the building construction industry have heard about Strategic Human Resource Management and its associated practices.

In order to explore the HRM Practices embarked on in the construction industry, various literature on the subject were researched to develop key variables. six (6) practices were identified in all. The survey requested the respondents to rate the six (6) variables by their awareness level and familiarity. For the analysis of data gathered in the sector, the HRM practices were subject to the relative importance index. The mean and RII of the forty-six (46) respondents were calculated for each practice. After the analysis, the outcome shows that the most popularly known HRM Practice within the construction industry is *Recruitment and Selection Practices*. Recruitment and Selection Practices recorded the highest RII of 0.79 indicating a strong HRM Practice. The likert scale used indicated that 5= very well known.

Looking at the mean value for Recruitment and Selection Practices, the result acquired was 3.93, meaning the mean score is highly skewed to 5, signifying a extreme familiarity and awareness of this as a HRM Practice.

5.3.2 Review of Objective Two

Objective two was *to identify the challenges to effective management of people on construction sites*.

In order to explore the challenges affecting the effective managing people on construction projects, current studies on the subject have been researched to identify the most significant challenges. A total seventeen (17) variables were identified. Respondent were asked to rank challenges that affect the effective management of people on construction projects according to the degree of severity of the challenge through a survey. The challenges affecting the managing people effectively on construction sites were rendered to Relative Importance Index and Mean Score Ranking. The RII and Mean Score of all the forty-six (46) respondents were computed for each challenge. Prominent as a challenge was “*Ensuring adequate training not to undermine project’s effectiveness*” which was ranked first by respondents with a mean value of 4.29 and RII of 0.86. The second ranked challenge affecting the managing people effectively on construction sites was “*The Male-Dominated Culture*”. According to Dainty et al. (2000), This dependence on masculine workforce leads to many problems, such as skill shortages created by recruitment from just a fraction of the population, problems in managing equal opportunities and diversity of the workforce, and significant challenges in establishing an accommodating atmosphere where the varied abilities and competencies of people are fully utilized. This challenge had a mean score and RII of 4.15 and 0.83 respectively which shows respondents agreement to how often this is encountered in managing people on construction sites.

5.3.3 Review of Third Objective

The third objective was *to establish strategic measures that increases labour performance through effective management of people on construction sites.*

For the effective management of people on construction sites, certain strategies human resource management practices need to be put in place. In all fifteen (15) variables were proposed and identified. Respondent were asked to rate the fifteen (15) strategic human resource management practices according to their level of experience through a survey. The proposed strategic human resource management practices were rendered to Relative Importance Index and Mean Score Ranking. The RII scores and mean value of all the forty-six (46) respondents were computed for each SHRM practice. The analysis revealed that; the best strategic human resource management practices to be adopted on construction site is “*Managing Employee Relations*”. All construction projects are hinged on good relationships existing among the team members at all level. “Managing Employee Relations” had the highest RII of 0.85 which shows an extremely strong strategy to adopt. The likert scale used indicated that 5= exceedingly Significant. Looking at the mean value for “Managing Employee Relations”, the result acquired was 4.26, meaning the mean value is skewed to 5, signifying an exceedingly significant strategy. This is in agreement with Young (2008) that insist on the proper management of all employee relationships with all the people at all levels of the organization being part to ensure this process becomes a success.

5.4 CONTRIBUTION TO KNOWLEDGE AND INDUSTRY

This research led in a variety of important ways to understanding and the sector through the following:

- This study has discovered the level of awareness of Human Resource Management Practices among Ghanaian construction professionals; and

- The study has also uncover the various challenges associated with managing people effectively on construction projects.

5.5 RECOMMENDATIONS

On the basis of the results of the research, the researcher made the following suggestions to alleviate the challenges associated with managing people effectively on construction projects:

- Relationship management on construction site should not be taken for granted. It may appear that informal construction workers are motivated by monetary gains, however, this theory is no longer effective. As people have different challenges, so is the manner in which it could be resolved. Supervisors should be encouraged to listen and relate with these people cordially;
- The Human Resource Management concept does not operate in space, as the forces operating in the environment can also have significant bearing on its effectiveness. Human Resource Management must recognize and respond to the environment. Recognizing that construction projects do not function in a vacuum and that external environments present possibilities and challenges to the project's future development is central to the formulation of strategies.; and
- Performance appraisal that provides feedback on site was comprehensive, managing people on the site will be the least of worries for the construction firm.

5.6 RECOMMENDATIONS TO FUTURE RESEARCH

These suggestions were proposed for future studies;

- The challenges inhibiting strategic human resource management on construction sites; and
- The relationship between performance and strategic human resource management on construction sites.

5.7 RESEARCH LIMITATION

Although the study was successful in achieving its objectives, there were certain constraints:

- Recovery of survey information used by the participants because of the rigorous secrecy of their database. However, the study ensured that such data was needed for academic purposes and used as confidentially as possible;
- It was hard to get some respondents to provide the necessary data and also, time limitations because some had busy schedules to silence the questionnaire.

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APPENDICES
SURVEY QUESTIONNAIRE

TOPIC:

**PRACTICES OF STRATEGIC HUMAN RESOURCE MANAGEMENT ON
CONSTRUCTION SITES.**

Dear Sir/Madam,

This questionnaire is meant to establish the strategic human resource management practices that increases labor performance on construction sites. To help solicit for respondent's views on the subject matter, this questionnaire seeks to achieve its aim through the following objectives:

1. To establish the current Human Resource Management practices on construction sites:
2. To identify the challenges to effective management of people on construction sites:
3. To establish strategic measures that increases labor performance through effective management of people on construction sites.

It would be much appreciated if you could spare some time to complete this questionnaire for me. This questionnaire is a tool for collecting data for a university study and will not be used for any other reason. Please be assured that your answers will be confidential and will only be used for conducting this study.

Thank you

Contact Information:

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SECTION A-DEMOGRAPHIC DATA

1. What is your gender?

- a. Male [] b. Female []

2. What is your highest level of academic qualification?

- a. HND/Diploma [] b. Bachelor's Degree []
c. Master's Degree [] d. MPhil/Doctorate Degree []

3. What is your current position in your organisation?

- a. Quantity surveyor [] b. Construction manager []

Other (Please specify)

4. How long have you been in the building construction industry?

- a. Less than 5 years [] b. 5 - 10 years []
c. 11 - 20 years [] d. above 20 years []

5. How long have you been working in your current firm?

- a. Less than 5 years [] b. 5 - 10 years []
c. 11 - 20 years [] d. Above 20 years []

6. What contractor category best describes your firm?

- a. D1K1 [] b. D2K2 []
c. D3K3 [] d. D4K4 []

SECTION B-EXISTING PRACTICES OF HUMAN RESOURCE MANAGEMENT PRACTICES IN CONSTRUCTION

7. Are you aware of the concept of Strategic Human Resource Management?

a. Yes [] b. No []

8. If yes, how would you rate your understanding of (SHRM) practices from a level of 1 to 5

1 – 2 – 3 – 4 – 5

(Circle the level that applies)

Please based on your experience on construction sites, how would you rate the effectiveness of the following existing HRM practices? (Please tick (✓) the appropriate cell). [1-Not at all effective; 2-Less effective; 3-Moderately effective; 4-Very effective; 5-Extremely effective.]

No.	TIME MANAGEMENT PRACTICES IN CONSTRUCTION	RANKING				
		1	2	3	4	5
1	Recruitment and Selection Practices					
2	Training and Development Practices					
3	Performance Appraisal					
4	Compensation and Incentive Practices					
5	Recognition and Rewards					
6	Human Relationships					
	Others Please Specify					

SECTION C CHALLENGES OF MANAGING PEOPLE ON CONSTRUCTION SITE.

Below are a number of challenges affecting the effective management of people on construction sites. Based on your experience, please rank how often these barriers are encountered with regards to the effective management of people on construction sites. (Please tick (✓) the appropriate cell). [1-Not Often; 2-Less Often; 3-Neutral; 4-Often; 5-Very Often.]

No.	CHALLENGES OF MANAGING PEOPLE ON CONSTRUCTION SITE	RANKING				
		1	2	3	4	5
1	Providing Equal Opportunity and Diversity.					
2	Inability to Adhere to Health, Safety and Welfare Rules					
3	Ineffective communication among the construction team					
4	Generational Differences among Workforce					
5	The Devolution of HRM Function to the Project Manager					
6	Over Reliance on Transient Workforce					
7	Increasingly Demanding Clients					
8	The Shrinking Labour Market					
9	Worker Turnover and Retention					
10	The Tendency of Projects to be awarded at Short Notice					
11	A Male-Dominated Culture					
12	Outsourcing of short and long term employee services					
13	Ensuring adequate training not to undermine project's effectiveness					
14	Ensuring workers are doing their best during time of turbulence of the project					
15	Ensuring employees do not commit any unfair labor practices					
16	Motivating sub-ordinates non-financially					
17	Ensuring the supervisors do not commit any unfair labor practices					
	Others Please Specify					

SECTION D - STRATEGIES HUMAN RESOURCE MANAGEMENT PRACTICES THAT INCREASES LABOUR PERFORMANCE ON CONSTRUCTION SITES.

For the successful effective management of people on construction sites from the HR perspective, certain strategies need to be put in place. Based on your experience, please rank how these strategic human resource practices can enhance labor performance on construction site.

(Please tick (✓) the appropriate cell). [A-Not Significant; B-Slightly Significant; C-Moderately Significant; D- Very Significant; E- Exceedingly Significant.]

No.	STRATEGIES HUMAN RESOURCE MANAGEMENT PRACTICES	RANKING				
		A	B	C	D	E
1	Individual Worker Empowerment					
2	Team Empowerment (Workforce Empowerment)					
3	Performance Management					
4	Ensuring Employee Participation					
5	Managing Employee Relations					
6	Communication of Workers and Information Sharing					
7	Creating the Sense of Job Security					
8	Performance appraisal that provides feedback					
9	Worker Assigned on Task based on their Experience on similar Task					
10	Gaining site workers' and subcontractors' commitment to time objectives					
11	Performance-based compensation					
12	HR must Recognise and Respond to the Dynamics of the Labour Market					
13	HR must Recognise and Respond to the Environment					
14	HR must have Full Regards for all Project Participants					
15	Provision of appropriate / modern working tools and equipment					
	Others Please Specify					