

AN ASSESSMENT OF HUMAN RESOURCE MANAGEMENT FOR ENHANCING PRODUCTIVITY IN QUANTITY SURVEYING FIRMS IN JOS,  
NIGERIA.

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## ABSTRACT

This study examines human resource management for enhancing productivity in Quantity Surveying firms in Jos, Nigeria. Jos is a city in the middle belt of Nigeria, and also serves as the administrative capital of Plateau state. The aim of the study is to assess the recruitment methods adopted by Quantity Surveying firms, to enhance productivity and to identify the various forms of motivating staff, for better productivity in Quantity Surveying firms. A self-administered questionnaire was used to extract information from a sample of targeted respondents on the subject matter. The use of relative index to find mean was used to determine the level of importance of the subject matter of enquiry, simple percentages were also used to analyze the data obtained from respondents. The study revealed that recruitment within was ranked first as the best form of recruitment in firms with a mean score of 3.85. Good leadership by management and superiors was ranked first as the best way of motivating employees with a mean score of 4.78. After the findings, it was concluded that the right set of people (human resources) must be recruited, properly led and motivated so as to achieve the firm's goals and objectives.

Finally, the following recommendations were arrived at: Employees should be recruited by the use of direct link with colleges and universities, the use of unsolicited applications from job seekers should be reviewed by firms when the need arises, in order to select the best candidate and advertising of job vacancies through media outlets and other advertising agencies should be encouraged. Also, employees can be motivated for better productivity through; High financial reward (wages and salaries), allowing employees participate in decision making, providing good working environment, good leadership and management by superiors.

## KEYWORDS:

Human resource, Productivity, Firms, Recruitment, Management.

## INTRODUCTION

Human Resource as the name implies, deals with the workforce or staff strength of an organization, firm or a business. The basis of management is always the same: getting the right people of the business to make things happen in a productive way, so that the business prospers and people thrive (Torrington, 2005).

Human resources are clearly the most important asset of an organization and a resource that needs to be managed, but it is

important to remind ourselves that, unlike physical resources, people are not owned by the organization. People are individuals who bring their perception, feelings and attitude towards the organization system and styles of management. It is the people who make the organization without its members the organization is nothing.

Dressler, (2008) defines Human Resource Management (HRM) as the policies and practices involved in carrying out the “people” or human resource aspects of a management position, including recruiting, screening, training and appraising.

The construction industry where the quantity surveyor finds himself is very broad, and requires the technical know-how of the quantity surveyor, in most aspects of the profession. The quantity surveyor performs a number of services, some of which include cost planning, examination of tenders, valuation of work, preparation of final accounts etc.

A quantity surveyor on the other hand is a financial expert with vast knowledge of construction works and procedures, who is also saddled with the responsibility of ensuring that his/ her client achieves value for their money. Therefore, a quantity surveying firm could be defined as “a group of cost assessors for a building work, who assess the cost of a construction work based on the amount of labor and materials required to complete it, and carry out other services in line with the profession, as required by a client”.

Kafiya (2005) states that every organization needs resources to survive. Resources are assets available and anticipated for operations. They are inputs consumed to produce output. They include people, equipment, facilities and other things used to plan, implement and evaluate public programs, whether or not paid for directly by public funds. Resources are usually in three main forms-financial resources, material resources and human resources which is the most sensitive and complex as explained by Kafiya (2005).

However, the main area of focus for this work is Jos, which is a city in the middle belt region of Nigeria. The city is located on the Jos plateau, approximately 1,238 meters or 4,062 feet above sea level. During the British colonial rule, Jos was an important tin mining center. With the continuous development of commercial activities, it has become the commercial center of the country.

## **OBJECTIVES OF THE STUDY**

The objectives of this study are:

- To examine the methods of recruitment in quantity surveying firms.
- To identify various forms of motivation for employees in order to enhance productivity in firms.

## **STATEMENT OF RESEARCH PROBLEM**

Armstrong (2006) observed that all organizations are concerned with what should be done to achieve sustained high level of performance through people.

Most Quantity Surveying firms are unable to maintain appreciable human resource for a long time, in most cases, firms are sustained using freelance personnel or staff on contract basis. Therefore this research hopes to look in to the ways human resources of an organization can be recruited, in order to bring out the best from its workforce, organizations objectives met in due time.

## **LITERATURE REVIEW**

### **HUMAN RESOURCE MANAGEMENT**

Human resource management is majorly attributed with various dimensions of how people are employed and managed in an organization. The aim of human resource management is to ensure that the organization achieves success through people and it includes areas such as recruitment, human resource planning and selection.

The capability of an organization to achieve its goals is by making the best use of the resources available at its disposal. Human resource management emphasizes on thorough recruitment and selection of employees who can solve problems, tolerate ambiguity and are willing to share its knowledge and experience. (Wang et al, 2012)

### **HUMAN RESOURCE PLANNING**

This is the process of systematically reviewing human resource requirements to ensure that the required number of employees, with the required skills, is available when needed (Zeepedia.com).

Human resource planning is the process of determining an organizations human resource needs. It is an important factor in human resource management programs because it ensures the right person is at the right place, at the right time.

### **RECRUITMENT PROCESS**

Recruitment can be said to be a continuous process whereby a firm attempts to develop a pool of qualified applicants, or attract potential job applicants for the future human resource needs even though specific vacancies do not exist.

The first set of questions expected to be answered during recruitment processes are: is there any existing position which is vacant? Is it to be filled by a newly recruited employee? Potential vacancies occur either through some one leaving or as a result of expansion. Vacancies caused by expansion may be real or imagined. The desperately pressing need of an executive or for an assistant may be a plea more for recognition than for assistance (Torrington, 2005).

### **SOURCES OF RECRUITMENT**

Organizations most times choose the candidates for its recruitment from two kinds of sources. According to Nwachukwu (2006) these sources of recruitment include:

**i. Internal sources:**

These are people already working in the organization (existing employees) but invariably many organizations ignore the internal source of application and concentrate on the external sources.

**ii. External sources:**

This is a means of bringing in new and fresh ideas into a firm, as there are some employees need that a firm must fill through external recruitment. Among them are entry level jobs, acquiring skills not possessed by current employees and obtaining employees with different backgrounds (Zeepedia.com).

These sources include;

- I. Application that were not requested for (unsolicited applicants)
- II. Direct link with colleges and universities (educational institutions)

- III. Advertising
- IV. Employment agencies
- V. Professional organizations

## **MOTIVATION**

When people are recruited into an organization, the purpose of the management is to make them work effectively so that the objectives of the organization can be realized. But the workers objectives and that of the organization are not the same. Therefore they have to be harmonized through motivation.

According to Wehrich and Koontz (2006), "motivation is a general term applying to the entire class of drives, desires, needs, wishes and similar forces". To say that managers motivate their subordinates is to say that they do things which they hope will satisfy these drives and desires and induce the subordinates to act in a desired manner.

## **WAYS IN WHICH WORKERS ARE MOTIVATED**

Workers can be motivated through some of the following ways:

- i. Good leadership and management; the leadership style adopted by managers can motivate workers. All managers are leaders and they can only achieve their objectives through their workers
- ii. High financial rewards (wages and salaries); includes regular payment of wages and salaries, high wage and salaries, money incentives and value added to money. Though it is believed that some people work harder for self-fulfillment and success rather than money.
- iii. Allowing employee participates in decision making; employee involvement in decision making is a strong tool which managers can use.
- iv. Regular promotion of employees; this involves raising an employee to a higher rank or office. When an employee is promoted, he/she is encouraged that is hard work carried out by the said employee is being recognized and this creates the impression that "more hard work will result to more and better promotions.

- v. Training and re-training; training is a systematic development of attitude, knowledge, skill, and pattern required by a person to perform a given task or job adequately. It increases efficiency and productivity. Thus an organization within a well-organized and regular training program is likely to motivate its work force for superior performance.
- vi. Providing good working environment; adequate supply of basic amenities like water, electricity and also restrooms, first aid services and the like.

## **RESEARCH METHODOLOGY**

This section deals with the way the research was carried out as well as the tools used to conduct the investigation, so as to address the problem mentioned at the beginning of this work.

## **TARGET POPULATION**

Hedrick, P (2006) defines population as a group of individuals that exist together in time and within a particular space. For the purpose of this research work, the concerned population are employees in quantity surveying firms in Jos, Nigeria. The population of this study is 30.

## **METHOD OF DATA COLLECTION**

For the purpose of this research information was obtained with the aid of structured questionnaire. It is comprised of two sections; Section A captures the respondent's personal data (Profile or background) and section B consists of questions relating to the subject matter of inquiry.

## **METHOD OF DATA ANALYSIS**

The various data and information obtained from the various respondents was analyzed, so as to achieve the aim of this study. The data analysis was carried out, using;

- i. Simple Percentages
- ii. Descriptive analysis; the use of relative index to find the mean which was used to determine the level of importance of the subject matter of enquiry. The formula is shown below;

$$\text{Mean score} = \frac{\sum FX}{\sum F}$$

Where F = frequency of occurrence

X = weighting (points) allocated to alternatives

Weighting factors

Strongly agree (SA) = 5

Agree (A) = 4

Undecided (UD) = 3

Disagree (D) = 2

Strongly disagree (SD) = 1

## DATA ANALYSIS

This section analyzes the results of the study obtained from a survey using questionnaire. A total of 30 questionnaires were distributed to various quantity surveying firms and 28 of them were returned, but two were not returned.

## DATA PRESENTATION

**Table 4.1 Response rate**

Questionnaire	Number of responses	Percentage (%)
Questionnaires sent	30	100
Responses received	28	93

Responses not received	2	7
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Source: field survey (2021)

The table above shows that a total of number of 30 questionnaires were distributed and 28 of them were filled and returned and on percentage 93% while 7% were not returned.

**DATA ANALYSIS**

**Table 4.2 various ways employees are recruited in Quantity Surveying Firms**

S/N	Forms	Frequency of Occurrence					Mean Score
		SA	A	UD	D	SD	
1.	Direct link with Colleges and universities	5	15	0	5	3	3.54
2.	By advertising	2	20	2	2	2	3.64
3.	By employment agencies	0	2	4	21	1	2.25
4.	By professional organization	4	18	0	5	1	3.67
5.	Within the firm or company	2	22	3	1	0	3.85
6.	By applications that were not requested for (unsolicited applicants)	5	15	2	6	0	3.67
7.	From other competitors	0	4	2	19	3	2.25

Source: field survey (2021)



Table 4.2 shows that the calculated mean for the ways of recruiting employees; direct link with colleges and universities, by advertising, by professional organization, within the firm or company, by application that were not requested for (unsolicited applicants), were equal to 4, which indicates that the above listed ways of recruitment are used in the quantity surveying firm while the calculated mean for recruitment by employment agencies, from other competitors, were equal to 2, which indicates that these methods are rarely used.

**Table 4.3 Forms of motivation for workers**

S/N	Forms of motivation	Frequency of Occurrence					Mean Score
		SA	A	UD	D	SD	
1.	High financial reward (wages and salaries)	5	23	0	0	0	4.17
2.	Allowing employees participate in decision making	4	20	3	1	0	3.96
3.	Promotion of employee	4	22	1	1	0	4.03
4.	Training and re-training of employees	5	18	3	2	0	3.92
5.	Providing good working environment	20	8	0	0	0	4.71
6.	Good leadership and management by superiors	22	6	0	0	0	4.78
7.	Promoting good working relationship with colleagues and superiors	15	10	3	0	0	4.42

Source: field survey (2021)

Table 4.3 shows that, the calculated mean for all the listed forms of motivating employee fall within the alternative weighting 4 and 5.

This shows that all the listed forms of motivation are effective for motivating employees in the quantity surveying firm.

## **CONCLUSION**

The ideology of any business owner or organization is to excel and grow from a certain point to a higher point overtime. In order to achieve this, getting the right set of people to make things happen in a productive way is necessary. Therefore, the right set of people have to be

employed into quantity surveying firms, and this set of people should be enlightened on the goals of the firm into which they are employed as well as encouraged to achieve them by motivation.

Finally, these goals have to be well communicated by the employers to employees so that they would know the plans and goals of the firm, know what to do and how to carry out the various tasks assigned to them.

## **RECOMMENDATION**

**With reference to the research problem, the following recommendations were made;**

- Employees should be recruited by the use of direct link with colleges and universities.
- The use of unsolicited applications from job seekers should be reviewed by firms when the need arises, in order to select the best candidate.
- Advertising job vacancies through media outlets and other advertising agencies should be adopted.

**Employees in quantity surveying firms can be motivated through the following ways;**

- High financial reward (wages and salaries).
- Allowing employees participate in decision making.
- Providing good working environment.
- Training and re-training of employees
- Promoting good working relationship.
- Good leadership and management by superiors.

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