

The need for a Quantity Surveyor as a Human Resource Manager for Organisational Performance in Construction Projects in Enugu State.

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ABSTRACT

It is crucial for organizations to identify the need for a Quantity Surveyor (QS) as a human resources manager (HRM) for organizational performance in construction Projects in Enugu State. In order to achieve this aim, the study therefore determine; to what extent does QS roles lead to HRM in construction project, to what extent does Quantity Surveyors' functions as a human resource manager impact on organizational performance in construction projects and lastly, the significance relationship between Qs as a HRM and organizational performance. Extensive reviews were done to review what past researcher has done on the topic and its relevance of their work to the present research. A total of 300 questionnaires were administered and 283 responded on both public and private project sites staff and workers in Enugu State, Nigeria using descriptive survey method. Quantitative data collected was analysed using percentage frequency, mean score and hypothesis tested using Pearson correlation coefficient with the aid of SPSS version 22. A reliability "r" of 0.82 was obtained. Findings showed that there is significant relationship between Qs as a HRM and Organisational Performance. As such, to ensure that HRM is effectively practice in the construction projects, it will be utmost important if it is handled by qualified QS in order to achieve efficiency and effectiveness at the completion of construction projects since they have all the attributes, skills and abilities required.

Keywords: Human Resource Management (HRM); Quantity surveyors; Organisational Performance; Construction Projects

INTRODUCTION

Generally, Quantity Surveying is basically concerned with contracts and costs on construction projects and quantity surveyors control construction costs by accurate measurement of the work required [1]. Their services cover all aspects of procurement, contractual and project cost management in infrastructural development which may include value management, tendering, valuation, change control, human management and cost estimation etc as asserted by [2]. Human resource management is defined as the process of hiring and developing staff so that they can become more valuable to the organization [3]. Human Resource management has an important role in

the construction industry as people manage the works of the construction. According to [4] human resources management can be seen as the procedures and practices needed to carry out the human resource aspect of a management position, including selection, job definition, training, performance appraisal, compensation, career planning and encouraging employee participation in decision making as well as mentoring the staff to rise to the point of becoming partners or directors. Human resource management can therefore be seen as a determining factor for a firm growth and its knowledge, a powerful tool for a

construction projects, competitiveness and firm innovation practices.

Human resources management is fast becoming an important aspect of most organizational development. [5] stated that Human Resources Management can therefore be a major contributor to the success of an enterprise. [6] argued that the study of human resource management practices can be seen as a determining factor for organizational enhancement and staff performance. While the construction industry is a labour intensive sector and a stimulus for emerging economies as opined by [7], the construction industry has been regarded as one of the important national economic growth indexes cited by [8] which cannot cope without organizational goal in order to ascertain project performance.

The main objective of any organisation is to make a profit and to achieve organisational goals in order to maintain the competitive advantage. Construction project must continually improve their performance by appointing quantity surveyor whose one of his essential duties is be in charge of planning and managing costs for construction projects from the start of a project to its completion [9]. They can be innovative in conceiving, designing and executing organisational objectives, improving quality, and productivity. Moreover, knowing that construction is a project based industry involving all project participants; which needed sophisticated and proper HR manager to handle. Obviously, the construction projects have suffered so much lapses due to lack of human resources management by

not appointing a qualified quantity surveyor who is capable to manage all resources management [10]. Secondly, inadequate of information based on the duties of a qualified quantity surveyor has become unpublicized to some areas due to they are too many quacks in the construction industry claiming what they are not and that leads to bankruptcy, abandonment of projects, building collapse, mismanagement of project teams, backlog, incapacitated to meet up with the quality, cost and time. At this juncture, the research seeks to assess the role of quantity surveyor in human resources management in construction projects in Enugu State. In order to achieve this, it will be expedient to determine; to what extent does QS roles lead to HRM in construction project, to what extent does Quantity Surveyors' functions as a human resource manager impact on organizational performance in construction projects and lastly, the significance relationship between Qs as a HRM and organizational performance in Enugu [11]. Hypothesis Ho: There is no positive relationship between Quantity Surveyors' functions as a human resource manager and organizational performance. Conceptual framework: The research consist of functions as independent variables. They include; Adopting and utilizing soft skills, Standard competency, Handles Effective Allocation, Adopt safety towards workers, Provide sustainability in construction works and Administrative work.

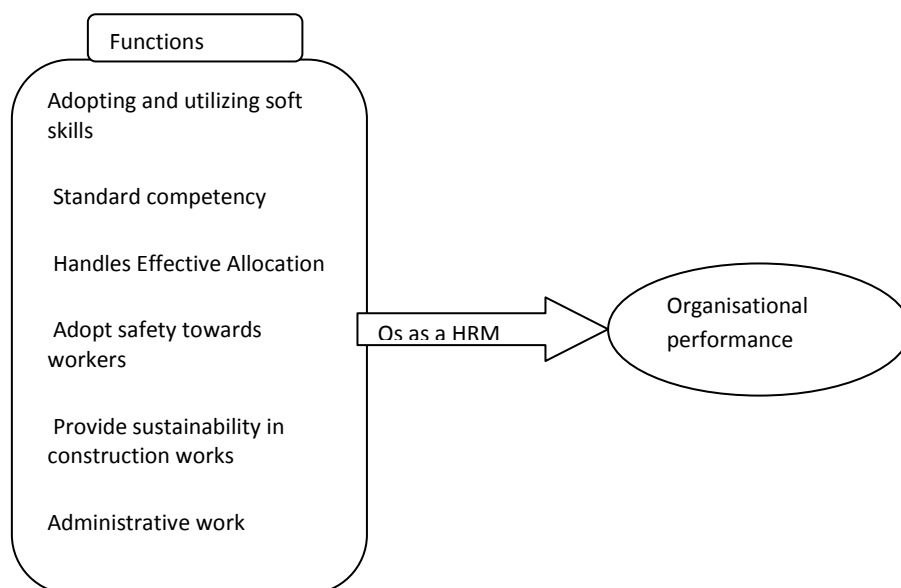


Figure 1:Conceptual Framework

They have effect on dependent variable organizational performance. This is represented in Figure 1 below

Context of the Study Data Collection

The research methodology selected for this study was comprised of a comprehensive review of relevant literature. The study was a site-based survey that made use of a well structured questionnaires administered to the selected constructing firms, consulting firms and the civil service in Enugu State. According to [12] the questionnaire is an efficient data collection mechanism when the researcher knows exactly what is required and how to measure the variables of interest. By using convenience sampling technique, two hundred and ninety questions (290) was designed and two hundred and eighty three (283) responded. Both private and public project sites staff and workers in Enugu, Enugu State Nigeria. Meanwhile, the questionnaire contained the two

sections: the first section was designed to gather the information about the respondent's personal background. In the second section of the questionnaire, the respondents were asked to respond to questions below. The questions asked in this section include; to what extent does QS roles lead to HRM in construction project, to what extent does Quantity Surveyors' functions as a human resource manager impact on organizational performance in construction projects and lastly, the significance relationship between Qs as a HRM and organizational performance in Enugu. Quantitative data collected analysed using percentage frequency, mean score, Pearson correlation coefficient with the aid of SPSS version 22. A reliability "r" of 0.82 was obtained.

METHODOLOGY
Data Analysis
Table 1: Demographic profile

	Variables	Frequency	Percentage
Gender	Male	182	64
	Female	101	36
Total		283	100%
Age	20-29yrs	34	12
	30-39yrs	65	23
	40-49yrs	88	31
	50 & above	96	34
Total		283	100%
Professional Qualification	Architect	40	14
	Quantity Surveyors	130	46
	Builders	65	23
	Engineers	48	17
Total		283	100%
Working Experience	Below 9	42	15
	10-19	57	20.
	20-29	105	37
	30-39	79	28
Total		283	100%

There are 283 respondents. According to the Table 1, there are 64% Male and 36% female. Under the age of respondents, 12 % was between the ages of 20-29 years. 23% was between the ages of 30-39 years. 31% were between the ages of 40-49 years. 34% was above 50 years old. While the working experience of less

than 9 years is 15%. 20% had 10-19 years worked experience. 37% had 20-29 years worked experience. 28% had working experience of more than 30 years. 14% employees were Architect, 46% were Quantity Surveyors, 23% were Builders, and 17 % were Engineers.

Research Questions

Research Question 1: To what extent does QS roles lead to HRM in construction project?
This was analysed using the table 2 below:

Table 2: Opinion of Respondents on the level of extent the following roles of a QS lead to Human Resource Management.

	No of Rep	VLE	LE	SE	VSE	X	Decision
General roles of a QS		4	3	2	1		
Computer literacy and information	283	200	80	3	-	3.7	Positive
Procurement and financial management		233	45	4	1	3.8	Positive
Measurement.		215	62	5	1	3.7	Positive
Project management		265	15	3	-	3.9	Positive
Preparing cash flow predictions		210	65	6	2	3.7	Positive
Preparing cost reports at regular intervals		215	63	4	1	3.7	Positive
Preparing BOQ and Value management		247	33	2	1	3.9	Positive
Preparing the final account thus determining the final cost		250	30	3	-	3.9	Positive
Marketing		260	20	3	-	3.9	Positive
Tendering and Valuation of construction work.		242	40	1	-	3.9	Positive
Recruitment and Selection of workers, Subcontractors etc		265	18	-	-	3.9	Positive
Cluster Mean						3.8	

Note: VLE= very large extent; LE=large extent; SE= small extent; VSE= very small extent

Results from table 2 revealed a cluster mean of 3.8, which is greater than 2.50. This shows that to a large extent it is agreed that general roles of a QS lead to Human Resource Management.
Research Question 2: To what extent does Quantity Surveyors' functions as a

human resource manager impact on organizational performance in construction projects? The analysis was done using table 3 below:

Table 3: Opinion of Respondents on the extent Quantity Surveyors' functions as a human resource manager impact on organizational performance in construction projects.

	No of Rep	VLE	LE	SE	VSE	X	Decision
Functions of a Qs as a HRM	4	3	2	1			
Adopting and utilizing soft skills	283	234	39	1	-	3.9	Positive
Standard competency		200	71	9	3	3.7	Positive
Handles Effective Allocation		200	71	9	3	3.7	Positive
Adopt safety towards workers		246	32	5	-	3.9	Positive
Provide sustainability in construction works		250	25	8	-	3.9	Positive
Administrative work		225	50	7	1	3.8	Positive
Note: VLE= very large extent; LE=large extent; SE= small extent; VSE= very small extent							
Average Mean						3.8	

The result on table 3, revealed the average mean of 3.8, which is above the decision level of 2.50. This shows largely that Qs as a human resources manager (HRM) impact on organisational performance in construction projects.

Table 4: PPMC Relationship between Qs as a HRM and Organizational Performance

Variables	NO	Mean	Std	Df	Cal.r-value	Tab.r-value	Sig.	Decision
Qs as HRM	283	12.56	.57	281	0.76	0.197	0.00	Ho, Rejected
Organizational performance	283	45.31	.82					

Table 4 reveals that the calculated r-value (0.76) is greater than the critical r-value (0.197) computed at 0.05 level of significance. Since the calculated r-value, is greater than the critical r-

CONCLUSION/ RECOMMENDATIONS

The research identified the need for a quantity surveyor as a human resource manager for organisational performance in construction projects in Enugu State. From the findings, we can observe that QS has an optimum view towards contribution of organisational objectives of the construction projects in order to

Ho₁: There is no significance relationship between Qs as a HRM and organizational performance. In other to test this hypothesis, responses from table 3 were subjected to (PPMC) statistical technique, computed at 0.05 level of significance and the output is in table 4

value, hypothesis is hereby rejected. This implies that there is a significant relationship between Qs as a HRM and Organisational Performance.

achieve organisational performance through effective management of HR. Moreover, it was stressed that qualified QS can enhance the importance of metrics associated with quality, time, cost and flexibility; these can only be possible through organisational performance with project success and

sustainability [13,14,15,16,17,18]. To ensure that HRM is effectively practice in the construction projects, it will be utmost important if it is handled by qualified QS in order to achieve

efficiency and effectiveness at the completion of construction projects since they have all the attributes, skills and abilities required.

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