

The Effects of Resource Management on Productivity of Site Workers In Lagos, Nigeria

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ABSTRACT

This paper is focused on the effects of resource management on productivity of workers in Lagos. It examines the role of training and development on workers' productivity in both public and private organizations in Lagos. It also pointed out the problems of human resource management and personnel manager. The study is to ascertain how resource management affects workers' productivity in an organization. To effectively do that, four research questions were formulated. However, in order to achieve the research aim and objectives of the study and draw a reliable conclusion, 30 copies of questionnaire were distributed to respondents in Lagos and 23 were well filled and returned, which were analyzed using Relative Quality Index. The findings of the study indicate that large number of the respondents strongly agreed that resource management has positive and significant impact on the productivity site workers as there is a significant change in resources management and productivity of site workers. Finally, it is then concluded that human resource training and development is a long term and very sensitive functions of an organization. It is recommended that embankment of such policies had enhanced the productivity of site workers through the implementation of good resource management techniques leading to completion of tasks within a planned duration.

Keywords: Resource management, productivity, site workers, organization.

1. INTRODUCTION

The construction industry is one of the major players to the nation's economic activity and wealth creation. It is also a huge industry worldwide. Business in the construction industry interacts with business in related industries such as manufacturing, materials suppliers, transportation, financial and professional services. Copper (2008) opined that the construction industry accounts for around one-tenth of the world's gross domestic product (GDP), seven percent of the world employment, half of all the world's resource usage and up to forty percent of world energy usage. Although the construction industry has made some contribution to the nation's economy, the industry in general is still sensitive to the continuous economic cycles by its nature (Eldin, 1987; Kangar, 1988) and is opened to various risks (Ballal, Emms, O'donoghue & Redfern, 2007). However, the construction industry is considered crucial because of its significance to the performance of the domestic economy (Ibrahim, Roy, Ahmed & Imtiaz, 2010). If the nation's economy to be prospered, the construction industry has to be developed in an effective manner to face the future challenges such as globalization, high stakeholder's expectation and the changing uncertainties in the use of construction technology.

Therefore, construction is unique, in which no two projects are exactly the same. According to Brown and Adam (2000) explained the significance of these circumstances that construction projects are characterized by their complexity, diversity and an evolving non-standardized nature of its end product, unlike the steady state and standardized repetitive manufacturing process. Due to these fundamental differences, Kazez and Blrgonul (2005) viewed that the manufacturing oriented quality concept could not be directly applied to the construction industry. Therefore, resource management is the efficient and effective deployment of an organization's resources when they are needed, such resources may include financial resources, inventory, human skills, production resources or information technology (Wikipedia). According to Wernerfelt (1984) defined resources as anything that could be thought of as strength or weakness of a given firm's including tangible and intangible assets and there are three (3) main organizational resources namely:

- (a) Human resources
- (b) Financial resources
- (c) Technological resources

Resources management is very critical and imperative function that operates within the organizations. The functions can be classified into recruitment, compensation, development related to the organization, safety, motivation of employees, benefits, wellness, communication and training, administration and performance management and all the activities that are associated with the workers and the way direction is provided to them to achieve the goals. It is also one of the most important elements of an organization. All the processes, system, methodologies and operations take place because of the employees. It is the employees that make it happen, if the workers are not properly motivated and do not work efficiently, then the organization cannot work properly (researchmatic.com).

1.1 Statement of the problem

Both public and private organizations in Nigeria contribute to the wrong utilization of available resources, this resources includes human resources, technical resources and financial resources. This is because graduate or workers are employed in area where they lack expertise. The management of some organization does not seem to know the importance of training and development on worker productivity. Some management believe that if the worker or graduate have acquired education there is need to train again, since the worker or graduate have not acquired the necessary training to partake in utilization of resources. Provision of welfare facilities are not given adequate attention in some organization despite many policies been implemented to ensure workers productivity and efficiency.

However, this study is to evaluate and examine the impact of resource management on the productivity of site workers.

1.2 Research Questions: The following research questions are relevant to the study:

- (a) What are the reliable and effective ways of procuring resources?
- (b) What are the theories of resources management?
- (c) What are the resources management technique used in influencing the productivity of site workers in Lagos, Nigeria?
- (d) What are the problems encountered in determining the most reliable and effective ways?

1.3 Aim and Objectives of the paper: The aim of this paper is to examine the impact of resources management on the productivity of site workers in Lagos. Towards this end, the following objectives are drawn:

- (a) To determine the most reliable and efficient way of procuring resources.
- (b) To assess various theories of resource management.
- (c) To evaluate different resource management technique.
- (d) To identify problem encountered in determining the most reliable and effective ways.

1.4 Significance of the study: The significance of this research is to highlights the roles of construction industry plays in reshaping the economy and its substantial workforce. It will also help in measuring how roles play in fulfilling of the primary needs and satisfactory achievement of each workers and organization which are:

- (a) Providing a basis for the enormously contribution to the national economy in form of gross domestic product (GDP).
- (b) Providing basis to prevent work dissatisfaction in construction sites.
- (c) Providing basis for the increase in the productivity of resources.

Besides, students in the field of environmental studies will find it educative, interesting and challenging. In that, various activities and technique of resources management are revealed and logically analysed.

1.5 Scope and Limitation of the study: This paper covers the aspect of resource management in ensuring and stimulating a worker to act in a manner which fulfils the objectives of the organization. One cannot but say that data collection is the most tedious of writing this paper. Another limitation is fund constraint in carrying out this writing. The cost of getting materials and information as well as their adequacies will also constitute of the limitation of the research.

2. LITERATURE REVIEW

This part of the paper reviews of relevant literature that gives a background of resource management firms in Lagos. The techniques of resource management, element of resource management, roles of money as a motivator, resource allocation, resource scheduling and planning, project financing are required in effective productivity of site worker. It further describe the possible ways of generating higher level of productivity which largely depends on establishing a careful balance of the many inter-related factors of production necessary in achieving worker's satisfaction. However, realistic theories based on the practical result are available to assist in devising more robust incentives, with perceived disadvantages such as variable level of production output, disputes and indifferent quality moderated.

2.1 Resource Management: According to Armstrong (2006), resources management as a strategic, coherent and comprehensive approach to the management and development of the organization resources in which every aspect of that process is wholly integrated within the overall management of the organization. It is a well-known fact that the primary concern of an organization is its viability and hence its efficiency. For effective functioning of any organization, employees must learn to perform their jobs at a satisfactory level of proficiency and also the organization must provide opportunities for the continued development and training of employees not only on their jobs, but as well develop them for other jobs for which they might later be considered. According to Obikoya (1996), training is a systematic process of altering the behaviour, knowledge and motivation of employee in a direction to increase the trainee's effectiveness and organization goal achievement. Training and development helps to ensure that organizational members possess the knowledge and skills they needs to perform their jobs effectively, take on new responsibility and adapt to changing conditions (Jones, George and Hill, 2000). It is further argued that training helps to improve quality, customer satisfaction, productivity, morale, management succession, business development and profitability.

Koontz (1983) opined that people are unique; they have different needs, different ambition, different attitudes and different desires for responsibility, different levels of knowledge and skills, different potentials. However, Obikoya (2005) believed that both private and public sectors in Nigeria are guilty of wrong utilization of available resources, this is especially in public sector where workers are employed in the area where they lack expertise, that organization must engaged in intensive staff training and management. The business environment is ever dynamic and changes create problem for the managers in terms of resources. It is of importance for employers in order to get the best of his employees should improve the factors that persistently motivate employees, since they are bound to be affected by time.

Yusufu (1965), stated that the conditions under which work is performed should be such as to make workers not only economically highly productive and efficient, but happy human beings and properly develop skills. He also stated that workers have only tended to pay more attention to what they can derive for themselves in nature of higher pays package, sick benefits, generous leave and good working conditions. Shubin (1958) viewed service such as restroom, lunch stand, operative purchasing, medical attention in premises, hospitalization, pension plan, sport designed by an organization for providing an occupation environment that will physically, mentally and emotionally fitness of the employees as wellbeing, and special incentives for better performance. It is advantageous for every organization to give room for good pay packages, good welfare packages, adequate training and development and to create enabling satisfaction which will eventually result to the realization of the expected productivity levels.

According to Igbuzor (2005), even though there are different perspectives to development will lead to good change manifested in increased capacity of people to have control over material assets, intellectual resources, and ideology and obtain physical necessities of life like foods, clothing, shelter, employment, etc. This is why some people have argued that the purpose of development is to improve people's lives by expanding their choices, freedom and dignity. The belief in human capital as a necessity for growth started in Nigeria during the implementation of the 1955-60 development plan and today with the importance of knowledge in the economy, human capital has increasingly attract both academic and public interest. The study therefore, analyzes the impact of resources management on the productivity of site workers in Nigeria.

2.2 Resource Management Theories

Resource management has a long history and an interdisciplinary base borrowing from and contributing to such fields as economics, organizational behaviour, anthropology, psychology and sociology. The discipline was originally called home management with an emphasis on work simplification and household efficiency but since the postmodern period (beginning in the 1960s) the emphasis has been on viewing the family as a social system and resource management as one of the many function of that system (Knoll 1963; Maloch and Deacon 1966; McGregor 2001). In recent years the mostly widely used term describe the field as family resources management or more simply management. Although the family is recognized as the fundamental societal unit, it is recognized that management principles and techniques apply to singles as well as to families. Attention is also paid to the management styles and situation of different types of technique used.

The resource management is a function in an organization designed to maximize worker productivity in service of an employer. It primarily concerned with the management of resources within the organization focusing on policies and systems. The framework of resource research and usage is established in the system resource model of organizational effectiveness put forward by Yuchtman and Seashore in Hoy and Miskel (1987). According to the model, effectiveness is organization ability to secure an advantageous bargaining position in its environment and to capitalize on that position to acquire, judiciously distribute and monitor utilization of scarce and valued resources (Hoy and Miskel, 1987).

In other words, an organization is resourceful when it is able to adequately acquire, rationally distribute, efficiently utilize and regularly maintain scarce resources in implementing its programmes. Resources are basic tools necessary in the effective performance of tasks and growth and development of human organizations. The constitution of resource is determined by the uses to which it can be put. Generally, a resource is identified by its ability to solve problems and yield more wealth when applied to economic situation. Resources are classified as visible when they exist and can be quantified in the form of human beings, land, money, books, property and so on. Resources are invisible when they exist in form of skills and physical skills and can only be measured in terms of productivity levels, job experience like physical capital, it is liable to obsolesce through changes in technology or tastes, unlike physical capital, it cannot be used as collateral for loans. Since the human economy is a monetary economy, the availability of funds in any organization or institution is vital to its productive process and the quality of its product and service. Human capital is therefore consciously created through education and training while accepting the general economic definition of land as the factor of production supplied by nature. Begg (1994) believes that the quality of land can be improved by the application of human expertise. Thus a farmer is able to produce better land by applying labour to extract weeds or fertilizer to improve soil balance similarly; in the field of construction professionals are required in the effective manipulation of resources to achieve the desired balance in the productivity of site workers. According to Black (2003), the cost of creating human capital falls mostly on individuals or their families, philanthropic institution or the state. Financial capital is a significant resource often assumed to be a part of physical capital.

It is usually the basis for the procurement, defining finance as the science of controlling money. Ogbonna (2001) expands his approach by citing Pandit (1979) who saw financial as a body of facts, principles and theories dealing with the raising and using of funds by individuals, business firms, educational institutions and governments. Ogbonna (2001) rightly deduced from Pandit's definition that finance is the process of raising, allocating, controlling and prudently managing funds for the purpose of achieving institutional objectives.

2.3 Resource Management Techniques

Several techniques are used to positively influence the attitude toward production and development through traditional and resource limited schedule approach. The traditional approach view of resources management give five (5) step process which includes:

- (a) Initiation stage
- (b) Planning or design stage
- (c) Execution or production stage
- (d) Monitoring or controlling stage
- (e) Completion stage

This process above are commonly used when introducing or creating a new product or service, but also can be used to prioritize and help integrate a new resources into a company such as new computer system. The resource limited schedule approach view resource management as a technique used basically for creating a road map of a project and pinpointing resources along the way, for example, each person or worker involved in the project will be pinpointed along the way and all resources are accounted for along the road map. The schedule will also have start date, end date and corresponding resource information. Many techniques are also available to suit different situation in resources management. Those most applicable to the construction industry are outlined:

(a) Resources Leveling: This is a technique of resource management which aims to find underused worker within an organization and putting them to work. It make research on the resources, workers and equipment to determine if some of those assets are being underused or could be used more effectively elsewhere.

(b) Resources Breakdown Structure: This technique is used essentially as a list of most important resource. In this technique, the resources are listed out on order of their importance, abundance and usefulness.

(c) Job Training: This technique of resource management is used extensively to provide an in-depth training for workers to increase their productivity. In this aspect, during the training of the worker the productivity might decrease because the resources available will be used for the training.

(d) Mentoring: This technique involves the aspect of helping the worker to synchronize workflow and adopt effective teaming strategies. In this technique, knowledge sharing often accompanies teaming efforts there by giving the worker enough guidance to increase their productivity rate.

(e) Motivational Incentives: This is a technique that is mostly common in resource management techniques. This involves the increasing of the performance of the worker based payment to motivate the worker. The incentives may include time-off, private office, free beverage and snack foods and increase in wages. These benefits are often thought to heighten worker morale, manager can used various compensation strategies to increase worker productivity, and these can range in different devise depending on the manager's choice.

3. RESEARCH METHODOLOGY

This section explains the procedure used for carrying out the survey and subsequent analysis of the results obtained. It is grouped into research design, population of the study, sample techniques, sample size, questionnaire design and administration of research instrument, method of data analysis and data collection constraints. The population of the study is the construction companies that engage in consultancy, contracting, maintenance, civil engineering works, renovation and rehabilitation and manufacturing of building component. It also includes all construction professionals (Architects, Quantity Surveyors, Service Engineer, Structural Engineer and Contractors). As such, a stratified random sampling was used for the purpose of the study in order to identify heterogeneity in the population and reduce sampling error.

3.1 Statistical Methods Employed: A major statistical method employed for this study is the mean item score. The data were analysed using the framed work of a linker-type scale, in which respondents were asked to rank their opinion from 4 (with 1 having the lowest rank and 4 the highest). These scales are: very effective, fairly effective, low effective and not effective. The data obtained were analysed using the mean analysis allowed ensured to be ranked in order to determine the relative importance of factor considered.

These were the ranked based on the calculated relative quality indices. The Relative Quality Indices were calculated using the expression:

Relative Quality Index (RQI)

$$= \frac{4n_4+3n_3+2n_2+1n_1}{N} \dots\dots\dots \text{equation 1}$$

Where: n₄ is frequency of very effective.
 n₃ is frequency of fairly effective.
 n₂ is frequency of low effective.
 n₁ is frequency of not effective.
 N is total frequency

4. PRESENTATION AND DATA ANALYSIS

This section discusses the analysis of the data generated from the distributed questionnaires. This chapter will thus form crux of the study because without it, the work did so far will just be more mental exertion and futile activities. The data was analysed using percentage frequency and express the interpretation as they affect the findings. There were thirty (30) questionnaires altogether but, twenty-three (23) were received in which were administered to top, middle and lower level management. Questions 1 to 23 provide information on general particulars of the respondents; provide information on the organizational data; questions and information on the research topic. However, the respondents’ characteristics and classification are presented into tables below.

Table 4.1: Area of Work Specialization

Work Experience	No. Of Respondents	Percentage (%)
Building Works	4	17.39
Civil Engineering Works	1	4.35
Building/Civil Engineering Works	7	30.43
Mechanical Engineering Works	-	-
Electrical Engineering Works	3	13.04
Mechanical/Electrical Engineering Work	2	8.7
Others	6	26.09
Total	23	100

Source: Field Survey, October, 2015.

Table 4.1 above revealed that out of 100% of the respondents that administered the questionnaire, 30.43% were engaged in Building and Civil Engineering Works which was the highest, followed by others had 26.09%, followed by Building Works which had 17.39%, followed by Electrical Engineering had 13.04%, Mechanical/Electrical Work had 8.7% and Civil Engineering had 4.35%.

Table 4.2: Effectiveness of Resource Management on Productivity of Site Worker

Effectiveness	No. Of Respondents	Percentage (%)
Very Effective	4	17.39
Fairly Effective	17	73.91
Low Effective	2	8.70
Not Effective	-	-
Total	23	100

Source: Field Survey, October, 2015.

Table 4.2 above revealed that 73.91% of the respondents had effect on productivity due to the use of resource management which was the highest percentage. This indicated that resource management had a great effect on the productivity of site workers in Lagos, followed by 17.39% which had the Very Effective and 8.7% had the Low Effective.

5. DISCUSSION OF FINDINGS

Based on the work done in this chapter together with the other questions administered by the respondents in the questionnaire, it was discovered that resource management is very effective in achieving higher productivity. Management incorporated different means such as: promotion of staff yearly, good remuneration, welfare services, training and education on job and participation in profit shares to retain loyalty of their staff. Conclusively, one can deduce that there is no better way of influencing the behaviour of the site worker than the use of well-articulated resource management techniques.

5.1 Summary

The aim of this study is to determine whether resource management is effective in achieving higher productivity among site workers in Nigeria. Other relevant areas which the study highlighted are: the reaction of the workers towards their duties when resource management is employed by the employer and how the managers in the construction industry can apply resource management theories of management in their attempt to direct the job behaviour of employees towards the goals of their establishment. The general description of the areas of study, which depicted the inevitability of resource management in achieving higher productivity in an organization, was stated. In the course of the study, state of the problem such as; workers leaving the organization due to poor resource utilization, their willingness to perform their duties well and how to motivate them to achieve the desired productivity level were pointed out. Question relating to the objectives and problems were also looked at.

The study looked into some review of literatures that covered different models and theories on resource management by different scholars, different means of motivating workers. Various textbooks, journals, articles and other scholarly materials were used to get terms, ideas, concepts and academics as well as professional viewpoints. Various workers from consulting, contracting and manufacturing were selected as the study population with the use of simple random sampling. Both primary and secondary data were also used for this research work. The primary data was based on questionnaire while the secondary data was based on published and unpublished works. The data collected were processed and analyzed through the use of Relative Quality Index (RQI).

5.2 Conclusion

From the analysis of the respondents to questionnaire administered to them, certain conclusion could be made. Firstly, the construction workforce, who consists of the workers, management and other stakeholders, expect firm to prosper. Therefore, it is not out of place to embark on policies that will enhance their efficiency level, thus the profitability of the entire organization. One way of doing this, is the adoption of well-articulated resource management technique that increased the productivity. This way, tasks would be completed within planned duration.

More so, various means of motivation such as good remuneration, welfare services and training of staff etc has been brought into limelight that was used in the organization. Furthermore, its usefulness in sustaining the efficiency and effectiveness of workers in the organization further reveals its indispensability. Conclusively, the tasks of using resource management to achieving higher productivity are worthy considering all these accruing benefits stated earlier.

5.3 Recommendations

The following are the recommendations which are found useful and if rationality adopted, will go a long way in enhancing the effectiveness and usefulness of resource management in productivity of site workers in Lagos. These recommendations include:

- (a) The companies should embark on recruitment and training of staff in response to their needs.
- (b) The various means of resource discovery are stated above and in conclusion of this research work, it should be strictly adhered to by the management so that productivity level discovered in the course of using resources can be maintained and even increase.
- (c) Management of construction firms should adopt multiple financial plans for all categories of site workers in order to enhance their productivity rate.
- (d) Management of construction firms should also adopt a participative policy, where the workers would be involved at both the formulating and implementation stages of the policy.

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