

Evaluation Of the Challenges of Human Resource Management Practices in Construction Companies in Awka South, Anambra State.

NNAJI CHIOMA FORTUNE¹, DR A.N UDOBI², NWOSU CHIEMEZIE CHISOM³

¹ Estate Surveyor, Nnamdi Azikiwe University, Awka.

² Doctor Of Philosophy, Estate Management, Nnamdi Azikiwe University, Awka.

³ Lecturer, Nnamdi Azikiwe University, Awka.

Abstract- Human Resource Management (HRM) has a significant influence in the construction industry. Although construction technologies and management techniques have advanced rapidly, project managers still need to pay more attention to people management. Human resource management (HRM) is the practice of recruiting, hiring, deploying and managing an organization's employees. Human resources still account for the majority of costs in most construction projects (Dainty, & Loosemore, 2013). Construction projects normally require a longer time span and more parties are involved (Chan, Scott, Lam, (2002)). Human Resource issues have positive and adverse implications for construction industries in all countries (Ofori, 2018). It is also a significant aspect of the whole planning and project management process in construction projects, (Mawhinney, 2012). The construction industry is usually associated with dynamisms, caused by increased global price, competitiveness, development of technologies, changing industry and employment legislation, and changing workforce composition, as a result project managers are prompted to utilize their employees more effectively to gain competitive advantage and project success. In recent years there has been a widespread realization that improvement of HRM performance is a critical element to achieving improvement in efficiency, productivity and cost effectiveness in the construction industry. Describe how the situational model, the staff performance model and the socio-technical model of HRM are being implemented in the construction industry (Howes and Tah 2013).

I. INTRODUCTION

In construction project, there are mutual influences between various project participants and HRM practices. Therefore, it is necessary to understand the responsibility and function of all project participants for HRM in a construction project. The main project participants include the client, contractor, project manager, consultants and government in a construction project. They all play an important role in project management process and Human Resource Management Strategies.

Therefore, a client's interests and objectives can indirectly affect decision making in Human resource management practices. For instance, human resource managers should make HRM policies in light of a project's requirements and objectives that clients expect to achieve in the early stage of the construction project such as in the HRM planning stage. Clients can also give some suggestions to human resource managers (e.g. contractors or project managers) to constitute particular human resource strategies at the project level. These HRM practices should be directly helpful in achieving success in construction projects. Naturally, contractors play an important role in HRM in construction projects. The responsibilities of contractors include four major parts. Firstly, contractors need to discuss with clients to adjust the objectives of construction projects. The adjustment is able to ensure the reasonable and accurate objective of projects that impact strongly on HRM in construction projects. Secondly, the contractor is one of those involved in HRM planning. Contractors need to transfer the client's interests to project managers, and both of them develop a particular HRM plan based on the client's interests and the objectives of a

construction project. Thirdly, contractors need to participate in devising position descriptions. They should make a set of complete position descriptions with the project managers. Lastly, the contractor has an important role in recruitment. They need to help the project managers to select and recruit the most suitable employees.

HRM being a very important aspect of Construction projects is associated with a lot of challenges; most sites are managed by contractors who may be well trained for the project or those who have acquired knowledge through experience. Effective human resource activities in construction site involve those functions which are inherent in the construction industries. Generally HRM Practices include;

1. Recruitment, selection, motivation, and retention.
2. Job analysis.
3. Human resource planning.
4. Performance evaluation
5. Compensation.
6. Training and development.
7. Labor relations.
8. Safety, health, and wellness.
9. Orientation
10. Human resource auditing
11. Employee Benefits
12. Motivating Employee
13. Record Keeping
14. Legal issues.

When Human Resources (HR) is ineffectively managed that is when it is wrongly planned for, controlled, sourced, procured, maintained and utilized, there is failure of project that implies that goals will not be attained, and the goal of every project is to attain success not failure (Nzotta, 2012). Worthy of note also is that HRM and its practices vary from organization to another, that is to say that there are variations in ways Human resources are managed in different industry; the nature of HRM practice in construction industry is different from that done in manufacturing industries as such these poses a lot of challenge as to the application of global standard HRM practices in construction industry, also the unique nature of construction industry makes it difficult to apply already existing HRM standard practices.

Evaluation of challenges associated with HRM in construction companies and its impact on construction project success in Awka, Anambra state is the basis of these studies.

There are enormous challenges in HRM activities in construction companies in Awka metropolis Anambra state, these challenges includes high cost of labor, inadequate skilled laborers, lack of permanent staff, Irregular flow of funds, inadequate management policy framework, engagement of adhoc (Onsite) laborers etc. All these problems are very influential to the success of a project, as getting the right people for the right job is very essential in construction project. There are 25 Construction companies in Awka metropolis of Anambra state (see appendix ii page 72). Few of these companies have a functional Human resource management department. This is mostly as a result of the high cost of employing skilled labor and maintaining them permanently. As a result of the unfavorable prevailing economic condition of the country most professional and skilled workers charge high to render their services, a University graduate of building, architecture, estate management or civil engineering will not accept any offer to work as a permanent staff in a construction company and be paid a monthly salary of ₦50,000.00(Fifty Thousand Naira Only), average rate of monthly salary demanded by these graduates is ₦100,000.00 (One Hundred thousand naira only), (From Oral Interview). Sequel to that these construction companies opt to engaging ad hoc (Onsite laborers) from different works station littered in most areas of the metropolis where building materials are sold because these laborers are fairly cheaper and though mostly not professionally trained but are skilled in their different areas of expertise, managing these ad hoc laborers usually pose a great challenge to the human resource manager (who on site could be the site manager) since they are temporal and not reliable and the stress of daily payments too can cause miscalculations which often times results to high cost of labor . Also inadequate management framework in the construction companies poses a great challenge to the human resource section. This is because often times the responsibility and roles of human resource is being delegated to the site manager on site who may not be a trained human resource manager, thus resulting to collusion of job descriptions thereby making some functions to be neglected or

overlooked. This study will evaluate the challenges encountered in HRM activities in construction companies in Awka metropolis, Anambra state.

II. THE VARIOUS HRM ACTIVITIES AS SEEN IN HRM DEPARTMENTS IN CONSTRUCTION COMPANIES IN AWKA ARE AS FOLLOWS

1. Hiring labor/staff (staffing)/Selection/recruitment: Staffing and recruitment is an important practice for organizations to attract qualified applicants, to ensure that the desired applicants accept the job offers, and to ensure that they continue in the employment of the firm Mason, Talya, & Berrin, (2012). Recruitment is a process of attracting the best qualified people to apply for the job and also to motivate people to fulfill the mission of the organization. Recruitment involves the creation of pool of available manpower from which the organization could draw upon when the need arises for selection process. In order to succeed, the recruitment has to end with the occupation of the position by a person that has the requested qualities.

Sources of recruitment could be from either external or internal sources, while the former entails filling from within, the later refers to filling with outside sources of recruitment.

The approach to selection process is to choose individual who possess the necessary skills, abilities and personality, these is usually attained by setting certain standards such as physical requirement, mental ability test, experience etc, any candidate who satisfactorily meets up to these standards is chosen and appointed for the job.

2. Supervision/Checks/Inspections

In order to achieve business goals and continuous development, an organization is required to design and implement appropriate ways to inspect/check all the resources employed therein, human resource being one of the most effective resources is not left out

In cases of supervision/checks/inspections, the following should be looked into:

- a) Design appropriate ways to checks/inspection
- b) Implement strictly the ways designed
- c) Monitor compliance when implementing.

3. Appointment of Contractors

The process that leads to appointment of contractors requires careful and professional input. One cannot just appoint based on familiarity. It's necessary to check if one is appointing based on interest, experience of the contractor in general or established procedure. Ifediora and Keke (2019) stated that the process that leads to appointment of contractors requires careful and professional input. Appointment of contractors through established procedure is more relevant in construction projects and its procedure is as outlined below according the public procurement of 2007. In appointing contractors/subcontractors/suppliers one should consider the following:

- a. Is appointment based on personal interest?
- b. Experience of contractors?
- c. General or established procedure?
- d. Is it based on established relationship?

4. Procurement of Materials

How to procure materials is also a primary concern as humans are involved in this area. The process is of utmost importance, this aspect is also critical because when not properly handled, it could create problems for project managers. Most people who are involved in sale and supply of materials are engaged in so many shady practices. In procurement of materials these fundamental questions should also be asked:

- i. Is procurement of materials based on personal interest of manager?
- ii. Based on established relationship?
- iii. Is it based on established relationship between project manager and vendor?
- iv. Self-managed team/team working/training

5. Training

In complex operational environments, organizations need to train their employees to acquire new technology skills and knowledge as long-term investments. One additional reason to arrange training activities is for multitasking and role transitions within an organization. Training for employees concerns not only improving their skills to perform current jobs, but also preparing them for future responsibilities. Goldstein (2018) defines training as "the acquisition of skills, concepts, or attitudes that results in improved performance in a non-the-job environment". From the outcome perspective, Goldstein, (2018) as cited in,

describe “training” as a systematic approach to learning and development to improve individual, team, and organizational effectiveness.

6. Appraisal/Compensation/Rewards

Appraisal is a way to evaluate how well employees have met expected levels of accomplishment compared to some standards or goals. Performance appraisal influences HR decisions on such issues as pay, promotion, training and development. The appraisal may focus on outcome measures such as levels of quality, productivity or financial performance.

How appraisal is done is also of great importance here, one should consider whether appraisal focuses on:

- a) On quality.
- b) On productivity.
- c) Financial performance.

The issue of compensation of human resources is another important aspect of human resources management. Proper compensation of human resources ensures high level of productivity. Compensation is considered as a payment from the organization to the employees for their services based on wages and other benefits. Rewards are also considered as another form of compensation to reward the employees for their contribution to the organization’s performance. The system of remuneration is an important system of the organization’s culture, with its rules and standards. The organization of the work and decentralization of the power within the teams requests remuneration politics that need the development of the cooperation and collective competences. The reward practices are underpinned by an organizational philosophy in which employees are valued and rewarded Armstrong, (2012). If the organization pays more than its rivals, it can attract more individuals who possess superior job-related abilities. This can increase the quality of the applicant pool, and can also motivate employees to apply their skills and knowledge in their work related activities Way, (2002). Rewards and appraisal are not focused merely on the amount of pay, but on communicating preferred behaviors and accentuating long-term investment in employees Mushang, and Tsui, (2012). There are two types of reward practices - intrinsic and extrinsic Allen and Kilmann (2001). For

construction organizations, group-based performance payment is emphasized, because employee appraisal which emphasizes group-based achievement can enhance employees’ retention and motivate them to apply their skills and behavior in group work Armstrong (2006).

7. Sharing of information

(Communication)/Employment Relation Practices Because of the changing working environment and characteristics of multitasking, role transitions and involvement, employees need to solve conflict, and to collaborate with their colleagues. Employee relations practices concern stable and cooperative relationships, commitment achievement, and mutuality development (Armstrong 2012). Richard, & Anita, (2013), identified four approaches to employee relations as adversarial, traditional, partnership, and power sharing. Usually, employee relations practices include job description, flexible job design and encouragement of participation. Flexible job assignments (e.g. job rotation, ability to perform job, and job enrichment) can broaden employees’ knowledge, skills, abilities and behavior, and thence, produces superior output (Armstrong, 2012). It is also expected that project managers should ensure that employers under them are intimated on certain trends and progress/development going on within the organization. They should have access to necessary information within their organization and these should come through the right channel. How communication flows are also of great importance in human relations, one should check the pattern communications flow whether it’s, downward, upward and lateral or diagonal.

8. Mobility

To match the employee’s skill and requirements with the requirements of the job and those of the Organization, continuous mobility is necessary. Delery and Doty (2006) defined mobility as “internal career ladder or opportunities”. One of the reasons to examine mobility is related to succession planning, which is recognized as a high priority for an organization in preparing its human resource plan Tsui & Wu (2005).

9. Job Security

Job security has been ranked and considered as very important contributor to job satisfaction. Job Security

is the assumption or assurance of an employee that he will not lose his current job, it shows that the workers will not lose their jobs in the near future especially ones with high level of security. Job security is “the degree to which an employee could expect to stay in his/her job over an extended period of time” (Delery and Doty, 2006). Usually, job security arises from the terms of the employment contractor labor legislation that prevents arbitrary termination and layoffs. Job security can be enhanced by well-devised human resource planning and flexible organizational structure (Marchington and Wilkinson, 2008).

2.1 Challenges of HRM in the Construction Companies in Awka

The construction industry is one of the most complex sectors within which to manage people as such the challenges encountered are numerous and include: high cost of labor, inadequate skilled laborers, lack of permanent staff, Irregular flow of funds, inadequate management policy framework, and engagement of adhoc (Onsite) laborers

- i. The operational realities faced by construction organizations, means there is a risk that the needs of employees are subjugated by performance concerns.
- ii. There can be insufficient time for strategic planning because of the tendency for construction projects to be awarded at short notice following a competitive tendering bid.
- iii. Several organizations may work together on a project, perhaps forming a joint venture or some other form of special purpose vehicle.
- iv. There tends to be a transient workforce that may be made up of different contractors and subcontractors. There is an increasing tendency for construction industry organizations to appoint sub-consultants and sub-contractors with skills suitable for particular projects, rather than making internal permanent appointments. This gives greater flexibility but can make training and long-term planning more difficult.
- v. The workforce may work long hours, claim high travel expenses, have different nationalities and working cultures, and so on.
- vi. Staff turnover tends to be quite high on construction projects.

- vii. Personnel change as projects progress and different skills and experience are required.
- viii. There are many health and safety risks which must be managed.
- ix. There are a great number of legal requirements that must be satisfied.

2.2 The State of HRM Department in Construction Companies in Awka

It was observed that 16 out of the 25 construction companies in Awka have a very functional HRM department, these companies include M-P Infrastructure ltd, Mio construction ltd, Solugans and associates, Liquid diamond industries, Connin design, Setraco, Dio Kharis Construction, General site solution Nig. Ltd, Conifer construction company, Jorj Construction company, Zennia associates, Zomy design build comcept, Rowlandgate consults & construction company, Au fait Nig. Ltd, Tekon engineering ltd, Joemeks engineering and Carsul Nig. Ltd. The remaining 9 (nine) have no functional HRM department; I observed that it is their company manager that handles the human resource activities.

2.3 Project Success

Traditionally, a success of a project can be evaluated through time, cost, and quality (Chan, Scott, Lam, (2002). The conventional perspectives of project success are very easy to evaluate and measure (Willard, 2005) but there have been many criticisms from others (Shenhar, Dvir, and Levy, 2007; Alarcon et al., 1998). A study on future criteria for success of building projects in Malaysia. The outcomes of this study indicated that a categorization scheme for success criteria for building projects should include the categories of project management success, product success, along with market success Samiaah *et.al*, (2011). Another study shows that there was a link between project success and the Personnel factors. Their results show that the relationships between the independent variables and project success will differ according to project life cycle stage. Apart from that, the result also shows that for 3 distinct structure (functional, project based and matrix), management support and trouble-shooting variables were significantly related to project success Adane *et.al*, (2004). A study conducted on HRM in project groups the project of duration on team development effectiveness. Their results showed that, team

development is only effective on operational business and not much effect on project success. However, they did confirm that project duration was found to moderate the relationship between team development and project success. The effectiveness on team development increases in longer duration project Adane *et.al* (2004). Another research was conducted to study the factors influencing project success in the aspect HRM. The finding showed that there was a link between personnel factors and project success. But this factor did not impose any significant effect on project success. However, the result shown that the three main distinctive organizational structure (functional, project based and matrix), the Management support and trouble-shooting variables were significantly correlated to project success. They recommended that future studies to be more focus on the impact of PIP (Project Implementation Profile) factors while merging the combined effect of moderating factors on the project success variables Belout & Gauvreau (2003).

III. METHODOLOGY

The study adopted the field survey. The Questionnaires were designed and was administered to draw out relevant information from the respondents. The instruments that were used to collect data are: oral interview, questionnaire, and physical observation. This study was carried out in 25 construction companies in Awka. Thus the target population for this study consists of the managers of the selected construction companies in Awka, the human resource managers and staff members (which comprises of engineers and different professionals in real estate industry such as project managers, builders, architects, surveyors etc). The population of the study comprises of 25 company managers, 16 Human resource managers and 1124 staff members. The entire population of company managers and Human resource managers was used for the study but the population of the staff members was subject to sample and the total population of the study which is 1169 was reduced using Taro Yamen’s Formula, which now resulted to 336 as the sample size. Table 9 captures the response of the respondents to the importance of human resource management practices and ranking HRM activities adopted in construction companies in awka using likert- scale of 1-5 based on their significance.

Relative Importance index(RII) was also used to analyse it.

IV. DATA PRESENTATION AND ANALYSIS

Table 3: Analysis of distributed Questionnaire

Questionnaire	Number of Respondents	Percentages
Distributed questionnaire	341	-
Returned Questionnaire	336	98
Unreturned Questionnaire	5	2
	341	100

From Table 3, it shows that 98 percent of the distributed copies of questionnaire were completed and returned while 5 percent of the distributed copies of the questionnaire were not returned. This shows the percentage of returned questionnaire was very high.

- Demographical Profile

Table 4: Gender of respondents

Gender	Frequency	Percentage
Male	278	83
Female	58	17
Total	336	100

From the table 4, it shows that 83 percent of the respondents are male while 17 percent are female

Table 5: Marital status of respondents

Status	Frequency	Percentage (%)
Married	171	51
Single	129	38
Divorce/ Separate	24	7
Widow/Widower	12	4
Total	336	100

From the table 5, it shows that 51 percent of the respondents are married, 38 percent are single, and 7 percent are divorce while 4 percent are widows.

Table 6: Academic qualification of respondents

Academic qualifications	Frequency	Percentage (%)
FSLC	74	22
SSCE/WASC	121	36
HND/BSC	109	32
MASTERS/PhD	32	10
Total	336	100

From Table 6, it shows that 22 percent of respondents are with First school leaving certificate (FSSLC), 36 percent are with SSCE/WASC, 32 percent have BSC/HND, while 10 percent have Masters/PhD.

Table 7: Years spent in the practice

Years spent	Frequency	Percentage (%)
0-5	192	57
6-10	89	27
11 and above	55	16
Total	336	100

From Table 7, it shows that 57 percent of respondents have spent 0-5 years in the practice, 27 percent have spent 6-10 years while 16 percent have spent 11 years and above.

Table 8: Occupation of respondents

Occupation	Frequency	Percentage (%)
Company managing Director	25	7
Project manager	12	4
Engineer	79	24
Builder	125	37
Architect	26	8
Human resource manager	16	5
Estate Surveyor	35	10
Others	18	5
Total	336	100

From the Table 8 it shows that 7 percent of the respondents are company managing directors, 4 percent are Project managers, 24 percent are Engineers, 37 percent Builders, 8 percent are

Architect, 5 percent are Human resource managers while 10 percent are Estate surveyors and valuers while the remaining 5 percent are other professionals.

Table 9: Ranking HRM activities adopted in construction companies in Awka.

S/N	Important Human resource activities	Scales and number of respondents					RI	Ranking
		5	4	3	2	1		
1	Recruitment selection of staff	189	74	37	24	12	4.20	1
2	Reinforcement appraisal	62	86	79	112	53	3.48	7
3	Human resource planning	87	178	134	244	344	3.77	5
4	Human resource auditing	138	91	56	24	27	3.86	3
5	Job analysis	81	77	105	28	15	3.28	10
6	Orientat ion	124	87	79	26	17	3.79	4
7	Training and development	163	91	45	16	21	4.07	2
8	Employee benefits	64	98	81	69	24	3.33	9
9	Compen sation	103	65	76	53	40	3.42	8
10	Record keeping	81	64	89	19	83	3.12	11
11	Welfare, health	36	66	20	18	24	1.74	13

	and safety							
1	Labor relations	1	4	7	6	4	3.	6
2		1	8	1	4	0	53	
1	Legal issues	1	2	2	6	2	1.	12
3		6	8	3	1	1	79	8

From the analysis in Table 9 it can be seen that recruitment/ selection of staff ranked first in the human resource activities adopted in construction projects followed by training and development, then auditing and the rest.

Table 10: The state of HRM department in construction companies in Awka south

Have functional HRM department	Frequency	Percentage
Strongly Agree	103	31
Agree	93	28
Undecided	114	44
Disagree	16	4
Strongly disagree	10	3
Total	336	100

From the analysis in Table 10, it shows that 28 percent of the respondents agree that they have functional HRM department in construction companies in Awka while 72 percent disagree

Table 11: Those responsible for HRM in construction companies in Awka

Responses	Frequency	Percentage
Company Manager	231	68
Human Resource manager	77	23
Nobody	19	6
Others	9	3
Total	336	100

From table 11, it can be seen 68 percent of the respondents are of the view that company managers

are the ones responsible for HRM in construction companies at Awka, 23 percent said it's the human resource manager, while 6 percent assert nobody sole takes up the responsibility of managing the human personnel.

Table 12: Number of permanent staff in the various construction companies

Less than 10	163	49
11-20	121	36
21-50	34	10
50-above	18	5
Total	336	100

From Table 12, it shows that 49 percent of construction companies in Awka have less than 10 staff, 36 percent have between 11 and 20 staff, 10 percent have 21 to 50 staff, and 5 percent have above 50 staff in their employment

Table 13: How often construction companies in Awka appoint adhoc (Onsite) workers

Very often	297	88
Rarely	28	8
Not at all	10	4

From the analysis in Table 13, it shows that 88 percent of respondents agree that the construction companies in Awka appoint adhoc (Onsite) workers very often, 8 percent said they do that rarely while 4 percent are of the view that construction companies located in Awka do not appoint adhoc (Onsite) workers at all.

- Does your Human Resource department solicit for skilled Technicians for complex projects?

Table 14: The response from the respondents to the above question

Yes	301	90
No	24	7
Don't know	11	3
Total	336	100

From Table 14 it can be seen that 90 percent of the respondents agree that their companies appoint

professional technicians for complex projects, 7 percent disagreed while 3 percent said they have no idea.

- Does Your Human resource department organize training for staff?

Table 15: The response from the respondents to the above question

Yes	54	16
No	282	84
Total	336	100

From the Table 15 it shows that 16 percent of the respondents agreed the management organize training for staff, while 84 percent disagree.

Table 16: If No why?

Unavailability of fund	247	74
Lack of organization	54	16
Lack of support by top management	35	10
Total	336	100

Table 16 explains the reasons why the management fail to organize training for the staff, from the response it is seen that 74 percent asserts unavailability of fund it's the reason why training is not organized for staff in most construction companies in Awka, 16 percent thinks it's because the companies lacks a good

organization structure, while about 10 percent are of the view that the lack of support from the top management.

Table 17: Means of Recruitment adopted by the Human resource department of the construction companies.

Online	14	4
Newspaper	12	4
Internal	76	23
Onsite	234	70
Total	336	100

From Table 17 it shows that 4 percent of the construction companies in Akwa recruit their staff online, another 4 percent do newspaper advertisement for staff recruit, 23 percent use internal form of recruitment, while about 70 percent recruit their staff right onsite.

Is there provision for rewarding best performance?

Table 18: The response from the respondents to the above question

Yes	62	19
No	274	81
Total	336	100

From the analysis in Table 18 above, 19 percent of the respondent agreed that there is provision for rewarding best performance in Awka construction companies while 81 percent disagree.

Table 19: Ranking HRM challenges associated with construction companies in Awka.

S/N	HRM challenges	Scales and Number of Respondents					Total	
		5	4	3	2	1		
1	High cost of labor	221	72	13	22	9	4.42	2
2	Inadequate skilled laborers	186	84	32	21	13	4.22	5
3	Lack of permanent staff	201	56	42	18	19	4.20	6
4	Adhoc (Onsite)laborers	306	8	12	4	6	4.80	1
5	Organizational performance	101	121	54	32	28	3.70	7
6	Employee retaining	54	82	102	66	32	3.18	10

7	Compensation	122	64	78	28	44	3.57	8
8	Inadequate management policy framework	242	28	17	31	18	4.32	4
9	Talent management	84	63	71	82	36	3.23	9
10	Crisis management	252	18	23	15	28	4.34	3
11	Conflict management	13	28	32	44	219	1.73	11

From the analysis in Table 19, it can be seen that engagement of adhoc (Onsite) laborers ranked first as the human resource challenges peculiar to construction companies in Awka, High cost of labor ranked second, crisis management ranked third, conflict management is ranked last amongst all the challenges encountered in construction companies.

Table 20: How HRM impact on construction project

Positively	256	76
Negatively	61	18
Indifferently	19	6
Total	336	100

From the analysis in Table 20, it shows that by the response gathered, HRM impacts on construction project positively by 76 percent, impacts on it negatively by 18 percent and 6 percent of the respondents are indifferent.

Do HRM activities contribute to the success of construction projects carried out by construction companies in Awka?

Table 21: The response from the respondents to the above question

Yes	312	93
No	15	4
Don't know	9	3
Total	336	100

From the Table 21, 93 percent of the respondent agree that HRM contributes to the success of construction projects carried out by construction companies in Awka, 4 percent objected to that while 3 percent said they don't know.

Hypothesis:

Table 22: The effect HRM practices adopted in construction companies have on their project success

Responses	Frequency	Percentage (%)
Strongly Agree	8	2
Agree	17	5
Undecided	9	3
Disagree	204	61
Strongly Disagree	98	29
Total	336	100

From the analysis in Table 22, it shows that 2 percent of the respondents strongly agree that the HRM activities applied in construction projects have no significant effect on the project success, 5 percent agree, 3 percent of the respondents are undecided, 61 percent disagree, while 29 percent strongly disagree.

Appointment of adhoc (Onsite) workers has no significant effect on construction project success.

Table 23: The response of the respondents to the question above

Responses	Frequency	Percentage (%)
Strongly Agree	18	5
Agree	9	3
Undecided	11	3
Disagree	114	34
Strongly Disagree	184	55
Total	336	100

From the analysis on Table 23, it shows that 5 percent of the respondents strongly agree that appointment of workers on site does not have any significant effect on the construction project success, 3 percent agrees it doesn't affect it, another 3 percent are undecided as to whether it affects it or not, 34 percent strongly disagree that adhoc (Onsite) workers have no significant effect

on the project success, while 55 percent strongly disagrees

CONCLUSION

Based on findings and discussion of study, it was observed that the HRM practices adopted in construction companies such as; Recruitment, selection, motivation, and retention, Job analysis., Human resource planning, Performance evaluation, Compensation, Training and development, Labor relations., Safety, health, and wellness., Orientation, Human resource auditing, Employee Benefits, Motivating Employee, Record Keeping, Legal issues have significant effect on the construction project success,

Also, appointment of adhoc (Onsite) workers which was observed to be a peculiar human resource practice in construction companies has significant effect on construction project success; this effect is highly on the positive based on the study. The states of the HRM department of the construction companies also have significant effect on their construction project success rate and the reputation of the company.

RECOMMENDATIONS

Based on the findings and conclusions the following recommendations were made;

- i. Construction companies should adopt effective HRM technique in their Human resource departments.
- ii. There should be availability of adequate funding to maintain the permanent staff in the company.
- iii. There should be abrupt reduction in the rate of adhoc (Onsite)workers appointed on site to increase the standard of the company as well as ensure professionalism and project success
- iv. Human resource department which is the main branch of the company that sees to human resource activities should ensure that the bases for developing human resource strategies must be considered in relation to the companies objectives.
- v. There should be proper input of Human resource manager in the design stage of every project
- vi. There should be management policy guiding HRM in the construction companies.

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