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1 message

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Dear Dr. Amusan Lekan, Dr. Fagbenle Olabosipo, Dr. Mosaku Timothy, Dr. Ayo Charles, Dr. Owolabi Dele, Dr. Omuh Ignatious, Dr. Tunji-Olayeni Patricia, Dr. Ogunde Ayodeji and Dr. Peter Joy,

Congratulations! I am pleased to inform you that your paper submission "MODELLING SUSTAINABLE CONSTRUCTION WORKFORCE MANAGEMENT PRACTICE AND JOB SATISFACTION IN CONSTRUCTION FIRMS IN LAGOS STATE," to the International Business Information Management Conference (23rd IBIMA) on 13-14 May 2014 in Valencia, Spain has been accepted for presentation at the conference. The paper will be included in the conference proceedings (ISBN:978-0-9860419-2-1) as a full paper.

The paper, after addressing review comments, is recommended for "Journal of Human Resources Management Research" OR "Journal of South African Business Research," published by IBIMA publishing. Journals website: <http://www.ibimapublishing.com>

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MODELLING SUSTAINABLE CONSTRUCTION WORKFORCE MANAGEMENT PRACTICE AND JOB SATISFACTION IN CONSTRUCTION FIRMS IN LAGOS STATE

Abstract

Importance of having a sustainable workforce management practice in construction firms cannot be overemphasized, especially when primary objective of an organization is high productivity. The study presents therefore, sustainable human resources management practice that could influence job satisfaction among construction workforce. One hundred and fifty (150) questionnaires were used for the study. Random sampling technique was used in sample selection, SPSS software was utilized in data processing and analysis while results are presented in tables and charts. The study generated a regression model that could be used to recommend sustainable work force practice. The following practices were recommended as a key to good workforce management: priority in training and retraining of workforce, good remuneration system, good occupational health and safety provision among others. It is believed that a good construction workforce management practice would induce high worker's productivity.

Key Words: Sustainable, Management, Workforce, Practice, Satisfaction .

1.0 INTRODUCTION

1.1 SUSTAINABILITY PHENOMENON

Sustainability issue in recent times has dominated the arena of discussion in built environment. Billions of dollars' worth of construction building investment are being initiated world over while little emphasis is placed on the aspect of proper handling of such investments and workforce involved, this however could result into constructing unsustainable buildings. In the tropic, careful consideration is often given to planning in organizations while proactive thought is not often accord the personnel maintenance aspect, this however is common in the public organizations and private firms. Most sectors, unfortunately, are yet to give issue of sustainable workforce an appropriate emphasis, personnell are employed without much emphasis on their job satisfaction, welfare, training and development among other issues.

It is however pertinent at this juncture to appreciate the component of a sustainable building and infrastructure. Sustainable building are those that through their design, spatial orientation, choice of building components, construction and operational strategy, are highly efficient, also have low operating costs, environmentally friendly, and do not affect the health of their users and occupants negatively (Solomon, 2005).

An infrastructure that contains structure and form that are not sustainable can be describe as one with high risk and this has become a phenomenon in the tropic, like wise a human resources body of an organization that contains structures and forms that are not well motivated or satisfied may not be sustainable, it is high time however that paradigm should shift from non sustainable development to sustainable one, through proactive strategy which this study aimed to achieve.

1.2 PERSPECTIVES TO THE CONCEPT OF SUSTAINABILITY

There are existing views to the definition of sustainability concept; sustainable workforce is one of such views, also sustainable structures, sustainable design and construction and sustainable work force among others. Sustainable workforce is viewed as the practice that eliminates associated negative impact of work environment on personnel. One of the schools of thought holds the view that it is the one that considers sustainability from the sustainable design/construction perspective, that, it is the design and construction of infrastructure in a way that will enable the present generation meet their needs without compromising the prospect of future generation in meeting their needs. Sustainable design/construction can also be described according to (Solomon 2005, Nadel, 2007), as the proper use of land, minimization of waste water, the use of less mechanical energy, understanding the site ecology, the application of eco-effective and recyclable materials among others. This can be generally described as producing an high performance infrastructure. Another school of thought, viewed sustainable concept from the perspective of eliminating associated negative impact of infrastructure on users and environment, this school of thought emphasize maintaining infrastructure form and structure. Nadel, 2007 belong to this school of thought, that it is a design and construction practices that significantly reduce or eliminate the negative impact of building/infrastructures on the environment. It was established that this is achievable from the following six (6) key areas: Bioclimatic design indoor-environmental quality, construction of materials and resources, energy efficiency and renewable energy, and community design and connections; and sustainable design. So also another school of thought believed that sustainable infrastructure should benefit society at large, improves standard of living (socially financially and economically), and secures the users health and safe for habitation. (Nadel, 2007, Solomon 2005).

1.3 SUSTAINABLE WORKFORCE

In recent years, however, sustainability has developed a meaning that goes beyond the environment, it is applicable to management and utilization of construction human resources. It is defined as "meeting the needs of the present work force without diminishing opportunities for the future," sustainability encompasses the environment, society, and the economy.

A sustainable workforce contributes to the fate of people, generates profit, and benefits the world at large, such a workforce provides employers with the human resources -- skills, engagement, and retention -- they need to generate a profit (which fuels the economy) and to innovate (which builds society). Sustainable work practices equip individuals and families with economic resources and opportunities for professional and personal growth, in an atmosphere that allows workers to attend to interests and responsibilities inside and outside of work. Ultimately, sustainable work practices help people find meaning through both work and non-work activities. By allowing access to happiness and fulfillment, they help people not only survive, but thrive. People who thrive give back to the economy, society, and the environment(Abang, May-Chiun and Maw, 2009).

Like a tree whose access to water, nutrients, and sunlight enables it to provide prize-winning fruit, people need nourishment from multiple sources in order to do their best both on and off the job. Work practices that have worker flitting from one task to another and leave little time for replenishment prompt the question, the question then is "Is this really sustainable?" The same applies to employers struggling to respond to the pressures of globalization, competition, and short-term profitability. Ideally, a model of work that doesn't work for either workers or organizations is simply not sustainable for anyone. In contrast, in the parlance of sustainability a work environment that allows people to invest in what they value will pay ongoing dividends for both individuals and employers. (Ruwan, 2007). The rewards of a sustainable workforce are not limited to workers and organizations, since in recent times, there have been growing job insecurity as a result of economic meltdown therefore, addressing tensions between work and the rest of life will not only lead to a more sustainable and meaningful lifestyle for the privileged, but may induce an improved environmental, social, and economic conditions locally and worldwide(Tessema, 2007).

1.4 Literature Review

Job satisfaction is an important aspect of human resources management in organizations and companies. It is defined as the degree to which individuals feel positively or negatively about their jobs (Boardman, 2007).

It is further defined as an attitude or emotional response to one's tasks as well as to the physical and social conditions of the workplace. Considering Fredrick Herzberg's theory, the two-factor theory, some aspects of job satisfaction should be motivational and lead to positive employment relationships and high level of individual job performance. Ideally, age and job tenure satisfaction as discussed by (Herzberg, et al., 1957) was considered an U shape relationship. According to Herzberg submissions low job satisfaction is often experienced by workers at early part of the career in an organization and improves as years goes by as a result of unfulfilled job expectations.

In a related study Saleh and Otis, 1964 submitted that general satisfaction of an employee increased up to age 60 and declined until retirement while. Calliscan 2000 found that the general satisfaction is observed at the age of 50. However, Hally, 2002; Sheppard and Herrick, 1972; Quares, 1974) submitted in their view as relates to job satisfaction that older workers are more satisfied with their jobs than are younger workers

In another study (Hally, 2002 reported a positive monotonic relationship of age, tenure and job satisfaction under all conditions for all individuals. The study as well examined the relationship of age, tenure and job satisfaction after considering a sample of 2,067 blue collar workers, they found a linear relationship between age and job satisfaction. Although, for the negative linear relationship between tenure and job satisfaction, they developed "disconfirmed original expectations" to support their arguments. Sometimes, work role and family circle of individual employee influences level of job satisfaction, Quinn et al., 1974; Wright and Hamilton, 2003, empirically validated the link between work role and family life cycle of individual employee, the study attempted at proving that work values and rewards are the key concepts that basically strengthen the relationship of age and job satisfaction. They further added that older workers are more satisfied than their younger counterparts because they actually have "better" or more highly rewarded jobs.

Moreover, Ruwan (2007) validated cutting edge human resources parameters by analyzing six human resource (HR) practices (realistic job, work-family balance, job information, job analysis, career progression, compensation and supervisor support). Outcome of analysis n revealed that the HR practices on job analysis are strong predictors of company performance. A long the same

line, (Abang, May-Chiun and Maw, 2009; Lowe, R. (2007) presented two components of human resource (HR) practices namely, training and information technology have direct impact on organizational performance. In addition, (Zaini, Nilufar and Syed, 2009) four HRM practices showed that training and development, team work, HR planning, and performance appraisal have positive and significant influence on business performance. Human resources management has a direct impact on employee turnover, this was demonstrated in Altarawmneh and al-Kilani, 2010, the study examined the impact of human resource management (HRM) practices on employees' turnover intentions. The results showed that job analysis had a significant effect on employees' turnover. However, no statistical evidence was presented or found strategies that combine any of the following will increase job satisfaction: incentive plans based on rewards, bonuses, salaries enhancement, and performance appraisal reports. These could be a useful strategies to be reconsidered. In this study therefore, HRM practice parameters were used to formulate a sustainable work force factors in construction industry, and this revolves around three ideal set of practices which involves three variables; supervision, job training, and pay practices believed to influence job satisfaction and toward turnover of the employee.

1.5 RESEARCH METHODOLOGY

Method used to select sample size for this study is presented in this section. Asika (2004) defines sample size as a number of the population elements that are selected for a study or more precisely the number of the sample subjects used for the study. A total sample size of 150 respondents was randomly selected for questionnaire administration within the selected construction sites in Lagos State. Structured questionnaires designed in Likert Scale 1-5 was used to collate information for respondents. The questionnaires were administered to 150 respondents drawn from different sites in Lagos State.

1.5.1 DATA SOURCE AND INSTRUMENTATION

The data used in the study includes both primary and secondary data. Primary data was collected through questionnaire administration. A total of 150 questionnaires from 20 construction firms were used. A five point rating scale was used for the questionnaire, with scales strongly disagree (1), strongly agree (5) adopted, since it follows global practice. This follows the line of submissions of previous users like Davidson, 1979; Guge and Taher, 2008 and Yu and Egri, 2005.

There is need to validate the essence of data used, so as to ascertain the extent of its reliability, this is presented in Table 1.1 a. This is achieved by measuring association between dependent and independent variables. High association indicates that the scale yields consistent results, therefore reliable. Cronbach alpha method was used in this study, the method stipulate values of greater than or equal to 0.62 for scale validity (Malhotra, 2000; Cronbach 1951). Reliability value was estimated to be 0.620 alpha coefficients to 0.972 on the scale. This indicates high level of reliability. This follows Bagozzi, 1998. The values of scale tags used in this study fulfilled this requirement therefore are reliable.

Table 1.1a Questionnaire Rating Scale Value Reliability Test

SN	Scale Tag	Frequency of Items	Cronbach Value(A)	Alpha
1	Recruitment and Selection (RNS)	6	0.796	
2	Performance Appraisal (PA)	9	0.770	
3	Human Resources Planning(HRP)	5	0.786	
4	Training and Development(TND)	3	0.620	
5	Job Satisfaction(JS)	5	0.942	
6	Compensation and Reward (COMR)	5	0.972	
7	Industrial Relation(IR)	5	0.624	
8	Safety (SFY)	3	0.620	

9	Incentive(INC)	8	0.760
10	Insurance and Health Matters(IHM)	1	-

Table 1.1b Sustainable Human Resources Parameters That Influences Employees' Job Satisfaction

PARAMETERS	SA	A	D	SD	INDEX	RANKI NG
Opportunity to attend training Programme	33 37.93%	44 50.58%	9 10.35%	1 1.15%	0	0.81 1
Workers training	37 42.53%	35 40.23%	2 3.79%	1.15%	2 2.30 %	0.79 2
Adequate Safety information.	35 40.23%	36 41.38%	14 16.09%	11.15%	11.15 %	0.78 3
Standardized recruitment exercise	30 34.48%	42 48.28%	11 12.64%	4 4.60%	0	0.77 4
Provision of safety equipment.	34 39.08%	33 37.93%	16 18.39%	2 2.30%	2 2.30 %	0.75 5
Provision of adequate safety safety measures	28 32.18%	38 43.68%	14 16.09%	4 4.60%	3 3.45 %	0.74 5

Selection of qualified personnel through interview	23 26.44%	45 51.72%	13 14.94%	5 5.75%	1 1.15%	0.74	6
The use of external consultant to conduct the interview	25 28.74%?	41 47.13%	12 13.79%	7 8.05%	2 2.30%	0.74	6
Workers' salaries and other allowance are paid on time	32 36.78%	31 35.63%	15 17.24%	7 8.05%	2 2.30%	0.73	9
The provision of safety manuals.	26 29.89%	40 45.98%	15 17.24%	5 5.75%	1 1.15%	0.73	9
Motivating employee with good remuneration.	28 32.18%	36 41.38%	13 14.94%	9 10.35%	1 1.15%	0.73	9
	22 25.29%	40 45.98%	15 17.24%	9 10.35%	1 1.15%	0.70	12 th
Transparent recruitment process.	27 31.03	32 36.78%	16 18.39%	10 11.49%	2 2.30%	0.70	12 th
Prospect of changing job in lieu of lucrative	21 24.14%	44 50.58%	20 22.99%	2 2.30%	0	0.70	12 th

alternative job							
Induced workers	29	30	17	11	0	0.70	12 th
Satisfaction	33.33%	34.48%	19.54%	12.64%			
remuneration.							
Training tailored to workers	23	37	16	10	1	0.69	16 th
	26.44%	42.53%	18.39%	11.49%	1.15		
					%		
High job security	21	42	21	3	0	0.69	16 th
	24.14%	48.28%	24.14%	3.45%			
Sustained employees trust through good remuneration.	23	34	19	9	2	0.68	18
	26.44%	39.08%	21.83%	10.35%	2.30		
					%		
Hazard allowance and insurance package payment	23	28	23	9	4	0.64	19
	26.44%	32.18%	26.44%	10.35%	4.60		
					%		
Induced workers commitment through workers freedom policy.	12	39	28	6	2	0.60	20
	13.79%	44.83%	32.18%	6.90%	2.30		
					%		

Source: Field survey, 2013

Highest rank= When workers attend training programmes, it contribute to their knowledge on the job

Lowest rank= Freedom of choice for which training to attend elicit commitment from workers

Sustainable Human Resources Parameters That Influences Employees' Job Satisfaction was presented in Table 1.1. When workers attend training programmes, it contribute to their knowledge on the job was scored highest with a satisfaction index of 0.81. Training of workers contributes to the success of the organization ranked second with a satisfaction index of 0.79. Furthermore, Safety information can

minimize accident at construction site ranked third with a satisfaction index of 0.78. Freedom of choice for which training to attend elicit commitment from workers ranked least with a satisfaction 0.60.

Table 1.2 Factors That Influences Job Dis-Satisfaction

DIS-SASTISFACTION FACTOR	SA	A	UN	D	SD	S.I	RK
Excessive daily work load	27 31.03	42 48.8%	12 13.79%	4 4.60%	2 2.30%	0.76	1
Dissatisfied with remuneration	26 29.89	41 47.13%	15 17.24%	3 3.45%	2 2.30%	0.74	2
Unrealistic Production Target	31 35.63	32 36.78%	13 14.94%	9 10.35	2 2.30%	0.76	3
Prospect of changing job in lieu of lucrative alternative job	23 26.44	45 51.72%	15 17.24%	2 2.30%	2 2.30%	0.76	3

Dissatisfied with present remuneration in relation to the service offered	22	44	13	6	2	0.73	5
	25.29	50.58%	14.94%	6.90%	2.30%		
	%						
Non-availability of modern equipment	25	36	14	6	6	0.72	6
	28.74	41.38%	16.09%	6.90%	6.90%		
	%						
Non-Allowance for early on-job completion	24	34	12	13	4	0.70	7
	27.57	39.08%	13.79%	14.94	4.60%		
	%			%			
Lack of job security	26	31	18	10	2	0.69	8
	29.89	35.63%	20.69%	11.49	2.30%		
	%			%			
Non-availability of empowerment opportunity	22	36	18	8	3	0.68	9
	25.29	41.38%	20.69%	9.20%	3.45%		
	%						

Over indulgence in manual labour other machine	23	34	20	6	4	0.68	1
	26.44	39.08%	22.99%	6.90%	4.60%		0
	%						
Provision of leave facility for health balances	17	38	19		2	0.65	1
	19.54	43.68%	21.83%	11	2.30%		1
	%			12.64			
				%			
Job Burn-out	20	32	20	12	3	0.65	1
	22.99	36.78%	22.99%	13.79	3.45%		2
	%			%			
Availability of family health and safety facility for employee's family	21	27	19	17	3	0.63	1
	24.14	31.03	21.83%	19.54	3.45%		3
	%			%			

Source: Field survey, 2013

Highest Rank= Excessive daily work load **Lowest Rank=** Availability of family health and safety facility for employee's family

LEGEND: SA--- Strongly Agree **A---** Agree **SD-----** Strongly Disagree **D---** Disagree **N---** Neutral.

Factors That Influences Job Dis-Satisfaction was presented in Table 4.12. Excessive daily work load is ranked highest with a satisfaction index of 0.76, Dissatisfied with remuneration relative to the cost of living ranked second with a satisfaction index of 0.74. Furthermore, Unrealistic Production Target and Prospect of changing job in lieu of lucrative alternative job ranked third with a satisfaction index of 0.74. Furthermore,

Availability of family health and safety facility for employee's family ranked least with a satisfaction index of 0.63.

Table 1.3: Correlations Matrix for Human Resources (HR) Practices and Job satisfaction (JS)

VARIABLES	HRP	RNS	TND	PA	COM	IR	JS	S	IN	IH
HRP	1									
RNS	0.576 (0.000)	1								
TND	0.625 (0.000)	0.420 (0.000)	1							
PA	0.854 (0.000)	0.865 (0.000)	0.630 (0.000)	1						
COM	0.750 (0.000)	0.520 (0.000)	0.670 (0.000)	0.635 (0.000)	1					
IR	0.365 (0.000)	0.600 (0.000)	0.721 (0.000)	0.811 (0.000)	0.730 (0.000)	1				
JS	0.633 (0.000)	0.485 (0.000)	0.825 (0.000)	0.678 (0.000)	0.725 (0.000)	0.485 (0.000)	1			
S	0.723 (0.000)	0.524 (0.000)	0.435 (0.000)	0.654 (0.000)	0.632 (0.000)	0.857 (0.000)	0.7735 (0.000)	1		

IN	0.652	0.435	0.658	0.632	0.851	0.773	0.872	0.654	1	
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)		
IH	0.4583	0.383	0.568	0.652	0.811	0.735	0.653	0.811	0.835	1
	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	(0.000)	

Source: Survey data; **Correlation is significant at the 0.01 level (2-tailed)

LEGEND: JS: Job Satisfaction; HRP: Human Resource Planning; RNS: Recruitment and Selection; TND: Training and Development; PA: Performance Appraisal; COM: Compensation; IR: Industrial Relations; IN: Incentives, IH: Insurance and health Matters

Table-1.4 shows that the factors HRP, RNS, TND, PA, COM, and IR are independently positively correlated with JS and also highly significant at 1% levels. Therefore, HR practices have significant association with job satisfaction. Here it is obvious that the maximum correlation ($r=0.633$) existed between HRP and JS, followed by the association ($r=0.825$) between TND and JS; PA and JS ($r=0.678$); and COM and JS ($r=0.485$). It should be necessary to give the highest emphasis on HRP for superb job satisfaction of employees. Training and development is also crucial for wonderful job satisfaction of employees. Although there has no so influential link ($r=0.493$) between RNS and JS; and IR and JS ($r=0.485$). These were also essential for job satisfaction.

HR practices are pair-wise positively correlated with one to another and also statistically significant at P-value 0.000. Among the six HR practices, the relationship ($r=0.865$) between RNS and PA is the highest, followed by the link ($r=0.854$) between HRP and PA.

Further, a multiple regression analysis was performed to identify the predictors of JS as conceptualized in the model. An enter-wise variable selection was used in the regression analysis in Table 1.5 and Table-1.6 show the summary measure and ANOVA of the model.

Table 1.5 Predictors of job Satisfaction (JS)

Model	R	R ²	Adjusted R2
1	0.830(a)	0.617	0.564

Predictors: (Constant), HRP; RNS; TND; PA; COM, and IR

Table 1.6. ANOVA

Model	Sum of Squares	Df	Mean Square	F	Significance
Regression	36.958	6	6.160	9.667	0.0009a)
Residual	34.375	53	0.646		
Total	71.333	59	-		

Predictors: (Constant), HRP; RNS; TND; PA; COM, and IR

Dependent Variable: JS

The HR practices (HRP; RNS; TND; PA; COM and IR) in the above model revealed the ability to predict JS ($R^2 = 0.628$). In this model value of R^2 denotes that 51.8 percent of the observed variability in JS can be explained by the HR practices namely HRP; RNS; TND; PA; COM and IR. The remaining 38.3.2 percent is not explained which means that the rest 38.3 percent of the variation of JS is related to other variables which are not depicted in the model. This variance is highly significant as indicated by the F value ($F=9.667$ and $P = 0.000$)

Analysis of variance is presented in Table 1.6. The analysis is significant at 0.0009 this indicates that the model explains the most possible combinations of predictor variables that could contribute to the relationship that exist among the measured variables.

1.6 Conclusions

A model of sustainable human resources practice that could induce job satisfaction is presented in this study. From the correlation matrix, the highest positive value of correlation between HRP and JS clarifies that the management of construction companies are required to focus on HRP for a sustainable HR practice followed by TND; PA; and COM. It is also found that HRP and TND have significant impact on JS. The present study only collected perceptual information. Although the present study was confined to identify the impact of HR practices on job satisfaction. Also, The following should be observed in construction companies for having highly motivated personnel.

- i. Creating extensive training and development programs for employees
- ii. Setting up good framework for HR planning.
- iii. Organizations should adequately create good and transparent recruitment and selection process.
- iv. Organizations should set up proper performance appraisal systems.
- v. Reasonable compensation of the employees.
- vi. Maintaining a healthy industrial relations based on mutual trust, understanding and confidence
- vii. Providing good working condition. This induces high employee's performance
- viii. High productivity inducement through incentives and motivation package.
- ix. Employees should be trained consistently to adopt cutting edge technology and for career development.
- xi. Creating and implement equal employment opportunities.
- xii. Designing flexible working procedure including hours work, over time payment and hour's payment.
- xiii. Proper working environment should be designed. In that the organization should provide adequate facilities employees to do their works such as appropriate equipment, work breaks, and work sharing.
- xiv. Organization should design good dispute resolution strategy and procedure as well as disciplinary procedure.

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